

**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Resources****Council: 27 March 2019**

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**Subject: General Services Budget Preparation 2019/20 to 2021/22 –  
Budget Update and Budget Setting 2019/20****1. Purpose**

- 1.1** To provide Members with an update in relation to the budget process for 2019/20 to 2021/22.
- 1.2** To provide Members with information in relation to the proposed updated capital plan and its relationship with the revenue budget, seeking approval of the update to the plan.
- 1.3** To provide Members with an update on a review of charging undertaken by officers with options for increasing charges.
- 1.4** To seek Members approval to set the General Services revenue and capital budgets for 2019/20 through approval of options to close the 2019/20 budget gap.

**2. Recommendations****2.1** Members are asked to:

- (a) Note the updated projected cumulative funding gaps as: 2019/20 £5.060m; 2020/21 £13.109m; and 2021/22 £20.473m (para 4.7.1);
- (b) Note that elements of the above projections remain subject to funding confirmation in relation to the potential costs of the teachers' pension scheme employer contributions from 2019/20 onwards;
- (c) Note the range of budget options available to Council in setting the budget and closing the projected gap as detailed in Appendix 1;
- (d) Agree any changes to the Council's charging policy based on the information on options provided at 4.2 in the report and Appendices 2 and 3;
- (e) Note the updated position regarding projections for the revenue budget in 2018/19 as identified at 4.3 in this report;
- (f) Note the updated provisions and reserves position of the Council as identified at 4.4 in the report;

- (g) Note the projected outturn position for capital for 2018/19 as detailed in Appendix 4 including information in relation to the re-profiling of a number of projects and resources into future years;
- (h) Agree the proposed updated capital plan from 2019/20 as detailed in at 4.5 in the report and Appendices 5 and 6 including approval of the recurring projects for 2019/20 to 2021/22 to allow officers to effectively plan ahead and new projects within the capital plan as detailed at 4.5.2 and 4.5.3 in this report; and
- (i) Agree the options to be taken to set the General Services Revenue budget for 2019/20 noting the significant projected funding gaps for the next 2 financial years identified at 4.7 in this report and that officers will generate options to reduce costs for future consideration.

### **3. Background**

**3.1** Council on 14 February 2019 agreed to:

- Set the Council Tax for financial year 2019/20 at 3%; and
- Set the budget at Council on 27 March 2019 with no further savings options to be considered.

**3.2** The Scottish Government has progressed its budget through the parliamentary process without any further amendments to the local authority settlement for 2019/20 from those that were advised to Council on 14 February 2019.

**3.3** The following funding gaps were reported to the February 2019 Council:

- 2019/20 £4.173m;
- 2020/21 £11.961m; and
- 2021/22 £19.225m.

**3.4** These gaps would require to be met from implementation of savings options and/or from reserves. As no savings options are to be considered per Council decision there remains the options provided to February 2019 Council around the use of reserves, capital receipts, etc.

**3.5** Within the Long-term Finance Strategy reported to Council in November 2018 Members were advised that officers were reviewing charges to identify options for potentially raising additional income through charging changes over the existing assumed 4% uplift. This was being undertaken as part of the work being done to consider Commercialisation options.

**3.6** The report in November 2018 identified the following funds available to the Council as at 31 March 2018:

	<b>£m</b>
<b>Reserves</b>	<b>10.975</b>
<u>Of which:</u>	
Earmarked	6.671
Unearmarked	4.304
<b>Prudential Target</b>	<b><u>4.122</u></b>
<b>Projected Free Reserves</b>	<b><u>0.182</u></b>
 <b>Provision – for Equal Pay settlements</b>	 <b>0.317</b>

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

##### **4.1 Scottish Government Settlement to Councils 2019/20**

**4.1.1** As was reported to February 2019 Council a letter received on 31 January 2019 provided additional funding and additional flexibilities for councils in setting their budgets for 2019/20. Of these the flexibility to offset their adult social care allocations to Integration Authorities in 2019-20 by 2.2% compared to 2018-19 remains available to Council in consideration of its revenue budget for 2019/20.

**4.1.2** The letter also advised, in relation to the Teacher Pensions Fund employer contributions increase from 2019/20, that the UK Government has committed to part fund the additional costs and the Scottish Government has committed to pass on the UK Government funding to Councils. The letter also advises that Scottish Government analysts have determined that the cost increase estimated by Council as 33% is too high and should be 21%.

**4.1.3** The letter advises, in relation to the potential for Councils to implement a change in policy in relation to a Loans Fund Review the letter states that the Cabinet Secretary:

*“intend(s) to bring forward as early as I can (early in the new financial year) changes to legislation which will allow Councils to vary loans fund repayments for advances made before 1 April 2016. Changes to repayments must be based on prudent principles and we will work with COSLA and Audit Scotland to reach a solution.”; and*

**4.1.4** The letter also advises that the Scottish Government has committed to:

*“subject to the successful outcome of negotiations with teachers, the Scottish Government will fully fund its contribution to the cost of the Teachers’ Pay deal, providing local authorities with the additional funding required to meet our share of the pay offer.”.*

**4.1.5** In relation to the change in the settlement offer described at 4.1.1 above the change to funding rules between Councils and HSCPs would allow the Council to reduce the level of funding to HSCP by £0.850m (based on 1.7% of

£50m), this figure replacing the figure provided to Council in December 2018 of £0.477m.

**4.1.6** In relation to teacher pension costs, since the December 2018 Council information has been received that the UK Government will not provide funding for the whole change to the pensions costs. The changes are in two parts:

- Discount rate applied reducing from 3% to 2.8% - advised that this will not be funded; and
- Discount rate further reduced to 2.4% - this is expected to be funded.

The assumptions used in generating the gap at February 2019 Council were that all costs for the move from 2.8% to 2.4% would be funded.

Since the February 2019 clarification on the meaning of the wording within the letter received on 31 January 2019 mentioned at 4.1.2 above has been received. This confirms that the expectation remains as described at 4.1.2 above. There remains a risk that this element does not receive full funding and in order to be prudent £0.500m has been added to the budget to mitigate against this risk.

**4.1.7** In relation to the Council's contribution to the HSCP for 2019/20, as was reported to November 2018 Council; the current policy set within the Long-term Finance Strategy is that the contribution would be set in relation to the Council's funding position from the Scottish Government. Following the improved funding from the Scottish Government on 31 January 2019 the Council's contribution to the HSCP would increase by £0.338m, this being partially offset by a reduction in specific funding for Free Personal Care for people under 65 of £0.046m. This will change the payment to the HSCP for 2019/20 to £67.813m.

## **4.2** Charging Review

**4.2.1** As noted at 3.5 above, officers have been reviewing charges as part of the Commercialisation target within the draft budget book. The assumption within the growth in the Commercialisation target from £0.250m in 2018/19 to £0.500m in 2019/20 is that increase of £0.250m would be achieved through the review of charges.

**4.2.2** Council last considered and agreed changes to the charging policy at Council on November 2009. Since then charges have generally increased by an agreed annual uplift as agreed by subsequent Council decisions in approving annual updates to the Long Term Financial Strategy. This was the case in agreeing the Long Term Finance Strategy at November Council which approved a 4% increase.

**4.2.3** Officers have analysed benchmarking information on charges from 24 Scottish Local Authorities (including West Dunbartonshire) in November 2017. This review has identified that for a number of charges West Dunbartonshire

was in the top quartile for charges. However there are a number of charges where, depending on flexibility of demand against price, there is an opportunity to increase charging income based on the cost of service delivery (i.e. for service areas where charges currently do not recover the cost of delivery). The total potential additional income for these options at the time of this benchmarking was estimated at £0.350m per annum by increasing charges beyond inflation to recover the cost of service delivery.

**4.2.4** The benchmarking information received in November 2017 did not provide officers with sufficient time to undertake a full costing review and identify options for charging changes for the 2018/19 budget. During the budget setting process to date for 2019/20 a review of the sales, fees and charges levied was undertaken. This review has identified that most services that the Council charges for are not recovering the cost of service delivery. Some services require to be provided by the Council without direct charge, e.g. Children's education; some are charged on a statutory basis, e.g. Central Government set (or cap) the charge; though some remain within Council control.

**4.2.5** In undertaking the review consideration was given to:

- What is the level of budgeted income anticipated?
- Is the charge a statutory charge (i.e. set by legislation outwith Council control)?
- Is the charge likely to be one which affects equalities groups?
- What is the current price charged versus current cost to the Council to provide the service?
- Is there full cost recovery where this is within the control of the Council?
- What has the historic impact on demand been, following previous price increases, where this is known?
- What do other local authorities or other bodies charge for a similar service, where comparable?

**4.2.6** Other than charges that are outwith the control of the Council or capped by guidance, it is possible for the Council to set prices for other charges that are higher than the cost of provision, though care would need to be taken in terms of competitiveness of such charges in the local market and the potential for drops in uptake.

**4.2.7** Following the review by officers, options for charging changes have been identified within Appendix 2 together with Appendix 3 which provides some comparator information. Officers have identified options for consideration for each charge area as follows:

- A simple 10% increase in charges over and above the 4% already agreed from the Long Term Finance Strategy – if applied is estimated to increase income by £0.413m;
- A full cost recovery position – if applied is estimated to increase income by £3.137m; and

- A recommended increase based on consideration of a realistic increase and price sensitivity on demand – if applied is estimated to increase income by £0.638m.

**4.2.8** Within the appendix there are a number of charges identified for the HSCP. Under legislation the responsibility for setting charges for social care services remains with the local authority rather than the Integration Joint Board. As a result all social care current charges are included within this review. In addition HSCP have identified two new charges for: Sheltered Housing Community Alarms; and Day Services charge for Physical Disabilities; and a proposed change of approach for Learning Disabilities and Elderly Day Services. £0.377m of the proposed charging changes for HSCP on the appendix are derived from HSCP savings options and if agreed would assist in closing the HSCP budget gap.

The remaining options are therefore valued at £0.261m and are in excess of the expected £0.250m.

**4.2.9** It should be noted that the Appendix only illustrates potential based on the three options for each charge as described at 4.2.7, and Members can choose any of these or an alternative, including a no change option. A no change option if applied to all would increase the budget gap by £0.250m, as other Commercialisation options being developed are not yet available for consideration. It should be noted that any increase may affect the Council's ability to increase charges in future years.

**4.2.10** In relation to benchmarking with other Councils, some charges set by other local authorities were not always on a like for like basis, and some councils did not provide information to some or all of the charges in the review. This resulted in some difficulties in considering how competitive the Council's charges were.

**4.2.11** In reviewing and agreeing revised charges, Members will wish to consider:

- The potential effect on demand (highlighted within Appendix 2, where identified);
- The potential effect on those residents/ service users within equalities group, or who may have difficulty in paying and be left vulnerable; and
- Where the Council sits in comparison to charges set by other local authorities or local competitors.

#### **4.3** Budgetary Control Projection for 2018/19

**4.3.1** Since the last Council meeting in February 2019 officers have produced an updated budgetary control position for 2018/19. A separate report on this subject is submitted to this meeting and shows a projected year-end favourable position of £0.118m.

#### **4.4** Review of Reserves and Provisions

- 4.4.1** Based on the updated budget for 2019/20 officers have revised the Prudential Target to £4.192m. This requires an additional £0.070m to be retained as free reserves in setting the budget.

In considering the target and the policy and reserves of the WDC HSCP, as the Council's contribution to the HSCP is seen as a requisition then, based on the end position at 31 March 2018 and based on current budgetary control reports presented to the HSCP Board, the HSCP had insufficient reserves to have a material impact on the Council's consideration.

- 4.4.2** Officers have revised the reserves and provisions since the Long-term Finance Strategy was reported to Council in November 2018 and the updated position is as follows:

- Officers have reviewed the required Equal Pay provision and the current provision of £0.317m remains appropriate; and
- Earmarked funds have been reviewed as and it has been identified that three previously earmarked reserves are no longer required, valued at £0.426m; the remaining earmarked funds have either been spent or continue to be required for the purposes originally identified. Information on this is provided as Appendix 1.

The above is summarised in the following which shows the projected levels of reserves and provisions held by the end of 2018/19:

<b><u>Unearmarked Reserves</u></b>	<b>£m</b>
<b>Position at 31/3/18</b>	<b>4.304</b>
<b><u>Changes</u></b>	
Budgetary control projection 2018/19	0.118
Council Decisions 2018/19: Use of reserves	-0.114
<b>Projected Unearmarked Reserves at 31/03/19</b>	<b>4.308</b>
Prudential Target for 2019/20	4.192
<b>Projected Free Unearmarked Reserves</b>	<b>0.116</b>

- 4.4.3** Should Members identify efficiencies or growth options to be funded from reserves, then the Prudential Reserve level should be considered. This level of free reserves is considered to be the free reserve level which the Council should not plan to be below.
- 4.4.4** Our external auditors in their annual report following the audit of the Council's accounts for 2017/18, identified that the Council has low levels of reserves compared to other Councils in Scotland, and suggested that Members would wish to consider this position. It would be possible to increase the level of reserve in the Council's prudential policy to be higher than 2%.

**4.4.5** In terms of the adequacy of reserves – the prudential level of reserves is viewed as being an adequate level to deal with any financial shocks to the budget, based on previous experience and future expectations specifically in relation to income streams. As can be seen the level of projected reserves is significantly above the prudential level and are therefore judged as being adequate.

#### **4.5** Capital Plan Update

**4.5.1** At Council on 5 March 2018 an update of the 10 year capital plan was approved. Officers have reviewed the plan to update it recognising progress made and any re-phasing of projects and anticipated funding that have been necessary, as detailed in Appendix 4. In addition a small number of new projects are proposed for inclusion in the plan from 2019/20. The result of this update is shown as Appendix 5 (spend) and Appendix 6 (resources) to this report and the new loan charges reflect the values anticipated within the draft budget book as adjusted by the changes made to the gap projections in December 2018 and February 2019 and the effect of new projects are shown below in 4.5.2.

**4.5.2** Included in Appendix 5, are a number of new projects identified during the budget preparation process which have been agreed by the CMT to be recommended for approval by Council. These are listed in the table below and will have an effect on the draft revenue budget of £0.040m from 2020/21 with offsetting revenue savings of £0.080m, so a net saving of £0.040m, if approved:

<b>Ref</b>	<b>Project Name</b>	<b>Value 19/20 (£m)</b>	<b>Project Life Value (£m)</b>
1	Road Upgrade - B857 Main St Renton	0.210	0.420
2	Road Upgrade - A814 Glasgow Rd Dumbarton Phase 1	0.250	0.550
3	Road Upgrade - Townend Rd Dumbarton	0.200	0.200
4	Spend to Save - Water Meter Downsize	0.016	0.016
5	Spend to Save - Urinal Controls	0.045	0.045
6	Spend to Save - Electricity Automatic meters	0.028	0.028
7	Spend to Save - Energy Projects	0.010	0.060
8	Audio-Visual Equipment Refresh	0.150	0.900
9	System Purchase - Making Tax Digital	0.040	0.040
<b>Totals</b>		<b>0.949</b>	<b>2.259</b>
<b>Revenue impact from 2020/21 - borrowing</b>		<b>0.040</b>	
<b>Expected saving from Spend to Save Projects from 2020/21</b>		<b>-0.080</b>	
<b>Total Net Revenue Impact from 2020/21</b>		<b>-0.040</b>	



- 4.5.3** All of the above are new projects and this report seeks approval of funding for all projects detailed above.
- 4.5.4** As a result of the above the capital funding requirement has been adjusted for re-phasing and the anticipated approval of the new bids listed at 4.5.2. This is reflected in the Treasury Strategy which is subject of another report to this meeting.
- 4.5.5** In considering capital investment Council requires to consider how affordable the planned capital investment is to the Council both in the shorter/medium term and in the longer term. The Council's external auditors have raised concerns around the level of borrowing which the Council currently holds, however analysis (which indicates that the Council is amongst the highest levels of borrowing in Scotland) includes the significant HRA investment in achieving SHQS.
- 4.5.6** As has been previously reported to Council, in the years leading up to the development of the longer term approach to capital planning the Council's level of investment in its General Fund assets was low as evidenced, for example, in the spend required to bring the schools estate to an acceptable standard. The current capital plan shows a cluster of planned spend concentrated from 2018/19 to 2022/23 and then reducing significantly thereafter. In addition to the required capital investment in "backlog" projects the Council has taken a pro-active approach to regeneration with two significant projects valued at over £40m over the next few years, with expectations of funding streams linked to these in terms of Queens' Quay and the Exxon site.
- 4.5.7** As was previously reported to Council, in considering affordability it is suggested that a key measure is not the value of borrowing, but the impact of the borrowing on future revenue streams. This aspect of borrowing is identified in the Council's Treasury Strategy and is considered when setting this strategy each year. The Strategy (which is a separate paper to be reported to this council) covers the period 2019/20 to 2028/29 and shows the ratio of cost of borrowing : net revenue stream ranging between 10.55% in 2019/20; 11.1% in 2020/21; and 11.17% in 2021/22.
- 4.5.8** The above reflects the current to medium-term picture and we must consider the impact of new borrowing into future years. Projections of this indicator for the Council show that at its peak (based on the attached draft refreshed capital plan) the Prudential Indicator will be 13.42% in 2037/38. Clearly there are numerous variables between now and that future date, such as future levels of investment; future levels of Scottish Government funding support; rates of interest at which borrowing is secured; and whether Councils will have the ability to vary their own revenue streams (i.e. removal of restrictions on Council Tax increases or any successor). The current model assumes revenue streams reducing by 0.6% per year.

**4.5.9** In terms of affordability of the proposed plan it is the view of the CMT that the plan is affordable, though clearly will have revenue implications for future years, these will require to be planned for in the normal manner through long term financial strategies and budget planning processes.

**4.5.10** In line with best practice Appendix 7 provides information as to how the various elements of the capital plan link to the Council's Asset management Strategy and Plans.

#### **4.6** Brexit

**4.6.1** As discussed in previous budget reports, there remains significant uncertainty as to how Brexit progresses and how this affects the UK economy and whether the UK budget requires to be revisited, as was stated to be a potential outcome by the Chancellor when making his recent budget statement. Depending on the route taken in exiting the EU it is possible that the UK economy will encounter a range of pressures which could result in the Bank of England base rate either increasing or decreasing. There is also the potential for price increases. Neither of these outcomes can be evaluated accurately in financial terms. It is expected that such potential price variations can be accommodated through ongoing budgetary control processes and careful monitoring of the impacts of whatever Brexit decision is reached by the UK Parliament.

#### **4.7** Updated Gap Projections to 2021/22

**4.7.1** In the period since the December 2018 Council, officers have continued to review the budget projections for the next three years which, together with the effects of the various changes detailed above, updates the cumulative gap projections as follows:

<b>UPDATE DETAIL</b>	<b>2019/20 £m's</b>	<b>2020/21 £m's</b>	<b>2021/22 £m's</b>
<b>GAP AT FEBRUARY 2019 COUNCIL</b>	<b>4.173</b>	<b>11.961</b>	<b>19.225</b>
TEACHERS PENSION FUND RISK	0.500	0.500	0.500
BUDGET ESTIMATES UPDATES	0.095	0.396	0.496
REVENUE IMPACT: DRAFT CAPITAL PLAN	0	-0.040	-0.040
HSCP REQUISITION CHANGE	0.292	0.292	0.292
<b>CUMULATIVE REMAINING GAPS</b>	<b>5.060</b>	<b>13.109</b>	<b>20.473</b>

**4.7.2** In order to continue to meet the Council's desire to identify and plan for medium term budgets and issues, indicative budgets for the following two years have been prepared which assume the same level of service as implicit within the 2019/20 budget along with further appropriate burdens. It is clear from the funding gap projections over the next three years that it is expected that significant gaps will be encountered, on this basis Members will wish to consider – when setting the budget in March 2019 – cost reduction options that manage this position over the next three years.

## 4.8 Options to set the revenue budget 2019/20

- 4.8.1 As reported to February 2019 Council officers have identified a number of opportunities to close the 2019/20 budget gap through different approaches to revising policy on use of capital receipts, loans fund payments and reserves. These options are detailed within Appendix 1 to this report, which identifies potential such opportunities valued at £4.929m in 2018/19 and a further £4.640m in 2019/20.

It should be noted that this figure excludes the use of prudential reserves and officers recommend that the prudential reserve is retained at the level defined in the Council's current policy (2% of net revenue budget, excluding requisitions) due to ongoing potential variables described elsewhere in this report.

- 4.8.2 The following provides an update on these options:

- Loans Fund Review  
In the period since the February 2019 officers have monitored ongoing communications regarding this issue and, while the Scottish Government will bring new legislation on this during 2019/20 and this legislation will allow Councils to revise loan repayment period for debt borrowed since 1996, it is not at all clear that this will allow retrospective adjustments to be made on borrowing prior to 2016 legislation. On that basis, and being prudent in this regard, two options were identified which do not involve retrospective revision:
  - For borrowing since 2016 legislation and guidance – review repayment periods based on prudential review of expected asset lives for remaining borrowing as at 1 April 2019; and
  - For borrowing prior to 2016 – review repayment periods based on prudential review of expected asset lives on the basis that legislation will be enacted in 2019/20 to allow this.

Based on the letter of 31 January 2019 the above are clearly in line with the stated intentions within that letter. These options generate a reduction in loan charges of £1.037m in 2019/20, £3.050m in 2020/21 and £3.300m in 2021/22.

Should the promised 2019/20 legislation allow retrospective review then this opportunity would be available for consideration at that time. When this legislation is approved the Section 95 officer will undertake a further review of the prudential approach and updates future gaps as part of the next refresh of the Long-term Finance Strategy.

- Capital Receipts  
As reported to February 2019 Council, under legislation and guidance councils are able to use capital receipts in different ways:

- As currently used in the capital plan;
- Use to pay debt; and
- Use to fund debt

Of the three options above, the third option has the largest immediate revenue impact and if this was agreed by Council allows £2.1m in 2018/19 (which would be added to reserves and able to be used in setting the 2019/20 budget). Note this figure has been updated from the figure detailed in the February 2019 Council report as capital receipt information has been clarified as we move closer to the financial year-end.

Based on the capital plan appended to this report capital receipts of £12.687m are scheduled to be achieved in 2019/20. However officers would recommend a prudential expectation of capital receipts which could be safely assumed to be received in 2019/20 of £3m which could be used as described above to reduce loan charges in 2019/20 thereby reducing the gap;

- PPP Sinking Fund – Currently there is £2.829m held within this capital reserve and is budgeted to fund revenue costs at a rate of around £0.450m per year;
- Change Fund – as at 31 March 2018 the fund held £2.038m, and based on commitments made during 2018/19 and potential costs arising from staffing changes linked to management adjustments and savings options, £0.506m remains. Given the significant financial challenges over the next three financial years it is clear that there is an ongoing requirement for a Change Fund. On that basis officers recommend that this fund should not be used to close the 2019/20 gap and, ideally, the Change Fund should be increased to allow funding to be in position for likely changes required in future years. Members should consider this issue in setting the budget in March 2019;
- Previously earmarked reserves – officers have reviewed reserves that are currently earmarked and identified three previous earmarked funds which can now be released at a value of £0.426m; and
- Free Reserves – at the end of financial year 2017/18 the Council's free reserves were £0.182m in excess of the current prudential reserve at that time. Council has committed some reserves since that time and the Period 11 budgetary control position has been identified as £0.118m favourable. The reserves position identified at 4.4.2 above, shows potentially available free reserves by 31 March 2019 of £0.116m.

## **5. People Implications**

- 5.1** The potential staffing implications are shown within the savings options appended to this report and will be subject to consultation processes

where appropriate and managed in accordance with the Council's Switch Policy (Organisational Change).

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

- 6.1** The main variables within the current projections will be refined throughout the budgeting process as more information becomes available.
- 6.2** Financial implications arising from the budget process are detailed in the report and appendices. There are no direct procurement implications arising from this report.

## **7. Risk Analysis**

- 7.1** There remain risks, as described above, around teachers' pension costs and how the UK exits the European Union.
- 7.2** The updated budget position mitigates against the risk of the expected additional teachers pension costs not being fully funded through Barnett Consequential though there remains a risk that this is insufficient.
- 7.3** The current budget assumptions are based on the UK budget announced in the Autumn of 2018 which stated that in the event of a "no deal" Brexit it was likely that the UK Government would require to reset the county's finances. Such a move or any other impact of Brexit could have a significant impact on the Council and its financial position for 2019/20 and subsequent years.
- 7.4** There are a number of assumptions within the charging review (particularly levels of demand or a customer's ability to pay), these assumptions could vary from that indicated, resulting in e.g. a reduction in demand (and reduced income levels); higher bad debt (due to ability to pay); additional vulnerability of particular client groups. The effectiveness of any increase in charges agreed would be monitored and reported through the ongoing budgetary control reporting process.

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

- 8.1** Equality impact screening or assessment of each savings option are carried out within the relevant services and will be made available to Members as part of the background papers for the Council decision on setting the budget in February 2019.

## **9. Consultation**

- 9.1** Council agreed at its meeting in February 2019 that there should be no public consultation on the setting of the 2019/20 budget. The views of Legal Services have been requested on this report and feedback incorporated herein. The public consultation process is defined within the detail of this report.

## **10. Strategic Assessment**

- 10.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan.
- 10.2** The General Services revenue budget contributes to all categories by providing funding in specific areas to help the Council achieve and develop these priorities.

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**Stephen West**  
**Strategic Lead - Resources**  
**Date: 14 March 2019**

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**Appendices:**

- 1: Options;
- 2: Charging Review – Options;
- 3: Charging Review – Comparator Information;
- 4: Capital – 18/19 Forecast Outturn;
- 5: Capital Plan – Spend;
- 6: Capital Plan – Resources; and
- 7: Capital Plan – Links to Asset Management Strategy

### **Background Papers:**

1. Long Term Finance Strategy and Budget Update Report – 28 November 2018;
2. Minute of Council meeting – 28 November 2018;
3. Council Draft Budget Book 2019/20 to 2021/22;
4. Budget Update Report – 19 December 2018;
5. Minute of Council meeting – 19 December 2018;
6. Budget Update Report and Council Tax 2019/20 Setting – 14 February 2019;
7. Minute of Council meeting – February 2019; and
8. Equalities Impact Screening.

**Wards Affected:** All

**APPENDIX 1**

**OPTIONS - RESERVES, ETC.**

<b>OPTION</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>COMMENTS</b>
LOANS FUND REVIEW	£0	£1,037,000	£3,050,000	£3,300,000	BASED ON PRUDENT REAPPRAISAL OF BORROWING REPAYMENT PERIODS FOR ALL BORROWING FROM 1996/97 TO DATE, APPLIED TO CURRENTLY REMAINING BORROWING - NO RETROSPECTIVE ADJUSTMENT
CHANGE POLICY ON TREATMENT OF CAPITAL RECEIPTS	£2,100,000	£3,000,000	£0	£0	2018/19 BASED ON AVAILABLE RECEIPTS RECEIVED TO DATE, 2019/20 BASED ON CONSERVATIVE ESTIMATE OF EXPECTED CAPITAL RECEIPTS, 2020/21 ASSUMED CAPITAL RECEIPTS REMAIN AS PER CAPITAL PLAN AS PRUDENT APPROACH
CHANGE USE OF PPP SINKING FUND	£2,829,000	-£445,000	-£451,000	-£456,000	USE AS ONE-OFF TO OFFSET PRINCIPAL REPAYMENTS, REVENUE IMPACT SHOWN 19/20 ONWARDS
CHANGE FUND	£0	£506,000	£0	£0	IS AVAILABLE, BUT NOT RECOMMENDED FOR USE BY OFFICERS
USE OF PREVIOUSLY EARMARKED RESERVES	£0	£426,000	£0	£0	ONE-OFF IN 19/20, COMPRISES: £300,000 SILVERTON FLAT ROOFS - CAN NOW CHARGE ANY COSTS TO CAPITAL; COMMUNITY LOANS FUND - NOT ACCESSED SINCE STARTING £101,000; AND £25,000 CONTINGENCY HELD FOR BUSINESS GATEWAY
USE OF FREE UNEARMARKED RESERVES	£0	£116,000	£0	£0	THIS VALUE IS THE CLOSING FREE RESERVE BALANCE AT 31/3/18 AND BASED UPON CURRENT BUDGETARY CONTROL POSITION THIS WOULD BE ABLE TO BE USED TO CLOSE THE GAP
<b>TOTALS - INCLUDING LOANS FUND REVIEW</b>	<b>£4,929,000</b>	<b>£4,640,000</b>	<b>£2,599,000</b>	<b>£2,844,000</b>	

						increased income - assuming no change in demand		Recommendation	
External income Stream - external services we currently charge for	income received during 2017/18 for charge	annual usage projected (from 17/18)	total cost of providing the service by unit	Current WDC Price Charged (excluding VAT)	Other considerations, including historic impact on demand following price increases	10% INCREASE BEYOND INFLATIONARY RISE 4%	FULL COST RECOVERY	Recommendation - beyond 4% inflationary	additional income - if no demand reduction
REGULATORY									
Wasps	£ 4,025	161	£ 29.66	£ 25.00	Demand for wasp treatment dropped by 54% between 2014/15 & 2016/17 which officers consider was due to a combination of local competition and the weather. It was agreed at Council in November 2017 to reduce our current rate of £45 to £25. It was recommended that this price change was applied for the summer season only to determine whether the drop in charge resulted in more requests. Service has confirmed an increase in demand of 200%.	£ 403	£ 751	leave at 4% to cover inflationary uplift - recent price increases; local companies; historic impact on demand	£ -
Rats, Mice, Insects	£ 38,970	866	£ 103.32	£ 47.00		£ 3,897	£ 50,501	10% additional - recent cost increase; however not full cost recovery	£ 3,897
Cockroaches and Fleas	£ 1,935	43	£ 114.32	£ 95.00		£ 194	£ 2,981	leave at 4% to cover inflationary uplift - recent price increases; minimal demand/income	£ -
Bed Bugs	£ 405	9	£ 206.64	£ 160.00		£ 41	£ 1,455	leave at 4% to cover inflationary uplift - recent price increases; minimal demand/income	£ -
Squirrels	£ 607	14	£ 108.32	£ 81.00		£ 61	£ 910	leave at 4% to cover inflationary uplift - recent price increases; minimal demand/income	£ -
Seagulls	£ 270	6	£ 218.17	Private Landlord £45, Private Landlord 4 in a block £135, Tenement or Block of Flats £225.42	Seagull requests are completed by an external contractor. A management charge and central support charge have been included in cost	£ 27	£ 385	increase to full cost recovery - most costs are variable - fall in demand results in reduced costs (equivalent 140%)	£ 385
Council Housing	£ 41,412	716	£ 29.66	set fee of £5.57 per house for 1819 - equivalent to £57.84 per service call		£ 5,292	n/a	leave at 4% to cover inflationary uplift - current service call covers costs	£ -
Private Water Supply	£ 2,401	7	£ 432.26	£ 343.00		£ 240	£ 625	increase to full cost recovery (equivalent 26%)	£ 625
National Assistance Act Funerals	£ 3,851	varies - income often received different year to spend	£ 660.00	£ 600.00	The council has a statutory obligation to provide this service where there is possibly no family/friends who can bury the deceased. Recently entered 3 year contract - charge to WDC £600. <i>currently no recovery of WDC admin costs</i> . Costs recovered from the deceased Estate if available.	£ 350	£ 350	recovery of WDC admin fee (equivalent 10%)	£ 385
Food Export Certification	£ 21,408	451	£ 98.31	£ 101.56	increased from £47.50 in 17/18 to £101.56 in 18/19.	£ 2,141	n/a	leave at 4% to cover inflationary uplift- recent price increases; full costs now recovered	£ -
Licensing - Animals	£ 2,373	7 approx on average income level	varies	£ 363.00	National benchmarking suggests discretionary licenses are second highest in Scotland	£ 237	n/a	leave at 4% to cover inflationary uplift - higher than other councils & fully recovered	£ -



External income Stream - external services we currently charge for	income received during 2017/18 for charge	annual usage projected (from 17/18)	total cost of providing the service by unit	Current WDC Price Charged (excluding VAT)	Other considerations, including historic impact on demand following price increases	10% INCREASE BEYOND INFLATIONARY RISE 4%	FULL COST RECOVERY	Recommendation - beyond 4% inflationary	additional income - if no demand reduction
Licensing - Leisure & Public Entertainment	£ 10,380	52 approx on average income level	varies	varies from £49 1 day non commercial; to £1696 3 years; amendment £49	National benchmarking suggests discretionary licenses are second highest in Scotland	£ 1,038	n/a	leave at 4% to cover inflationary uplift - higher than other councils & fully recovered	£ -
Registrars - accommodation	£ 2,196	22	accomodation only - average (based muni builds) £75	£75 leven room , Dumbarton; council chamber - M-F £190 & £217 Sat	report considered by CSC August 2017 regarding costs/ prices/ comparison to other WoS councils	£ 220	n/a	leave at 4% to cover inflationary uplift - recent review & full cost recovery	£ -
Registrars - external venue supplement	£ 7,973	28	n/a - savings in accomodation > additional travel & travel time	£ 284.00	report considered by CSC August 2017 regarding costs/ prices/ comparison to other WoS councils	£ 797	n/a	leave at 4% to cover inflationary uplift - recent review & full cost recovery	£ -
Registrars - Saturday supplement	£ 5,166	52	£100	£ 100.00	report considered by CSC August 2017 regarding costs/ prices/ comparison to other WoS councils	£ 517	£ -	leave at 4% to cover inflationary uplift - recent review & full cost recovery	£ -
Registrars - Sunday / Bank Holiday supplement	n/a	n/a	£140	£ 325.00	report considered by CSC August 2017 regarding costs/ prices/ comparison to other WoS councils	n/a	n/a	leave at 4% to cover inflationary uplift - recent review & full cost recovery	£ -
Letters Of Comfort	£ 11,821	41	£ 155.18	£286; pre inspection £85	charges for larger jobs are calculated separately	£ 1,182	n/a	councils vary - 10% additional	£ 1,182
Other Planning - Building Standards miscellaneous income - eg letter of confirmation - exempt work	£ 11,000	varies	varies	£70		£ 1,100	n/a	councils vary - 10% additional	£ 1,100
<b>CCC</b>									
Photocopying	£ 6,640	44,267	£0.0023 b/w & £0.023 colour	B&W: A4 15p, A3 25p Colour: A4 60p, A3 £1.20		£ 664	n/a	leave at 4% to cover inflationary uplift	£ -
Genealogy research	£ 153	15	£ 16.87	Free for the first half hour/ £15 per hour thereafter - for enquiries outwith the area. Microfilm prints 60p per page.		£ 15	£ 105	full cost recovery & no free research (equivalent 12%)	£ 105
DVD rental	£ 2,762	1,841	£ 3.38	3 different rates (according to how new the film is) - £2.00, £1.50 and £1 for a weekly hire.		£ 276	n/a	leave at 4% to cover inflationary uplift	£ -
Art Classes	£ 1,545	206	£ 40.74	£ 7.50		£ 155	£ 6,847	increase by £2 per session - significant increase required to recover costs; consideration to those benefiting	£ 412
Art Classes - more than paint (adult with support needs)	£ 1,732	433	£ 9.38	£ 4.00	Equalities consideration	£ 173	£ 2,328	leave at 4% to cover inflationary uplift	£ -
Events	£ 3,184	840	£ 3.23	£ 3.79		£ 318	n/a	leave at 4% to cover inflationary uplift	£ -
Youth Theatre Classes	£ 1,830	610	£ 11.73	£ 3.00	There are three classes, split by age group: P1-3; P4-7; S1+. The first class lasts an hour, the second two each last an hour and a half. All classes carry a £3 participation fee per person. There is a risk if class isn't full. Average attendance per class is 13. The max per class is between P1-P3 15, the other classes are 20	£ 183	£ 5,327	increase by £2 per session - significant increase required to recover costs;	£ 1,220

External income Stream - external services we currently charge for	income received during 2017/18 for charge	annual usage projected (from 17/18)	total cost of providing the service by unit	Current WDC Price Charged (excluding VAT)	Other considerations, including historic impact on demand following price increases	10% INCREASE BEYOND INFLATIONARY RISE 4%	FULL COST RECOVERY	Recommendation - beyond 4% inflationary	additional income - if no demand reduction
<b>HSCP</b>									
Day Care Charges to Other Councils	£ 7,210	1	£ 94.64	£ 58.09	This is a fixed charge which was set when the charging policy was written and gets inflated each year by the council SFC policy	£ 721	£ 11,747	full cost recovery	£ 11,747
Community Alarms	£ 236,391	2,000	£ 5.12	£ 2.62	Non Means Tested	£ 23,639	£ 295,781	Increase to £5 in line with cost	£ 228,000
NEW CHARGE - sheltered housing (community alarm charge)	£ -	n/a	£ 5.12	£ -	Non Means Tested			To introduce charge (£5) similar to those living outwith sheltered housing (part year impact)	£ 40,000
Meal Charges - Day Centres Learning Disabilities	£ 15,821	16,900	£7.23	£ 2.62	Non Means Tested. Higher cost pu to elderly as staffing levels are higher	£ 1,582	£ 106,366		
Day Care Services Learning Disabilities - Transport - Each Journey	£ 32,239	16,900	£11.66	£ 1.63	Non Means Tested	£ 3,224	£ 164,815		
Day opportunity (LD) - meal/ transport / activities		4,000	current cost for only transport & meals £18.89	£ -	Remove previous charges & implement new all-encompassing charge			£10 per day	£ 40,000
NEW CHARGE: Day opportunity (Physical Disability) - meal/ transport / activities	£ -	1,560	similar to LD costs	£ -	Implement new all-encompassing charge			£10 per day	£ 15,600
Meal Charges - Day Centres Older People	£ 47,739	26,520	£4.61	£ 2.62	Non Means Tested	£ 4,774	£ 74,518		
Day Care Services Older People- Transport - Each Journey	£ 47,433	26,520	£8.68	£ 1.63	Non Means Tested	£ 4,743	£ 182,761		
Day opportunity (older people) - meal/ transport / activities		5,356	current cost for only transport & meals £11.29		Remove previous charges & implement new all-encompassing charge			£10 per day	£ 53,560
Care at Home / Housing Support	£ 665,506	846,976	£ 17.98	£0 to £63.50	Charge is means tested based upon the amount of home care / housing support provided less any applicable personal care. Maximum charge is £63.50 or cost of service if less. Charge has been capped since the policy was written and inflated by council charges increase. Based upon the COSLA charging guidance using a 50% taper but charge cap also applied in West Dun. Cancellation of the service can occur when a charge is implemented. Income from charges will decrease in 19/20 as personal care will no longer be chargeable for clients under 65. It is anticipated that funding will come from the Scottish Government to compensate the loss.	n/a	n/a	leave at 4% to cover inflationary uplift - caps involved	£ -
Residential Care	£ 4,594,096	51,100	£ 938.46	Full cost of home less any applicable free personal / nursing care rate	Means Tested. If client is assessed as self funder and cannot pay due to assets being tied up in property, Council fund costs and apply for access to funds / security over property and reclaim later.	n/a	n/a	leave at 4% to cover inflationary uplift - full cost recovery	£ -

External income Stream - external services we currently charge for	income received during 2017/18 for charge	annual usage projected (from 17/18)	total cost of providing the service by unit	Current WDC Price Charged (excluding VAT)	Other considerations, including historic impact on demand following price increases	10% INCREASE BEYOND INFLATIONARY RISE 4%	FULL COST RECOVERY	Recommendation - beyond 4% inflationary	additional income - if no demand reduction
Respite Charges	£ 62,588	4,007	£148.64 per night	Nightly charges - Age 18-24 - £11.08, Age 25-64 - £13.67, Age 65 and over - £20.93	Fixed charge per night based upon client type, which was set when the policy was written and is inflated each year by 4%. Due to the new carers act we will no longer be able to charge for respite when it is for the carer. We can charge for respite for the cared for person but not the care and it could be argued that all respite is for the carer as the cared for person is in respite to give the carer a break so we may lose all of our income. All the Councils are looking for clarity on this from the Scottish government.	£ 6,259	£ 533,012	leave at 4% to cover inflationary uplift - ongoing issue re changes due to carers act	£ -
<b>EDUCATION</b>									
ASN - Section 23 - recharges to other local authorities for placements within WDC special school	£ 28,312	1	£ 35,095.72	£ 28,312.00	Total income has been declining since 2013/14 (£200k) as LAs seek to minimise children placed outwith their area.	£ 2,831	£ 6,784	full cost recovery (equivalent 25%)	£ 6,784
Early years - Hourly Nursery charges	£ 174,297	33,705 hours per annum	£ 10.42	£3.79 - £4.57		£ 17,430	£ 176,909	increase by 10% - significant increase required to recover costs	£ 17,430
Early years - Out of school charges per hour	£ 74,391	21,428 hours	£ 7.57	£3.29 (morning) or £3.46 (afternoon)		£ 7,439	£ 87,875	increase by 10% - significant increase required to recover costs	£ 7,439
School meals - nursery/ primary / secondary	£ 1,183,911	526,000	£ 4.10	nursery £2.15; pupil £2.25; adult £2.70		£ 118,391	£ 973,100	increase by 5% - significant increase required to recover costs	£ 59,196
School lets	£ 109,547	7,659	£ 22.00	income varies depending on day/ venue/ time - from £6 small gym to +£107 for all weather pitch for 2 hrs	Cost varies - depending on venue / time of year/ etc	£ 10,955	£ 58,959	increase by 10% - significant increase required to recover costs - possibly demand sensitive for full cost recovery	£ 10,955
Instrumental Music Concert - Xmas	£ 1,830	261	£ 39.61	£ 7.00		£ 183	£ 8,509	leave at 4% to cover inflationary uplift - demand/ price sensitive	£ -
Instrumental Music Concert - Spring	£ 1,460	208	£ 51.07	£ 7.00		£ 146	£ 9,163	leave at 4% to cover inflationary uplift - demand/ price sensitive	£ -
Repair of musical instruments	£ 5,668	varies	varies	varies	The costs charged to external LA's and other agencies are based on the number of hours it will take to repair the instrument. There is a basic price list but until they get the instrument they don't know the full extent of the repair. A price is then worked out based on number of hours it will take to repair the instrument. The hourly rate is used. <i>The service does not add on for NI or Sup Ann</i> , there is a threat that if this is added on they may not get the repair. Should any materials be required, they are also recharged.	£ 567	£ 1,360	ful cost recovery - add employer on costs for hourly rate (equivalent 24%)	£ 1,360

External income Stream - external services we currently charge for	income received during 2017/18 for charge	annual usage projected (from 17/18)	total cost of providing the service by unit	Current WDC Price Charged (excluding VAT)	Other considerations, including historic impact on demand following price increases	10% INCREASE BEYOND INFLATIONARY RISE 4%	FULL COST RECOVERY	Recommendation - beyond 4% inflationary	additional income - if no demand reduction
Hire of musical instruments	£ 20,995	247	varies depending on instrument	£ 85.00	Currently there are 589 pupils registered on the programme. Of that, 247 are eligible for the hire charge. Guitar and Drums are not eligible for the musical instrument charge. Lessons are free. Exclusions of the £85 fee are students who receive free school meals, are sitting their SQA in music or own their own instrument. Rental is in no way linked to the cost/maintenance of the instrument. Each type of instrument can vary in price eg Flute/Clarinet £200-£500, Trumpet can be £300-5000, Tuba and Bassoon £3000-5000. The instruments last for years, they do not need to buy instruments each year, it all depends on demand. Charging for instrument hire has only started in 2018/19	£ 2,100	n/a	increase to £100	£ 3,705
Dance Classes	£ 3,572	1,191	£ 6.57	£ 3.00		£ 357	£ 4,257	increase by £2 per session - significant increase required to recover costs	£ 2,382
<b>ENVIRONMENT &amp; NEIGHBOURHOOD</b>									
Burial Grounds - other - including eg erect memorial foundation / permit fee	£ 13,609	n/a	varies	£194 Res £194 Non Res		£ 1,361	n/a	leave at 4% to cover inflationary uplift	£ -
Internment Fees & internment of ashes / cremated remains	£ 289,623	557	£ 718.18	INTERNMENTS: Adult £641 (res) £991 (non Res), Adult Sat Res £707 Non Res £1,065, Adult (Pub Hol) Res £751 Non Res £1,110; INTERNMENT OF ASHES: Residents £141 (Mon-Fri) £177 (Sat) non residents £257 (Mon-Fri) £290 (Sat) [Other Crematoria]		£ 28,962	£ 110,404	increase by further 10% - local comparators	£ 28,962
Burial Grounds - Purchase of Lairs	£ 148,550	149	Land + Admin charge £17	Full lair ( Coffins & Cremated Remains) £835 resident & £1812 non resident. The cost of burial is additional whenever it takes place		£ 14,855	n/a	increase by further 10% - local comparators	£ 14,855
Crematorium - Burial Ground Lairs	£ 1,606	2-3	admin charge £17 & land cost	£632 Resident, £1186 non resident		£ 161	n/a	increase by further 10% - cover admin charge	£ 161
crematorium Interments	£ 114,913	575	£ 179.55	£141 resident, £257 non resident.		£ 11,491	n/a	leave at 4% to cover inflationary uplift - current surplus received	£ -
Cremations	£ 1,051,754	1,799	£ 246.60	Adult (16+) £668 Res £924 Non Res, Adult Sat Res £750, non Res £991, Adult Pub Hol Res £795, Non Res £1032		£ 105,175	n/a	leave at 4% to cover inflationary uplift - current surplus received	£ -
crematorium - Miscellaneous Income	£ 32,719								
Use of Chapel ( half hour service)			£82.50	£310 Resident £385 Non Resident				leave at 4% to cover inflationary uplift - current surplus received	£ -
Book of Remembrance			e.g. 2 Line Entry £27, 5 Lines £36, 8 Lines £47; crest £79	2 Line Entry £108, 3-5 Lines £135, 5 Lines + Crest £195, 6-8 Lines £168, 6-8 Lines + Crest £229				leave at 4% to cover inflationary uplift - current surplus received	£ -
Dispersal of cremated remains from other crematoria			£ 20.00	£88				leave at 4% to cover inflationary uplift - current surplus received	£ -

External income Stream - external services we currently charge for	income received during 2017/18 for charge	annual usage projected (from 17/18)	total cost of providing the service by unit	Current WDC Price Charged (excluding VAT)	Other considerations, including historic impact on demand following price increases	10% INCREASE BEYOND INFLATIONARY RISE 4%	FULL COST RECOVERY	Recommendation - beyond 4% inflationary	additional income - if no demand reduction
Plaques (New)			£ 65.19	2 lines (inc 10 yr display) £263, 3 Lines (inc 10 yr display) £304 Ten Year Renewal £130				leave at 4% to cover inflationary uplift - current surplus received	£ -
Golf	£ 57,054	12,903 rounds (including season tickets)	£ 19.51			£ 5,705	£ 194,682	increase all fees by 20% to better recognised the value of the service provided, whilst remaining lower than local competitors	£ 11,411
Golf Season Tickets		180, including OAP, concessionary, juvenile		Adult Resident £364, Juvenile Resident £56, OAP £110 Concession £145					
Locker fee				£28.00					
Club permit (medal tee)				£364.00					
Green fees Summer		2,880		Adult weekday £11.30 weekend £18 lesser rates for juveniles					
Green Fees Winter				Adult weekday £8.50 weekend £11.30 lesser rates for juveniles					
Public conveniences	£ 1,470	19,600	£ 9.07	£ 0.10		n/a	n/a	increase charge to 30 pence where charges are in place	£ 2,940
Care of Gardens	£ 14,000	1600 - includes paying (240) & non paying	£ 275.00	£58.33 per annum		£ 1,400	£ 52,001	full cost recovery - cost increase to £275	£ 52,001
Refuse Collection - commercial	£ 354,246	400 clients with differing values of contracts - 354 customers invoiced for <£1.000			Commercial Business Officer employed to increase usage of Council service	n/a	n/a	leave at 4% to cover inflationary uplift - contract related - commercial business officer - leave at present for re-negotiations at end of contracts	£ -
residual waste 240 lt bin			£ 2.31	£ 4.39	This is the bulk of the waste				
residual waste 360 lt bin			£ 3.45	£ 5.73					
residual waste 660 lt bin			£ 6.34	£ 10.04					
residual waste 1100 lt bin			£ 10.57	£ 14.80					
dry recyclate 240 lt bin			£ 2.31	£ 3.16					
dry recyclate 360 lt bin			£ 3.45	£ 7.25					
dry recyclate 1100 lt bin			£ 10.57	£ 10.07					
food waste 240 lt bin			£ 2.31	£ 5.14					
food waste 500 lt bin			£ 4.81	£ 9.24					
glass recycle 240 lt bin			£ 2.31	£ 2.22					
glass recycle 240 lt bin			£ 3.45	£ 2.42					
glass recycle 240 lt bin			£ 6.34	£ 3.17					
glass recycle 240 lt bin			£ 10.57	£ 4.18					

External income Stream - external services we currently charge for	income received during 2017/18 for charge	annual usage projected (from 17/18)	total cost of providing the service by unit	Current WDC Price Charged (excluding VAT)	Other considerations, including historic impact on demand following price increases	10% INCREASE BEYOND INFLATIONARY RISE 4%	FULL COST RECOVERY	Recommendation - beyond 4% inflationary	additional income - if no demand reduction
wheelie bins	£ 52,197	822	£ 28.79	£ 63.50	WDC charge for all general waste bins (new houses / replacements) & no charge for blue/ brown bins	n/a	n/a	leave at 4% to cover inflationary uplift - current surplus & other council comparators	£ -
special uplifts	£ 120,215	6,327	£ 20.88	£19 standard charge; larger requests carried out (quotes provided) - starting at £87.30 per hour		£ 12,022	£ 11,895	full cost recovery (equates to 10%)	£ 11,895
MOTs - staff	£ 18,000	£ 400	£ 21.90	£30 for staff £54 for public		£ 1,800	n/a	additional £10 charge to staff - possibly demand sensitive to price if taken to statutory level	£ 3,000
Roads - majority of income is statutory therefore not listed	In 2017/18 £106,000 (excluding DGC income for Christmas lights) with 356 invoices valued < £1,000 (£58,000). Balance £48k = 19 one off invoices mainly design work. Assume £5,000 income for discretionary charges		varies - one off			£ 5,300	n/a	increase by 10% for one-off & discretionary	£ 5,300
TOTAL						£ 413,092	£ 3,137,461		£ 637,992
HSCP						-£ 44,221	-£ 1,357,253		-£ 377,160
TOTAL EXCLUDING HSCP						£ 368,871	£ 1,780,207		£ 260,832

**WEST DUNBARTONSHIRE COUNCIL**  
**SALES, FEES & CHARGES COMPARISON TO OTHER ORGANISATIONS**

**APPENDIX 3**

	Inverclyde	East Renfrewshire	Renfrewshire	East Dunbarton	Stirling	Glasgow	Argyll and Bute	Local private company - if relevant
<b>REGULATORY</b>								
Wasps	£52 + £25.50 per additional nest	£48 1 visit; free follow-up	£ 41.25	£ 26.00	£ 54.00	£ 43.00	Survey £22.46; no treatment required £44.96; eradication £67.50	£ 25.00
Rats, Mice, Insects	£ -	£48 3 visits; free follow-up	£ -	£ 41.60	£ 69.00	£24.65 p/h; £85 out of hours		£ 25.00
Cockroaches and Fleas	£ -	£48 3 visit; £22 follow-up	£ -	£ 41.60	£ -			
Bed Bugs	£ -	£48 3 visit; £22 follow-up	£ -	£ 41.60	£ -			
Squirrels	£ -	n/a	£ -	£ 41.60	n/a	n/a		
Seagulls	n/a - advice on website DIY	don't deal with birds	don't deal with birds	n/a - advises of private firm	don't deal with birds	don't deal with birds	n/a - advice on website DIY	
Council Housing/ housing association	to contact HA to make arrangements	make own arrangements	rats/mice £101.65; other £59.40	n/a	£86 rats; £85-£99 cockroaches; bed bugs free	n/a	Survey £22.46; no treatment required £44.96; eradication £67.50	
Private Water Supply	£ 70.00	type A £180; type B £122	£ 70.00	n/a	type A £133-138; type B £115		routine £145; enhanced £207.42; further tests £58	
National Assistance Act Funerals - The council has a statutory obligation to provide this service where there is possibly no family/friends who can bury the deceased.	n/a	n/a	n/a	n/a		£ 650.00	£ -	
Food Export Certification	£ 92.00		£ 17.05	£ 35.00		£ 93.50	n/a	
Licensing - Animals	£ 168.00	£70.55 (pet shop/riding £209.75)	not given	£ 104.00	not given	£23 (exc dangerous/performing £84)	£175 boarding; £323 dangerous animals/ dog breeders; £165 pet shop; £410 riding	n/a
Licensing - Leisure & Public Entertainment	caravans £241 (change £81); hypnosis £165; theatre £326 (change £81)	theatre £131; £40 amendment	not given	£79 theatres	not given	£ 597.00	£166.86 theatres	n/a
Registrars - accommodation	info varies & unclear							
Registrars - Saturday supplement	£368	£354	£278-£308	£256-£385	£176	£315-£355	£315.50-£410.15	
Registrars - external venue supplement							£374.40-£461.65 plus 0.60p per mile	
	£311-£426	£280-£480	£259-£420	£315-£413	£139-£269	£340-£370		
Registrars - Sunday / Bank Holiday supplement	£382-£426	£406	£420	£256-£385	£219			
Letters Of Comfort		£132 (without site visit/ additional inspection)-£258 (no completion cert)		£50.00 prior to 1975 / £350 unauthorised prior to 1st May 2005	£124 no inspection - £338 with 1st inspection	min £263.00 cost of works dependant		



	Inverclyde	East Renfrewshire	Renfrewshire	East Dunbarton	Stirling	Glasgow	Argyll and Bute	Local private company - if relevant
other planning BS miscellaneous income - eg letter of comfirmation - exempt work				£200.00	£98.00			
<b>CCC</b>								
Photocopying	a4 b/w 10p; A3 b/w £20p; a4 colour 60p; a3 colour 1.20	A4 Single 20p A4 Double Sided 30p A3 Single 35p A3 Double Sided 50p	A4 b/w Single 10p Double 20p A4 colour Single 40p Double 80p A3 b/w Single 30p Double 60p A3 colour Single £1.20 Double £2.40	A4 30p A3 60p A4 Self Service 15p A3 Self Service 30p	B/w A4 20p A3 40p Colour A4 30p A3 60p	B/w A4 10p A3 20p Colour A4 £1.00 A3 £2.00		
Genealogy research	£15 ph	n/a	n/a	n/a	n/a	n/a	n/a	n/a
DVD rental	£ 2.10	£2.00 New Release £1.00 Standard £1.00 Non-Fiction	-	£1.50 Fiction FREE Non-fiction	£1.50-£2.60	0		
Art Classes	n/a	adult £62; +60 £52; consession £32; child £24-£36; child concession £12-£18	£ -	£ -	£63.75-£85; over 60s £32-£42.50; consession £12.75-£32	n/a	n/a	£ -
Art Classes - More than Paint (Adults with support needs)	n/a	n/a	n/a	£ -	£ 4.10	n/a	n/a	£ -
Events	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Youth Theatre Classes	n/a	n/a	£ -	£ -	n/a	£60; free if EMA/ School meals/ clothing grant	n/a	n/a
<b>HSCP</b>								
Day Care Charges to Other Councils		£ 110.00						
Community Alarms	£ 2.50	£ 2.30		£ 4.06	£ 2.60			
Day opportunity elderly				£ 10.61		£ 15.38		
Day opportunity PD				£ 10.61		£ 34.22		
Meal Charges - Day Centres Learning Disabilities	£ 2.65	£ 4.40		£ 2.75	£ -			
Meal Charges - Day Centres Older People	£ 2.65	£ 4.40		£ 2.75	£ -			
Day Care Services Older People- Transport - Each Journey	£ 6.45	£ -		£ 4.20	£ -			
Day Care Services Learning Disabilities - Transport - Each Journey	£ 6.45	£ -		£ 4.20	£ -			
Care at Home / Housing Support		£ 13.65						
Residential Care		£ 623.00						
Respite Charges	per week £64 (18-24 ys) to £136 (age 60+)							



	Inverclyde	East Renfrewshire	Renfrewshire	East Dunbarton	Stirling	Glasgow	Argyll and Bute	Local private company - if relevant
<b>EDUCATION</b>								
ASN - Section 23 - recharges to other local authorities for placements within WDC special school	no comparators							
Early years - Hourly Nursery charges	£ 4.00		£3.85 per hour/£2.70 for concessions	£4.33 (2-5 year olds) and £4.74 (0-2 year olds)			no additional hours	
Early years - Out of school charges per hour	£ 4.00		£3.85 per hour/£2.70 for concessions	£4.33 (2-5 year olds) and £4.74 (0-2 year olds)			no additional hours	
School meals - nursery/ primary / secondary	P £2; S £2.20; adult £2.60	primary £2.15; secondary £2.45; Adult £3.90	primary £2.05-£2.25; secondary £2.60	P snack £2.08 & meal £2.34; S £2.44			primary £2.20; secondary £2.10	
School lets	prices vary from £18 1/2 pitch child 30 mins to £70 full pitch 1 hr adult; classroom £29-£58 ph	grass pitch £21.60 under 12 to £51.50 adult; floodlit synthetic £25 half pitch under 12 to £62.30 full pitch adult			full pitch (age) £27-£60 ph; 1/2 pitch ££21-£42; others available; schools M-F standard rate £8.7-£28 (size) S-S £27 - £51		class £58; games hall £13 - £38; pitch £55 - £93 - non profit / commercial	
Instrumental Music Concert - Xmas	£117; free if EMA/ School meals/ clothing grant	music: adult £4-£10; concessions £1-£6; £300 py = £20 ph; membership choir £65; singing games (p2&3) £104	£150 1st child; £50 thereafter; free for study music s4-s6/ EMA etc	musical tuition £50; registration £177 annually	£267 annually for group lessons; £198 if EMA/HB; £69 if free school meals/ clothing grant	£60; free if EMA/ School meals/ clothing grant	n/a	n/a
Instrumental Music Concert - Spring							n/a	n/a
Repair of musical instruments	n/a	n/a	n/a	£ -	free unless negligent	n/a	n/a	n/a
Hire of musical instruments	n/a	n/a	£ -	£ -	£ -	n/a	n/a	n/a
Dance Classes	£ -	n/a	£ -	£ -	n/a	n/a	n/a	n/a

	Inverclyde	East Renfrewshire	Renfrewshire	East Dunbarton	Stirling	Glasgow	Argyll and Bute	Local private company - if relevant
<b>ENVIRONMENT &amp; NEIGHBOURHOOD</b>								
Burial Grounds - other - including eg erect memorial foundation / permit fee	£ 155.70	£ 112.00	Headstone foundation charge £66.05	Foundation for headstone £405.80				
Internment Fees & internment of ashes / cremated remains	BURIAL:£866; S-S & PH £1416; CREMATED REMAINS £145; S-S & PH surcharge £124;	BURIAL: resident M-F £816; S-S & PH £1416; non resident M-F £1848 S-S & PH £2238 CREMATED REMAINS resident M-F £246; S-S & PH £516; non resident M-F £546 S-S & PH £876	Over 16 resident £479.25; non resident £1,437.75 / cremated remains £105.55 & £316	Internment fees for graves no more than 2 metres deep £1,006; cremated remains in casket £477; charges increase by £505 for weekend		£ 980.00		
Burial Grounds - Purchase of Lairs	£ 933.00	£912 resident; £2094 non resident	£460 resident; £1380 non resident	£ 1,221.00		£ 1,309.00		
Crematorium - Burial Ground Lairs	no comparators							
crematorium Interments			n/a privately run			£ 287.00		
Cremations	£681; surcharge SS & PH £129		n/a privately run			£ 650.00	£647 M-F; £176 S; +£230 PH in 17/18	
crematorium - Miscellaneous Income	no comparators							
Use of Chapel ( half hour service)			n/a privately run			£ 159.00	£203.33 in 17/18	
Book of Remembrance	£71 2 lines; £101 5 lines; 8 lines £137		n/a privately run			£108 2 lines; £138 5 lines;£246 crest	£92 2 lines; £172 5 lines; £253 8 lines ; +65 crest	
Dispersal of cremated remains from other crematoria	£22.40		n/a privately run			£ 82.00	£25 in 17/18	
Plaques (New)	£55 10 yr lease		n/a privately run			£ 426.00		
Golf	no comparators							
Golf Season Tickets	£ 260.00					Adult £425 7 days pw (mid week £310);consession £340 7 days pw (mid week £250); junior £105		VoL £595 annual (£395 yr 1) - £630 Dumbarton (£250 yr1); C'bank £730
Locker fee	no comparators							
Club permit (medal tee)	no comparators							
Green fees Summer	£ 12.00							mid week - Clydebank £30; Dumbarton £20; VoL £24
Green Fees Winter	£ 8.00							
Public conveniences	no comparators							
Care of Gardens			owner occupier £220.75					

[illegible]

## Capital Projects Forecast Outturn and Rephasing 2018/19

	Budget 2018/19	Forecast 2018/19	Rephasing 2018/19	(Over) / Under Spend
	£000	£000	£000	£000
<b>Resources</b>				
Resources Carried Forward - non cash	321	225	96	0
General Services Capital Grant	8,557	8,557	0	0
Ring Fenced Government Grant Funding	9,127	8,464	663	0
Match-funding/other grants & contributions	10,822	7,259	3,116	447
Anticipated Capital Receipts	10,264	428	9,110	726
Prudential Borrowing	44,316	29,593	16,498	(1,775)
CFCR	370	38	90	242
<b>TOTAL</b>	<b>83,777</b>	<b>54,564</b>	<b>29,573</b>	<b>(360)</b>

## Expenditure

<b>Transformation and Public Service Reform</b>	<b>8,587</b>	<b>5,810</b>	<b>3,235</b>	<b>(458)</b>
<b>Strategic Lead - Resources</b>	<b>10</b>	<b>3</b>	<b>7</b>	<b>0</b>
Electronic Insurance System	7	0	7	0
Valuation Joint Board	3	3	0	0
<b>Strategic Lead - Regulatory</b>	<b>180</b>	<b>149</b>	<b>29</b>	<b>2</b>
E Building Standards	3	3	0	0
GP/GIS in Planning	51	26	25	0
Antonine Wall	28	28	0	0
Legal Case Management System	33	33	0	0
Air Quality Monitoring	30	28	0	2
Supporting the mobilisation of environmental health and trading standards officers	25	25	0	0
Trading Standards Scam Prevention	10	6	4	0
<b>Strategic Lead - People and Transformation</b>	<b>1,496</b>	<b>1,220</b>	<b>276</b>	<b>0</b>
ICT Modernisation / Infrastructure - ICT	1,265	989	276	0
ICT Core Infrastructure/ ICT Security & DR	227	227	0	0
Workforce Management System	4	4	0	0
<b>Strategic Lead - Communications, Culture and Technology</b>	<b>737</b>	<b>353</b>	<b>397</b>	<b>(13)</b>
Multi Channel Queries	33	32	1	0
Upgrade of Clydebank Library	239	252	0	(13)
Civic Heart Works	24	0	24	0
Heritage Capital Fund	0	0	0	0
Customer Services Transformation	5	4	1	0
Telephone System Upgrade	15	15	0	0
Transformation of Infrastructure Libraries and Museums	421	50	371	0
<b>Strategic Lead - Education, Learning and Attainment</b>	<b>6,164</b>	<b>4,085</b>	<b>2,526</b>	<b>(447)</b>
Kilpatrick School - New Build	61	61	0	0
OLSP - New Build	177	584	0	(407)
Aitkenbar PS, St Peters PS, Andrew Cameron EE&CC	460	250	0	210
Haldane PS, St Kessog's PS, Jamestown PS & EECC (New Balloch)	206	456	0	(250)
Schools Estate Refurbishment Plan	126	126	0	0
Schools Estate Improvement Plan	570	570	0	0
Children and young persons / Early Years	3,383	1,173	2,210	0
Choices Programme	731	600	131	0
New Levensale Primary School All Weather Pitch	250	75	175	0
New MUGA for St. Patricks Primary School and playground improvements	200	190	10	0
<b>Regeneration, Environment and Growth</b>	<b>63,653</b>	<b>42,903</b>	<b>20,415</b>	<b>335</b>
<b>Strategic Lead - Environment and Neighbourhood</b>	<b>29,093</b>	<b>16,029</b>	<b>13,019</b>	<b>45</b>
Auld Street Clydebank - Bond	188	0	188	0
Infrastructure - Flooding	100	50	50	0
Infrastructure - Roads	5,016	4,452	564	0
Vehicle Replacement	4,012	40	3,972	0
Gruggies Burn Flood Prevention Scheme	349	100	249	0
New Clydebank Leisure Centre	432	376	0	56
Kilmaronock Cemetery Extension	225	25	200	0
Vale of Leven Cemetery Extension	490	150	340	0
Cycling, Walking and Safer Streets	114	82	32	0
Levensale Park	2,160	2,025	135	0
New West Bridgend Community Centre	635	4	631	0
Strathclyde Partnership for Transport	425	115	310	0
Footways/Cycle Path upgrades	180	0	180	0
Turnberry Homes	7	0	7	0
New Play & Recreation at Radnor Park, including MUGA	250	88	162	0
Sports Pitch/Facilities Upgrades	124	30	94	0
Posties Park Sports Hub	1,742	75	1,667	0
Clydebank Community Sports Hub	2,386	2,373	13	0

## Capital Projects Forecast Outturn and Rephasing 2018/19

	Budget 2018/19	Forecast 2018/19	Rephasing 2018/19	(Over) / Under Spend
	£000	£000	£000	£000
New Dalmonach Community Centre and Nursery	1,110	800	310	0
Flood Risk Management	757	200	557	0
Strathleven Park and Ride	285	178	107	0
Protective overcoating to 4 over bridges, River Leven	270	0	270	0
A813 Road Improvement Phase 1	750	650	100	0
A811 Infrastructure Works	1,500	1,425	75	0
A811 Lomond Bridge	100	100	0	0
Holm Park & Yoker Athletic FC	750	400	350	0
Community Sports Fund	201	100	101	0
New Sports Changing Facility at Lusset Glen in Old Kilpatrick	150	0	150	0
Public non adopted paths and roads	179	100	79	0
Bereavement Services Office Conversion	128	139	0	(11)
Street Lighting and associated electrical infrastructure	109	34	75	0
Invest in creating an Environmental Improvement Fund	915	663	252	0
Allotment Development	400	37	363	0
Community Capital Fund	1,454	935	519	0
Mandatory 20mph Residential communities	395	30	365	0
Free School Meals	138	10	128	0
Online Payment System for Education Establishments	52	0	52	0
Electrical Vehicle Charging	165	100	65	0
New Sports Changing Facility (Old OLSP site)	150	143	7	0
New Sports Changing Facility at Duntocher	300	0	300	0
<b>Strategic Lead - Housing and Communities</b>	<b>896</b>	<b>556</b>	<b>410</b>	<b>(70)</b>
Integrated Housing Management System	331	401	0	(70)
Invest in "Your Community Initiative"	565	155	410	0
<b>Strategic Lead - Regeneration</b>	<b>33,664</b>	<b>26,318</b>	<b>6,986</b>	<b>360</b>
Building Upgrades and H&S	5,222	5,121	101	0
Depot Rationalisation	100	30	70	0
Depot Urgent Spend	36	36	0	0
Regeneration/Local Economic Development	2,320	456	1,507	357
Exxon City Deal	792	300	492	0
Queens Quay	11,763	9,939	1,824	0
Queens Quay District Heating Network	10,153	9,750	403	0
Regeneration Fund - Clydebank Charrette, A814	500	0	500	0
Regeneration Fund - Bowling Joint Venture Investment	250	0	0	250
Regeneration Fund - Dumbarton Charrette, Walkway	500	0	500	0
Regeneration Fund - Balloch Charrette, Public Spaces	600	150	450	0
Regeneration Fund - Further projects to be developed	0	0	250	(250)
Office Rationalisation	418	518	(100)	0
Elevated Platforms (Building Services)	45	0	45	0
Automatic Meter Readers	48	0	48	0
Solar panel installation	135	0	135	0
Oil to Gas Conversion	187	0	187	0
Upgrade Lighting	95	0	95	0
Pappert Woodland Wind Farm	169	6	163	0
Welfare Units	78	0	78	0
Change of heating fuel- schools	0	4	0	(4)
Leisure Energy projects	244	6	238	0
Solar panel installation	9	2	0	7
<b>Health and Social Care Partnership</b>	<b>8,855</b>	<b>2,931</b>	<b>5,924</b>	<b>0</b>
Aids & Adaptations	709	709	0	0
Replace Elderly Care Homes and Day Care Centres	8,146	2,222	5,924	0
<b>Direct Project Support</b>	<b>2,682</b>	<b>2,920</b>	<b>0</b>	<b>(238)</b>
Direct Project Support	2,682	2,920		(238)
<b>TOTAL</b>	<b>83,777</b>	<b>54,564</b>	<b>29,574</b>	<b>(361)</b>

## General Services Capital Plan

	Forecast Outturn 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Projected Spend 2018/19 to 2028/29	Project Life Budget	Projected Project Life Spend
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Recurring Budgets</b>	<b>15,380</b>	<b>22,176</b>	<b>14,986</b>	<b>12,383</b>	<b>12,592</b>	<b>12,702</b>	<b>12,729</b>	<b>12,758</b>	<b>11,452</b>	<b>11,454</b>	<b>11,456</b>	<b>150,067</b>	<b>150,067</b>	<b>150,067</b>
Aids & Adaptations	709	757	777	802	824	850	875	902	902	902	902	9,201	9,201	9,201
Building Upgrades and H&S	5,121	3,191	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	3,090	36,122	36,122	36,122
ICT Modernisation / Infrastructure - ICT	989	975	751	753	755	757	759	761	763	765	767	8,795	8,795	8,795
ICT Core Infrastructure/ ICT Security & DR	227	390	390	402	1,000	0	0	0	0	0	0	2,409	2,409	2,409
Infrastructure - Flooding	50	150	100	100	100	100	100	100	100	100	100	1,100	1,100	1,100
Infrastructure - Roads	4,452	4,744	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	37,816	37,816	37,816
Vehicle Replacement	40	4,531	1,363	631	218	1,300	1,300	1,300	1,300	1,300	1,300	14,583	14,583	14,583
Flood Risk Management	200	757	500	350	350	350	350	350	350	350	350	4,257	4,257	4,257
Cycling, Walking and Safer Streets	82	149	117	117	117	117	117	117	117	117	117	1,284	1,284	1,284
Footways/Cycle Path upgrades	0	240	100	100	100	100	100	100	100	100	100	1,140	1,140	1,140
Street Lighting and associated electrical infrastructure	34	175	100	100	100	100	100	100	100	100	100	1,109	1,109	1,109
Public non adopted paths and roads	100	529	450	450	450	450	450	450	450	450	450	4,679	4,679	4,679
Regeneration/Local Economic Development	456	2,566	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,022	12,022	12,022
Direct Project Support	2,920	3,022	3,068	1,308	1,308	1,308	1,308	1,308	0	0	0	15,550	15,550	15,550
<b>Transformation and Public Service Reform</b>	<b>4,594</b>	<b>4,366</b>	<b>12,933</b>	<b>8,230</b>	<b>4,170</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,473</b>	<b>84,129</b>	<b>84,569</b>
<b>Strategic Lead - Resources</b>	<b>3</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>78</b>	<b>78</b>
Valuation Joint Board	3	0	0	0	0	0	0	0	0	0	0	3	28	28
Electronic Insurance System	0	7	0	0	0	0	0	0	0	0	0	7	50	50
<b>Strategic Lead - Regulatory</b>	<b>149</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180</b>	<b>343</b>	<b>343</b>
E Building Standards	3	0	0	0	0	0	0	0	0	0	0	3	101	101
GP/GIS in Planning	26	25	0	0	0	0	0	0	0	0	0	51	51	51
Antonine Wall	28	0	0	0	0	0	0	0	0	0	0	28	63	63
Legal Case Management System	33	0	0	0	0	0	0	0	0	0	0	33	33	33
Air Quality Monitoring	28	2	0	0	0	0	0	0	0	0	0	30	60	60
Supporting the mobilisation of environmental health and trading standards officers	25	0	0	0	0	0	0	0	0	0	0	25	25	25
Trading Standards Scam Prevention	6	4	0	0	0	0	0	0	0	0	0	10	10	10
<b>Strategic Lead - People and Transformation</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>99</b>	<b>99</b>
Workforce Management System	4	0	0	0	0	0	0	0	0	0	0	4	99	99
<b>Strategic Lead - Communications, Culture and Technology</b>	<b>353</b>	<b>747</b>	<b>1,820</b>	<b>1,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,750</b>	<b>5,245</b>	<b>5,258</b>
Civic Heart Works	0	24	0	0	0	0	0	0	0	0	0	24	271	271
Upgrade of Clydebank Library	252	0	0	0	0	0	0	0	0	0	0	252	500	513
Multi Channel Queries	32	1	0	0	0	0	0	0	0	0	0	33	33	33
Heritage Capital Fund	0	350	1,820	1,830	0	0	0	0	0	0	0	4,000	4,000	4,000
Customer Services Transformation	4	1	0	0	0	0	0	0	0	0	0	5	5	5
Transformation of Infrastructure Libraries and Museums	50	371	0	0	0	0	0	0	0	0	0	421	421	421
Telephone System Upgrade	15	0	0	0	0	0	0	0	0	0	0	15	15	15
<b>Strategic Lead - Education, Learning and Attainment</b>	<b>4,085</b>	<b>3,581</b>	<b>11,113</b>	<b>6,400</b>	<b>4,170</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,529</b>	<b>78,364</b>	<b>78,791</b>

## General Services Capital Plan

	Forecast Outturn 2018/19 £000	Budget 2019/20 £000	Budget 2020/21 £000	Budget 2021/22 £000	Budget 2022/23 £000	Budget 2023/24 £000	Budget 2024/25 £000	Budget 2025/26 £000	Budget 2026/27 £000	Budget 2027/28 £000	Budget 2028/29 £000	Projected Spend 2018/19 to 2028/29 £000	Project Life Budget £000	Projected Project Life Spend £000
Lennox and St Ronan's	0	0	0	0	0	0	0	0	0	0	0	0	1,581	1,581
Schools Estate Refurbishment Plan	126	0	0	0	0	0	0	0	0	0	0	126	5,500	5,498
Schools Estate Improvement Plan	570	1,080	9,000	5,000	4,170	180	0	0	0	0	0	20,000	20,000	20,000
Kilpatrick School - New Build	61	0	0	0	0	0	0	0	0	0	0	61	10,571	10,570
OLSP - New Build	584	-30	0	0	0	0	0	0	0	0	0	554	3,677	4,054
Aitkenbar PS, St Peters PS, Andrew Cameron EE&CC	250	0	0	0	0	0	0	0	0	0	0	250	10,636	10,426
Haldane PS, St Kessog's PS, Jamestown PS & EECC (New Balloch)	456	18	0	0	0	0	0	0	0	0	0	474	16,464	16,727
Children and Young Persons / Early Years	1,173	2,210	2,100	1,400	0	0	0	0	0	0	0	6,883	8,522	8,522
Choices Programme	600	131	0	0	0	0	0	0	0	0	0	731	750	750
New Levenvale Primary School All Weather Pitch	75	162	13	0	0	0	0	0	0	0	0	250	250	250
Education ICT Active Equipment	0	0	0	0	0	0	0	0	0	0	0	0	213	213
New MUGA for St. Patricks Primary School and playground improvements	190	10	0	0	0	0	0	0	0	0	0	200	200	200
<b>Regeneration, Environment and Growth</b>	<b>32,368</b>	<b>26,090</b>	<b>23,999</b>	<b>20,849</b>	<b>15,291</b>	<b>10,220</b>	<b>2,719</b>	<b>2,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>134,486</b>	<b>202,309</b>	<b>202,514</b>
<b>Strategic Lead - Environment and Neighbourhood</b>	<b>11,071</b>	<b>15,873</b>	<b>10,893</b>	<b>1,100</b>	<b>570</b>	<b>0</b>	<b>270</b>	<b>2,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,727</b>	<b>82,058</b>	<b>82,171</b>
River Leven Flood Prevention Scheme	0	100	0	400	300	0	0	0	0	0	0	800	800	800
Gruggies Burn Flood Prevention Scheme	100	4,249	9,800	700	0	0	0	0	0	0	0	14,849	15,000	15,000
Energy efficient street lighting apparatus	0	0	0	0	0	0	0	0	0	0	0	0	5,694	5,694
Auld Street Clydebank - Bond	0	188	0	0	0	0	0	0	0	0	0	188	400	392
Strathclyde Partnership for Transport	115	310	0	0	0	0	0	0	0	0	0	425	2,453	2,453
Turnberry Homes	0	7	0	0	0	0	0	0	0	0	0	7	60	60
Electrical Vehicle Charging	100	65	0	0	0	0	0	0	0	0	0	165	165	165
Strathleven Park and Ride	178	107	0	0	0	0	0	0	0	0	0	285	285	291
Protective overcoating to 4 over bridges, River Leven	0	270	270	0	270	0	270	0	0	0	0	1,080	1,080	1,080
A811 Infrastructure Works	1,425	75	0	0	0	0	0	0	0	0	0	1,500	1,500	1,500
A811 Lomond Bridge	100	3,570	230	0	0	0	0	0	0	0	0	3,900	3,900	3,900
A813 Road Improvement Phase 1	650	900	150	0	0	0	0	625	0	0	0	2,325	2,325	2,325
A813 Road Improvement Phase 2	0	0	0	0	0	0	0	2,325	0	0	0	2,325	2,325	2,325
Levensgrove Park	2,025	135	0	0	0	0	0	0	0	0	0	2,160	3,639	3,639
Free School Meals	10	127	0	0	0	0	0	0	0	0	0	137	200	199
New Clydebank Leisure Centre	376	-16	0	0	0	0	0	0	0	0	0	360	23,810	23,738
New Dalmionach Community Centre and Nursery	800	235	75	0	0	0	0	0	0	0	0	1,110	1,150	1,150
Online Payment System for Education Establishments	0	52	0	0	0	0	0	0	0	0	0	52	146	146
Kilmarnock Cemetery Extension	25	200	0	0	0	0	0	0	0	0	0	225	225	225
Vale of Leven Cemetery Extension	150	340	0	0	0	0	0	0	0	0	0	490	650	650
Bereavement Services Office Conversion	139	0	0	0	0	0	0	0	0	0	0	139	130	141
Posties Park Sports Hub	75	1,581	86	0	0	0	0	0	0	0	0	1,742	1,802	1,802
Clydebank Community Sports Hub	2,373	67	0	0	0	0	0	0	0	0	0	2,440	3,865	3,865
Sports Pitch/Facilities Upgrades	30	94	0	0	0	0	0	0	0	0	0	124	1,476	1,476
Community Capital Fund	935	518	0	0	0	0	0	0	0	0	0	1,453	3,431	3,608
Community Sports Fund	100	101	0	0	0	0	0	0	0	0	0	201	472	472
Holm Park & Yoker Athletic FC	400	350	0	0	0	0	0	0	0	0	0	750	750	750

## General Services Capital Plan

	Forecast Outturn 2018/19 £000	Budget 2019/20 £000	Budget 2020/21 £000	Budget 2021/22 £000	Budget 2022/23 £000	Budget 2023/24 £000	Budget 2024/25 £000	Budget 2025/26 £000	Budget 2026/27 £000	Budget 2027/28 £000	Budget 2028/29 £000	Projected Spend 2018/19 to 2028/29 £000	Project Life Budget £000	Projected Project Life Spend £000
Invest in creating an Environmental Improvement Fund	663	252	0	0	0	0	0	0	0	0	0	915	1,690	1,690
Allotment Development	37	363	0	0	0	0	0	0	0	0	0	400	400	400
New West Bridgend Community Centre	4	631	0	0	0	0	0	0	0	0	0	635	675	675
New Sports Changing Facility (Old OLSP site)	143	190	17	0	0	0	0	0	0	0	0	350	350	350
New Sports Changing Facility at Duntocher	0	300	0	0	0	0	0	0	0	0	0	300	300	300
New Play & Recreation at Radnor Park, including MUGA	88	162	0	0	0	0	0	0	0	0	0	250	260	260
New Sports Changing Facility at Lusset Glen in Old Kilpatrick	0	150	0	0	0	0	0	0	0	0	0	150	150	150
Mandatory 20MPH Residential communities	30	200	265	0	0	0	0	0	0	0	0	495	500	500
<b>Strategic Lead - Housing and Communities</b>	<b>556</b>	<b>140</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>966</b>	<b>1,624</b>	<b>1,624</b>
Integrated Housing Management System	401	0	0	0	0	0	0	0	0	0	0	401	624	624
Invest in "Your Community Initiative"	155	140	90	90	90	0	0	0	0	0	0	565	1,000	1,000
<b>Strategic Lead - Regeneration</b>	<b>20,741</b>	<b>10,110</b>	<b>13,016</b>	<b>19,659</b>	<b>14,631</b>	<b>10,220</b>	<b>2,449</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,826</b>	<b>118,627</b>	<b>118,719</b>
Queens Quay	9,939	1,824	0	0	0	0	0	0	0	0	0	11,763	15,620	15,620
Queens Quay District Heating Network	9,750	3,550	453	0	0	0	0	0	0	0	0	13,753	15,100	15,100
Exxon City Deal	300	1,100	2,188	9,500	8,500	9,000	2,449	0	0	0	0	33,037	34,050	34,050
Regeneration Fund - Clydebank Charrette, A814	0	391	2,850	1,059	0	0	0	0	0	0	0	4,300	4,300	4,300
Regeneration Fund - Dumbarton Charrette, Walkway	0	500	1,051	0	0	0	0	0	0	0	0	1,551	1,551	1,551
Regeneration Fund - Balloch Charrette, Public Spaces	150	315	135	600	0	0	0	0	0	0	0	1,200	1,200	1,200
Regeneration Fund - Further projects to be developed	0	100	2,000	2,000	2,931	1,000	0	0	0	0	0	8,031	8,031	8,031
Office Rationalisation	518	430	0	0	0	0	0	0	0	0	0	948	21,702	21,839
Depot Rationalisation	30	1,070	4,000	3,000	400	0	0	0	0	0	0	8,500	8,535	8,535
Depot Urgent Spend	36	0	0	0	0	0	0	0	0	0	0	36	209	209
Pappert Woodland Wind Farm	6	4	339	3,500	2,800	220	0	0	0	0	0	6,869	6,900	6,900
Welfare Units	0	78	0	0	0	0	0	0	0	0	0	78	78	78
Elevated Platforms (Building Services)	0	45	0	0	0	0	0	0	0	0	0	45	45	45
Automatic Meter Readers	0	48	0	0	0	0	0	0	0	0	0	48	48	48
Oil to Gas Conversion	0	187	0	0	0	0	0	0	0	0	0	187	187	187
Upgrade Lighting	0	95	0	0	0	0	0	0	0	0	0	95	95	95
Change of heating fuel- schools	4	0	0	0	0	0	0	0	0	0	0	4	440	401
Leisure Energy projects	6	238	0	0	0	0	0	0	0	0	0	244	277	277
Solar panel installation	2	135	0	0	0	0	0	0	0	0	0	137	259	253
<b>Health and Social Care Partnership</b>	<b>2,222</b>	<b>9,100</b>	<b>2,000</b>	<b>342</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,664</b>	<b>27,463</b>	<b>27,463</b>
Replace Elderly Care Homes and Day Care Centres	2,222	9,100	2,000	342	0	0	0	0	0	0	0	13,664	27,463	27,463
<b>New Capital Bids Received</b>	<b>0</b>	<b>949</b>	<b>680</b>	<b>90</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>120</b>	<b>120</b>	<b>60</b>	<b>2,259</b>	<b>2,259</b>	<b>2,259</b>
B857 Main St Renton	0	210	210	0	0	0	0	0	0	0	0	420	420	420
A814 Glasgow Rd Dumbarton	0	250	300	0	0	0	0	0	0	0	0	550	550	550
Townend Rd Dumbarton	0	200	0	0	0	0	0	0	0	0	0	200	200	200



## General Services Capital Plan

	Forecast Outturn 2018/19 £000	Budget 2019/20 £000	Budget 2020/21 £000	Budget 2021/22 £000	Budget 2022/23 £000	Budget 2023/24 £000	Budget 2024/25 £000	Budget 2025/26 £000	Budget 2026/27 £000	Budget 2027/28 £000	Budget 2028/29 £000	Projected Spend 2018/19 to 2028/29 £000	Project Life Budget £000	Projected Project Life Spend £000
Water Meter Downsize	0	16	0	0	0	0	0	0	0	0	0	16	16	16
Urinal Controls	0	45	0	0	0	0	0	0	0	0	0	45	45	45
Electricity Automatic meters	0	28	0	0	0	0	0	0	0	0	0	28	28	28
Energy Projects quick wins	0	10	20	30	0	0	0	0	0	0	0	60	60	60
AV Equipment - Education	0	150	150	60	60	60	60	60	120	120	60	900	900	900
Making Tax Digital	0	40	0	0	0	0	0	0	0	0	0	40	40	40
	54,564	62,714	54,598	41,894	32,113	23,162	15,508	15,768	11,572	11,574	11,516	334,982	466,227	466,872

### Capital Plan - Identification of Anticipated Resources

[illegible]

## Capital Plan - Identification of Anticipated Resources

	Forecast Outturn 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2018/19 to 2028/29	Project Life Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Lawn Tennis Association	40	38	0	0	0	0	0	0	0	0	0	78	78
Match funding re Community Capital Fund - Crown Avenue/Second Avenue	30	0	0	0	0	0	0	0	0	0	0	30	30
Match funding re Community Capital Fund - Community Park HCI	15	0	0	0	0	0	0	0	0	0	0	15	15
<b>Capital Receipts excluding from proposed projects</b>	<b>278</b>	<b>501</b>	<b>6,100</b>	<b>790</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,669</b>	<b>13,812</b>
<b>Specific Capital Receipts on proposed projects</b>	<b>150</b>	<b>7,986</b>	<b>3,143</b>	<b>3,678</b>	<b>3,358</b>	<b>1,245</b>	<b>698</b>	<b>3,043</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,501</b>	<b>25,504</b>
<b>Prudential Borrowing</b>	<b>29,593</b>	<b>45,136</b>	<b>37,054</b>	<b>6,015</b>	<b>5,407</b>	<b>614</b>	<b>1,933</b>	<b>4,173</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>129,924</b>	<b>263,144</b>
Previously Approved Borrowing	(14,723)	17,713	0	0	0	0	0	0	0	0	0	2,990	3,357
Prudential Borrowing Identified from Project Savings	18,290	2,905	7,598	3,878	340	65	65	65	0	0	0	33,206	106,067
Additional Prudential Borrowing Agreed February 2013	17,928	17,198	13,780	11,641	10,228	0	0	0	0	0	0	70,775	97,063
Community Capital Fund Agreed February 2013	0	0	0	0	0	0	0	0	0	0	0	0	1,500
Community Leisure Fund Agreed February 2014	573	0	0	0	0	0	0	0	0	0	0	573	1,000
Roads Upgrades Agreed February 2014	0	0	0	0	0	0	0	0	0	0	0	0	1,000
Additional Prudential Borrowing Agreed February 2014	542	(9,652)	0	0	0	0	0	0	0	0	0	(9,110)	13,954
Additional Prudential Borrowing Agreed February 2015	(3,965)	9,776	1,939	549	175	0	0	0	0	0	0	8,474	33,946
Additional Prudential Borrowing Agreed February 2016	(14,730)	11,041	578	(10,912)	(11,502)	830	(2,192)	(3,040)	0	0	0	(29,927)	(49,662)
Adjustment to Prudential Borrowing re Exxon Acceleration	0	0	0	0	0	0	0	0	0	0	0	0	499
Adjustment to Prudential Borrowing re Clydebank Library	0	0	0	0	0	0	0	0	0	0	0	0	11
Adjustment to Prudential Borrowing re Vehicles	87	0	0	0	0	0	0	0	0	0	0	87	1,500
Prudential Borrowing re Community Capital Fund -Bonhill	0	0	0	0	0	0	0	0	0	0	0	0	40
Additional Prudential Borrowing re Inler Park	237	0	0	0	0	0	0	0	0	0	0	237	250
Additional Prudential Borrowing Agreed February 2017	34,923	(12,305)	(4,768)	(1,867)	2,580	68	3,265	6,143	0	0	0	28,039	28,039
Additional Prudential Borrowing for Clydebank Community Sports Hub	850	0	0	0	0	0	0	0	0	0	0	850	850
Additional Prudential Borrowing Agreed March 2018	(10,419)	8,460	17,927	2,437	3,297	(638)	795	1,005	0	0	0	22,864	22,865
Additional Prudential Borrowing Agreed November 2018 (City Deal)	0	0	0	289	289	289	0	0	0	0	0	866	866
<b>Funded from Revenue</b>	<b>38</b>	<b>91</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>129</b>	<b>2,034</b>
Workforce Management Systems	0	0	0	0	0	0	0	0	0	0	0	0	40
Education ICT	0	0	0	0	0	0	0	0	0	0	0	0	213
Online Payment System for Education Establishments	0	52	0	0	0	0	0	0	0	0	0	52	60
E-Building Standards	3	0	0	0	0	0	0	0	0	0	0	3	50
GP/GIS in Planning	5	0	0	0	0	0	0	0	0	0	0	5	5
Wind Turbines	30	39	0	0	0	0	0	0	0	0	0	69	100
Care Homes - HSCP Reserves	0	0	0	0	0	0	0	0	0	0	0	0	136
Local Economic Development	0	0	0	0	0	0	0	0	0	0	0	0	1,430
<b>Total - all</b>	<b>54,564</b>	<b>74,364</b>	<b>67,470</b>	<b>29,386</b>	<b>26,077</b>	<b>19,299</b>	<b>14,912</b>	<b>17,850</b>	<b>8,704</b>	<b>8,704</b>	<b>8,704</b>	<b>329,232</b>	<b>523,669</b>
Resources held on Balance Sheet	225	96	0	0	0	0	0	0	0	0	0	321	520
General Capital Grant	8,557	9,913	8,557	8,557	8,557	8,557	8,557	8,557	8,557	8,557	8,557	95,483	139,517
Ring Fenced Capital Grant	8,464	6,653	11,260	8,841	7,425	7,853	2,244	147	147	147	147	53,328	57,294
Match-funding	7,259	3,988	1,356	1,505	330	30	480	930	0	0	0	15,877	21,844
Capital Receipts	428	8,487	9,243	4,468	4,358	2,245	1,698	4,043	0	0	0	34,970	39,316
Previously Agreed Prudential Borrowing	29,593	45,136	37,054	6,015	5,407	614	1,933	4,173	0	0	0	129,924	263,144
Revenue contributions	38	91	0	0	0	0	0	0	0	0	0	129	2,034
<b>Additional Prudential Borrowing Requirement to Fund Recommendations</b>	<b>0</b>	<b>(11,650)</b>	<b>(12,872)</b>	<b>12,509</b>	<b>6,037</b>	<b>3,863</b>	<b>596</b>	<b>(2,082)</b>	<b>2,868</b>	<b>2,870</b>	<b>2,812</b>	<b>4,949</b>	<b>(56,798)</b>
<b>Total Resource required to fund recommendations</b>	<b>54,564</b>	<b>62,714</b>	<b>54,598</b>	<b>41,894</b>	<b>32,113</b>	<b>23,162</b>	<b>15,508</b>	<b>15,768</b>	<b>11,572</b>	<b>11,574</b>	<b>11,516</b>	<b>334,982</b>	<b>466,872</b>

## General Services Capital Plan Linkage of Capital Projects to Asset Management Plans

<b>Recurring Budgets</b>	
Aids & Adaptations	The provision of Aids and Adaptations links some of our main strategic priorities of Early Intervention, Access and Resilience – which ties into the Scottish Government's 2020 Vision of "supporting people to live longer, healthier lives at home or in a homely setting" for as long as is reasonably possible and also to support WD residents (mainly older people and physical disabilities) to be discharged home from hospital as soon as possible – a key Strategic Priority as set out in the HSCP Strategic Plan
Building Upgrades and H&S	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (2.4) & (5.4)
ICT Modernisation / Infrastructure - ICT	ICT Asset management plan commits to delivering ICT assets that are fit for purpose in terms of ease of use, meeting business requirements and innovative
ICT Core Infrastructure/ ICT Security & DR	ICT Asset Management Plan commits to delivering a secure and resilient but cost effective infrastructure to support service delivery and minimise disruption
Infrastructure - Flooding	AMP states that we will develop and produce a Flood Protection Study.
Infrastructure - Roads	This links to the Roads Asset Management Plan - to provide an improved Roads Infrastructure which supports the Council's strategic aims & objectives with respect to connectivity and access to employment, education, health, leisure and transport opportunities.
Vehicle Replacement	The Asset Management Plan - Vehicle Fleet 2016-2021 establishes the replacement intervals for light commercial vehicles (10 Years) and heavy vehicles (7 years) from the date of first registration. The capital budget for replacement vehicles is aligned to replacement dates of the vehicles.
Flood Risk Management	SEPA licensing & delays incurred by 3rd party utilities resulted in slippage of programme & therefore budget Linking to AMP Flood protection of River Leven & surrounding water courses & critical drainage infrastructure.
Cycling, Walking and Safer Streets	Variance due to c/f part of 18/19 grant. Issue caused by limited resource in 18/19 & inclement weather. Planned works include surfacing part of cycle path @ Fourth Ave/Dumbuck Rd Dumbarton. AMP states that we will undertake footway/cycleway Capital improvements.
Footways/Cycle Path upgrades	AMP states that we will undertake footway improvements as part of the Capital Programme.
Street Lighting and associated electrical infrastructure	AMP states that we will continue with our ongoing programme of column and infrastructure replacement.
Public non adopted paths and roads	Upgrading paths is mentioned in the following sections of the Open Space Asset Management Plan - Amenity Greenspace, Public parks, Green Corridors and Cemeteries.
Regeneration/Local Economic Development	The LED budget contains numerous sub-projects. The key delay in expenditure is related to the £1.5m budget for former St Eunan's primary site regeneration into a Bio-diversity park. A planning condition that was required to be satisfied has delayed the project by 3 months and more recent issues regarding the former school site may delay this key project further. Contracts are in place for signing with Robertsons to commence works on site.
Direct Project Support	This is a general support budget that is not linked to a specific asset management plan
<b>Transformation and Public Service Reform</b>	
<b>Strategic Lead - Resources</b>	
Valuation Joint Board	This is linked to the VJB capital plan
Electronic Insurance System	Although not linked to a specific AMP this system will improve the working processes within the insurance team, streamlining reporting and claims handling processes being dealt with. It will improve the digitalisation of the work within the team.
<b>Strategic Lead - Regulatory</b>	
E Building Standards	This is now committed to the upgrade of the Civica portal which will be spent by end of March 2019
GP/GIS in Planning	This will provide a modern mapping system and is committed and will be implemented before end of March 2019
Antonine Wall	This is part of a wider project with 4 other Councils and Historic Environment Scotland for the next 3 years.
Legal Case Management System	ICT Asset management plan commits to delivering ICT assets that are fit for purpose in terms of ease of use, meeting business requirements and innovative
Air Quality Monitoring	Replacement of obsolete equipment in order to achieve compliance with CS/EH/997
Supporting the mobilisation of environmental health and trading standards officers	This capital budget links to action REGU/1819/023 in the Regulatory Delivery Plan 2018/19 to further improve the agility and flexibility of officers by the provision of enhanced handheld mobile technology which will reduce administrative and paper based processes.
Trading Standards Scam Prevention	The project involves the provision of devices which prevent nuisance and scam phone calls to residents who are vulnerable due to conditions such as dementia. It is well established that victims of scams suffer both financially and in terms of their general health. Loss of confidence and emotional distress can also impact on an individual's ability to live independently and in their own home.
<b>Strategic Lead - People and Transformation</b>	
Workforce Management System	ICT Asset management plan commits to delivering ICT assets that are fit for purpose in terms of ease of use, meeting business requirements and innovative

## General Services Capital Plan Linkage of Capital Projects to Asset Management Plans

<b>Strategic Lead - Communications, Culture and Technology</b>	
Civic Heart Works	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (2.4)
Upgrade of Clydebank Library	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (2.4)
Multi Channel Queries	This was capital spend allocated following the transformation of customer services (now citizen services) and the ambition was to introduce automated technology to reduce telephone calls and introduce Webchat functionality. It is not linked to an Asset Management Service Plan.
Heritage Capital Fund	Administration budget commitment
Customer Services Transformation	This was money allocated to support the removal of scancoin devices in OSS branches. It was a small-one off spend.
Transformation of Infrastructure Libraries and Museums	Committee approved spend to invest in the improvement of the Libraries and Culture Service. This fits in with efficient, effective, frontline services from the Strategic Plan.
Telephone System Upgrade	This funding was awarded as part of the centralisation of telephone contact across the Council. The money is being used to improve the Housing Repairs telephone platform for incoming calls, providing improved Management Information. It fits in with Housing Strategy and the Council's Strategic Plan.
<b>Strategic Lead - Education, Learning and Attainment</b>	
Lennox and St Ronan's	Contained within Asset Management Plan Property 2016-21 (2.4) & Corporate Asset Management Strategy 2016-21 (1)
Schools Estate Refurbishment Plan	Current school Estate Management Plan is being revised to reflect the changing needs in education delivery. A revised action plan will be produced to reflect key priorities in each geographical area and will be presented to committee in 2019. This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (2.4) & Corporate Asset Management Strategy 2016-21 (1)
Schools Estate Improvement Plan	Current school Estate Management Plan is being revised to reflect the changing needs in education delivery. A revised action plan will be produced to reflect key priorities in each geographical area and will be presented to committee in 2019. This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (2.4) & Corporate Asset Management Strategy 2016-21 (1)
Kilpatrick School - New Build	Current school Estate Management Plan is being revised to reflect the changing needs in education delivery. A revised action plan will be produced to reflect key priorities in each geographical area and will be presented to committee in 2019. This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. - Corporate Asset Management Strategy 2016-21 (1)
OLSP - New Build	Current school Estate Management Plan is being revised to reflect the changing needs in education delivery. A revised action plan will be produced to reflect key priorities in each geographical area and will be presented to committee in 2019. This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Corporate Asset Management Strategy 2016-21 (1)
Aitkenbar PS, St Peters PS, Andrew Cameron EE&CC	Current school Estate Management Plan is being revised to reflect the changing needs in education delivery. A revised action plan will be produced to reflect key priorities in each geographical area and will be presented to committee in 2019. This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Corporate Asset Management Strategy 2016-21 (1)
Haldane PS, St Kessog's PS, Jamestown PS & EECC (New Balloch)	Current school Estate Management Plan is being revised to reflect the changing needs in education delivery. A revised action plan will be produced to reflect key priorities in each geographical area and will be presented to committee in 2019. This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Corporate Asset Management Strategy 2016-21 (1)
Children and Young Persons / Early Years	This is linked to the Early Year Strategy
Choices Programme	Current school Estate Management Plan is being revised to reflect the changing needs in education delivery. A revised action plan will be produced to reflect key priorities in each geographical area and will be presented to committee in 2019. This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (2.4) & Corporate Asset Management Strategy 2016-21 (1)
New Levenvale Primary School All Weather Pitch	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
Education ICT Active Equipment	ICT Asset management plan commits to delivering ICT assets that are fit for purpose in terms of ease of use, meeting business requirements and innovative
New MUGA for St. Patricks Primary School and playground improvements	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
<b>Regeneration, Environment and Growth</b>	

## General Services Capital Plan Linkage of Capital Projects to Asset Management Plans

Strategic Lead - Environment and Neighbourhood	
River Leven Flood Prevention Scheme	AMP states that we will develop and produce a Flood Protection Study of the River Leven. Continued participation in CaLL - Clyde & Loch Lomond Flood Prevention Management Group.
Gruggies Burn Flood Prevention Scheme	Project design is ongoing as optioneering has produced alternative design solutions ongoing discussions with Consultants, Contractors & SEPA have permitted us to appoint a Specialist Contractor via Scape framework to produce a "Buildability" statement. Ground investigation works instructed under Scape framework. Specialist Consultant appointed via SLC Professional Services Framework. AMP - continuation of the development of Gruggies Burn and subsequent implementation of Gruggies Burn Flood Prevention Scheme.
Energy efficient street lighting apparatus	This links to the Roads Asset Management Plan - to provide an improved Roads Infrastructure which supports the Council's strategic aims & objectives with respect to connectivity and access to employment, education, health, leisure and transport opportunities.
Auld Street Clydebank - Bond	Works to be carried out from recovered Road Bond include C/way, F/Way resurfacing, roundal & street lighting. It is expected to progress within next 3-6 months. On completion these works will then be adopted as a WDC asset.
Strathclyde Partnership for Transport	These projects improve & support connectivity and equal access to Public transport & assist in encouraging Modal shift, thus helping reducing emissions.
Turnberry Homes	Final tranche of these works to be completed in conjunction with Dumbarton East footway improvements. As previously noted AMP states we will deliver capital footway improvements to facilitate safe pedestrian routes and encourage active travel.
Electrical Vehicle Charging	AMP states that we will continue to work with other service departments and organisations to install Electric Vehicle Charging points.
Strathleven Park and Ride	Access issues currently being progressed. Agreement on Heads of Terms should be progressed within next 8 weeks. Intention is to procure works through Minor Civils Framework. This project will result in Modal shift and reduced emissions.
Protective overcoating to 4 over bridges, River Leven	Slippage required due to a comprehensive works package which will be created from the Bridge Principal inspections which have been undertaken. AMP states that we will continue with programme of both Principal & General bridge inspections and implement Capital improvements identified from these inspections.
A811 Infrastructure Works	A811 forms a strategic link from the settlements within WDC & neighbouring authorities both Carriageway and geometry required upgrading to current specifications and was named in current AMP.
A811 Lomond Bridge	In our AMP it states we will develop and implement design solution for failing bridge deck @ Lomond Road Bridge Balloch.
A813 Road Improvement Phase 1	A813 forms a strategic link from the settlements within WDC both Carriageway and geometry require upgrading to current specifications and is named in current AMP.
A813 Road Improvement Phase 2	A813 forms a strategic link from the settlements within WDC. Both Carriageway construction and road geometry require upgrading to current specifications and this is named in current AMP.
Levensgrove Park	The Open Space Asset Management Plan states that we will provide as a minimum provision in our Urban Parks - car parking, toilet provision, nature area and play opportunities.
Free School Meals	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan.
New Clydebank Leisure Centre	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Corporate Asset Management Strategy 2016-21 (1)
New Dalmonach Community Centre and Nursery	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
Online Payment System for Education Establishments	The update to the FM Cashless Catering system and associated timescales are linked to the development of the Education online payment system.
Kilmarnock Cemetery Extension	The Open Space Asset Management Plan states that we will construct an extension to Kilmarnock Cemetery.
Vale of Leven Cemetery Extension	The Open Space Asset Management Plan states that we will identify a new Cemetery site in the Vale of Leven.
Bereavement Services Office Conversion	Not mentioned in Asset Management Plan
Posties Park Sports Hub	Within the Open Space Asset Management Plan it states that the provision of new 3G pitches and new pavillions has improved the overall sports pitch asset, however there are some facilities still classed as poor which require addressing.
Clydebank Community Sports Hub	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Corporate Asset Management Strategy 2016-21 (1)
Sports Pitch/Facilities Upgrades	Within the Open Space Asset Management Plan it states that the provision of new 3G pitches and new pavillions has improved the overall sports pitch asset, however there are some facilities still classed as poor which require addressing. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)

## General Services Capital Plan Linkage of Capital Projects to Asset Management Plans

Community Capital Fund	There is a section within the Open Space Asset Management Plan Action Plan on Playspace for children and teenagers. This states that we will utilise developer contributions to address the quality of current stock and achieve better contributions to increase the scale of provision and underpin the continued maintenance of any new provision. We will enhance the accessibility and inclusivity of play provision and work towards providing inclusive play provision in all new and refurbished play areas.
Community Sports Fund	This is a fund that allows sports clubs to apply for funding to improve existing and develop new facilities. Within the Open Space Asset Management Plan it states that the provision of new 3G pitches and new pavilions has improved the overall sports pitch asset, however there are some facilities still classed as poor which require addressing.
Holm Park & Yoker Athletic FC	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
Invest in creating an Environmental Improvement Fund	The Open Space Asset Management Plan states that we will select amenity Greenspace sites to increase the proportion that is managed for biodiversity. The plan states that we will upgrade and make green corridors more useable.
Allotment Development	There is a section within the Open Space Asset Management Plan Action Plan on Allotments. This states that in line with the Council's obligations under the Community Empowerment Act we will provide three new allotment sites of at least 0.66 hectares.
New West Bridgend Community Centre	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
New Sports Changing Facility (Old OLSP site)	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
New Sports Changing Facility at Duntocher	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
New Play & Recreation at Radnor Park, including MUGA	There is a section within the Open Space Asset Management Plan Action Plan on Playspace for children and teenagers. This states that we will utilise developer contributions to address the quality of current stock and achieve better contributions to increase the scale of provision and underpin the continued maintenance of any new provision. We will enhance the accessibility and inclusivity of play provision and work towards providing inclusive play provision in all new and refurbished play areas.
New Sports Changing Facility at Lusset Glen in Old Kilpatrick	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
Mandatory 20MPH Residential communities	AMP - Creating safer communities for the residents of WDC.
<b>Strategic Lead - Housing and Communities</b>	
Integrated Housing Management System	ICT Asset management plan commits to delivering ICT assets that are fit for purpose in terms of ease of use, meeting business requirements and innovative
Invest in "Your Community Initiative"	The H+E Delivery Plan clearly sets out the challenge of the competing demands of delivering joined-up services to local areas, against a backdrop of financial and resourcing challenges. The Delivery Plan confirms that the Your Community Initiative, which includes Community Budgeting and the Improvement Fund, is the council's approach to delivering services to local areas and involving local communities. The Communities Team continue to work to embed this approach across relevant council services and CPWD to improve ways of delivering the required services, while improving community participation and engagement. This re-phasing of the budget will allow the fund to benefit a number of different communities / community projects.
<b>Strategic Lead - Regeneration</b>	
Queens Quay	Project funding of £15.62m was re-scheduled to align with District Heating network project and landscaping works during growing season in summer 2019. Explained further in BCR report to Council.
Queens Quay District Heating Network	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Corporate Asset Management Strategy 2016-21 (1)
Exxon City Deal	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Corporate Asset Management Strategy 2016-21 (1)
Regeneration Fund - Clydebank Charrette, A814	This is a Roads service project where planning was submitted to committee in August 2018 and continued. It finally received planning approval on 14 Nov 2018. The procurement process can now commence and works aligned with DH pipework crossing the A814. Explained in IRED 21 Nov Regeneration Fund update paper.
Regeneration Fund - Dumbarton Charrette, Walkway	This complex project requires full support of the four landowners to develop the pathway and this has been a challenge in securing their permissions, discovery of invasive species on site and enabling works that landowners need to complete prior to pathway being constructed have also contributed towards delays. Fuller explanation in IRED 21 Nov Regeneration Fund Update paper. The gross contribution is £1.727m and net cost for WDC equates to £0.867m once balance recovered from landowners contributions.

## General Services Capital Plan Linkage of Capital Projects to Asset Management Plans

Regeneration Fund - Balloch Charrette, Public Spaces	There was a delay in securing a finalised design for the Village square works that has now been approved and with tender approved 21 Nov 2018 progress on works can now commence. Anticipate works early 2019 extending until June 2019. The works for Balloch Station square will be delayed by almost 12 months to ensure that Lomond bridge works are completed and once west riverside development has obtained planning permission or otherwise this is important to minimise traffic flow disruption around Balloch.
Regeneration Fund - Further projects to be developed	The figure has significantly increased over the period to take account of the unallocated £12.4m regeneration Fund for this to be allocated to 'further project to be developed'.
Office Rationalisation	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
Depot Rationalisation	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4) & Corporate Asset Management Strategy 2016-21 (1)
Depot Urgent Spend	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Contained within Asset Management Plan Property 2016-21 (5.4)
Pappert Woodland Wind Farm	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. Corporate Asset Management Strategy 2016-21 (1)
Welfare Units	The purchase of mobile welfare units links directly to Building Services service and asset plans and will reduce the cost of hiring static welfare units.
Elevated Platforms (Building Services)	The purchase of elevated platforms links to Building Services service and asset plans and should reduce the use and cost of scaffolding.
Automatic Meter Readers	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
Oil to Gas Conversion	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
Upgrade Lighting	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
Change of heating fuel- schools	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
Leisure Energy projects	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
Solar panel installation	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
<b>Health and Social Care Partnership</b>	
Replace Elderly Care Homes and Day Care Centres	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan.
<b>New Capital Bids Received</b>	
B857 Main St Renton	Project would be full carriageway resurfacing & associated works B857 Renton Main St from Place of Bonhill to Burns St
A814 Glasgow Rd Dumbarton	Carriageway surfacing & associated works A814 between Dalreoch Toll & Church St Roundabout
Townend Rd Dumbarton	Full carriageway resurfacing & associated works Townend Rd between Meadow Rd to Bonhill Rd
Water Meter Downsize	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
Urinal Controls	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
Electricity Automatic meters	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
Energy Projects quick wins	This links to key objectives within the Regeneration Delivery Plan, Asset Management Service Plan and Property Asset Management Plan. To continue to reduce energy consumption and deliver savings through effective asset management.
AV Equipment - Education	The current Education audio visual estate numbers ~650 teaching boards. ~200 boards are currently aged 7+ years old and/or faulty. The project aims to create and maintain a 'fit for purpose' learning environment to ensure compatibility with emerging and future technology by replacing ageing and faulty audio visual teaching boards.
Making Tax Digital	Although not linked to a specific AMP this is a statutory requirement as from April 2020 all aspects of the VAT return must be digital. This is a mandatory requirement from HMRC. Looking at options (e.g. Agresso) with potential costs of circa £20k - this will potentially require an upgrade to Agresso if this was the supplier chosen which could cost circa £20k also.