

Agenda



Meeting of West Dunbartonshire Council

Date: Wednesday, 30 September 2020

Time: 14:00

Format: Zoom video conference

Contact: Christine McCaffary, Senior Democratic Services Officer
Email: christine.mccaffary@west-dunbarton.gov.uk

Dear Member

Please attend a meeting of **West Dunbartonshire Council** as detailed above.

The Convener has directed that the powers contained in Section 43 of the Local Government in Scotland Act 2003 will be used and Members will attend the meeting remotely.

The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

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

Chief Executive

Strategic Director - Transformation & Public Service Reform

Strategic Director - Regeneration, Environment & Growth

Chief Officer - West Dunbartonshire Health & Social Care Partnership

Date of issue: 16 September 2020

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WEST DUNBARTONSHIRE COUNCIL

WEDNESDAY, 30 SEPTEMBER 2020

AGENDA

1 STATEMENT BY CHAIR

2 APOLOGIES

3 DECLARATIONS OF INTEREST

Members are invited to declare if they have an interest in any of the items of business on this agenda and the reasons for such declarations.

4 RECORDING OF VOTES

The Council is asked to agree that all votes taken during the meeting will be done by roll call vote to ensure an accurate record.

5 MINUTES OF PREVIOUS MEETING

5 - 13

Submit for approval, as correct record, the Minutes of Meeting of West Dunbartonshire Council held on 26 August 2020.

6 MINUTES OF MEETING OF AUDIT COMMITTEE

15 - 18

Submit for information and where necessary ratification the Minutes of Meeting of the Audit Committee held on 17 June 2020.

7 OPEN FORUM

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

8 CHIEF SOCIAL WORK OFFICER'S ANNUAL REPORT 2019/20

19 - 61

Submit report by the Chief Social Work Officer presenting the Chief Social Work Officer's Annual Report for 2019/20 which provides information on the statutory work undertaken on the Council's behalf, including a summary of governance arrangements, service delivery, resources and workforce.

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|-----------|---|------------------|
| 9 | TREASURY MANAGEMENT ANNUAL REPORT 2019/20 | 63 - 75 |
| | <p>Submit report by the Strategic Lead – Resources providing an update on treasury management during 2019/20.</p> | |
| 10 | FOOTWAY GRITTING UPDATE | 77 - 82 |
| | <p>Submit report by the Strategic Lead – Shared Services Roads and Neighbourhood providing an update on the costs incurred following the implementation of the additional footway gritting actions carried out in the period between January and March 2020 and seeking approval of footway gritting actions for the Winter Plan 20/21.</p> | |
| 11 | WEST DUNBARTONSHIRE COUNCIL ANNUAL PERFORMANCE REPORT 2019/20 | 83 - 111 |
| | <p>Submit report by the Strategic Lead: Communications, Culture, Communities & Facilities presenting the West Dunbartonshire Council Annual Report 2019/20 and supporting performance information.</p> | |
| 12 | GENERAL SERVICE BUDGETARY CONTROL REPORT P5 | To Follow |
| | <p>Submit report by the Strategic Lead – Resources advising on both the General Services revenue budget and the approved capital programme to 31 August.</p> | |
| 13 | HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT P5 | To Follow |
| | <p>Submit report by the Strategic Lead – Housing & Employability providing an update on the financial performance to 31 August 2020 (Period 5) of the HRA revenue and capital budgets for 2020/21.</p> | |
| 14 | JOINT COLLABORATION UPDATE: WEST DUNBARTONSHIRE AND INVERCLYDE COUNCILS – PERFORMANCE AND STRATEGY | To Follow |
| | <p>Submit report by Strategic Lead – Communication, Culture and Communities and Facilities on the above.</p> | |
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WEST DUNBARTONSHIRE COUNCIL

At a Meeting of West Dunbartonshire Council held by Zoom video conference on Wednesday, 26 August 2020 at 2.00 p.m.

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

Attending: Joyce White, Chief Executive; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Richard Cairns, Strategic Director – Regeneration, Environment & Growth, Beth Culshaw, Chief Officer, Health & Social Care Partnership, Peter Hessest, Strategic Lead – Regulatory (Legal Officer); Jim McAloon, Strategic Lead – Regeneration; Peter Barry, Strategic Lead – Housing & Employability; Victoria Rogers, Strategic Lead – People & Technology; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Laura Mason, Chief Education Officer; Gillian McNeilly, Finance Manager; Gail MacFarlane, Roads & Transportation Manager; George Hawthorn, Manager – Democratic & Registration Services; and Christine McCaffary, Senior Democratic Services Officer.

Also Attending: Fiona Mitchell-Knight, Audit Director and Richard Smith, Senior Audit Manager, Audit Scotland.

Provost William Hendrie in the Chair

STATEMENT BY CHAIR

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

DECLARATIONS OF INTEREST

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

RECORDING OF VOTES

The Council agreed that all votes taken during the meeting would be done by roll call vote to ensure an accurate record.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of West Dunbartonshire Council held on 24 June and reconvened on 25 June 2020 were submitted and approved as a correct record, subject to the following amendment to the Motion by Councillor Gail Casey – Formal Record of Thanks to the Communities of West Dunbartonshire:-

With regard to the addendum, Councillor Lennie's name should replace Councillor Docherty.

OPEN FORUM

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

DRAFT STATEMENT OF ACCOUNTS 2019/20

A report was submitted by the Strategic Lead – Resources providing a copy of the draft Statement of Accounts for 2019/20.

Having heard the Chief Executive and Finance Manager in answer to Members' questions, the Council agreed:-

- (1) to note the contents of the report and the attached draft Statements of Accounts, subject to the understanding that the draft accounts may change depending upon the accounts undertaken by the Council's external auditors;
- (2) to note the information provided in relation to the financial performance of the Council's services and capital plan for 2019/20;
- (3) to note the current position regarding the General Fund free reserves;
- (4) to note a report on the audited accounts would be submitted to a meeting of Council by 30 November 2020 for approval as identified at paragraph 4.18 of the report;
- (5) to note that the current external auditor contract would be extended to cover the financial year 2021/22; and
- (6) to note the draft 2021/22 budget timetable attached to the report.

INTERIM REVIEW OF POLLING DISTRICTS AND POLLING PLACES 2020

A report was submitted by the Strategic Lead – Regulatory seeking approval to conduct an interim review of polling districts and polling places within its area and outlining the timetable and processes for carrying out the review.

Having heard the Strategic Lead – Regulatory in further explanation of the report, the Council agreed:-

- (1) to approve the Notice of Review and timetable as detailed in Appendix 1 of the report; and
- (2) to note that a report containing the final proposals and representations would be submitted for approval to the meeting of Council in December 2020.

COVID-19 UPDATE

A report was submitted by the Chief Executive on the above.

After discussion and having heard officers in answer to Members' questions, Councillor McBride, seconded by Councillor Rooney moved:-

That Council agrees:-

- (1) to note the actions and decisions taken under the revised governance arrangements put in place following the Government lockdown on 24 March 2020 since the previous report to Council in June 2020;
- (2) to note the update on the organisational and financial impact of COVID-19;
- (3) to note the information provided in relation to the approach to future service provision through the recovery phases and the strategic objectives in recovery;
- (4) to note that further information will be provided to Members on impacts of COVID-19 both in financial terms and in relation to service recovery through appropriate communication routes as normal Committee and Governance structures have recommenced;
- (5) to note the draft officer response to the Scottish Parliament Local Government and Communities Committee as detailed as Appendix 2 to the report;
- (6) to cancel the fireworks and Christmas switch on events due to COVID-19 safety concerns; and
- (7) to reject at this time the Scottish Government's flexibility detailed in para 6.1.3 that in this instance allows Councils to continue to charge the HRA

for lost income. Council instructs officers to discuss this proposal with the Scottish Housing Regulator to seek their views and if they agree this is a correct use of tenants rent payments we then consult the proposal with the West Dunbartonshire Tenants and Residents Organisation and report back to the next Council meeting for decision.

Having heard Councillor Rooney, Councillor McBride agreed to accept the following addendum to his motion:-

- (8) to note that the Council is using £2.35m from the Early Years Fund, Pupil Equity Fund and Attainment Challenge Fund and for Council to explore recovery of the funds with the Scottish Government.

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

That Council agrees:-

- (1) to note the actions and decisions taken under the revised governance arrangements put in place following the Government lockdown on 24 March 2020 since the previous report to Council in June 2020;
- (2) to note the update on the organisational and financial impact of COVID-19;
- (3) to note the information provided in relation to the approach to future service provision through the recovery phases and the strategic objectives in recovery;
- (4) to note that further information will be provided to Members on impacts of COVID-19 both in financial terms and in relation to service recovery through appropriate communication routes as normal Committee and Governance structures have recommenced;
- (5) to note the draft Officer response to the Scottish Parliament Local Government and Communities Committee as detailed as Appendix 2 to the report;
- (6) to cancel the fireworks and Christmas switch-on events due to COVID-19 safety concerns; and
- (7) to note that the Council is using £2.35m from the Early Years Fund, Pupil Equity Fund and Attainment Challenge Fund and for Council to explore recovery of the funds with the Scottish Government.

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

There being an equality of votes, the Provost, Chair, used his casting vote in favour of the amendment which was accordingly declared carried.

ADJOURNMENT

The Council agreed to adjourn for a period of 10 minutes. The meeting reconvened at 4.32 p.m. with all Members shown in the sederunt present.

GLASGOW CITY REGION CITY DEAL UPDATE

A report was submitted by the Strategic Lead – Regeneration providing an update on the progress with the implementation of the Glasgow City Region, City Deal.

The Council agreed:-

- (1) to note the progress of the Glasgow City Region (GCR); and
- (2) to note the Council's City Deal project for the Exxon site.

GENERAL SERVICE BUDGETARY CONTROL REPORT P3 TO 30 JUNE 2020

A report was submitted by the Strategic Lead – Resources advising on both the General Services revenue budget and the approved capital programme to 30 June 2020.

The Council agreed:-

- (1) to note that the revenue account currently showed a projected annual adverse variance of £3.554m (1.52% of the total budget);
- (2) to note that of this projection £3.666m was due to the projected impact of covid and the underlying position would be £0.112m favourable; and
- (3) to note that the capital account showed that planned expenditure and resource for 2020/21 was lower than budgeted by £17.762m (25.26% of the budget), made up of £18.395m (26.16% of the budget) relating to project slippage, partially offset by £0.634m relating to an in year overspend.

HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT P3 TO 30 JUNE 2020

A report was submitted by the Strategic Lead – Housing & Employability providing an update on the financial performance to 30 June 2020 (Period 3) of the HRA revenue and capital budgets for 2020/21.

After discussion the Council agreed:-

- (1) to note the contents of the report which showed the revenue budget forecast to underspend against budget by £1.048m (2.37%) at the year-end; and
- (2) to note the net projected annual position in relation to relevant capital projects which was highlighting an in-year variance of £12.622m (21.07%) due to projected slippage.

SUPPORTING FOODBANKS

A report was submitted by the Strategic Lead – Housing & Employability providing an update on the work done with West Dunbartonshire Community Foodshare and the discussions that had taken place with Old Kilpatrick Food Parcels and Faifley Foodshare.

Following discussion and having heard the Strategic Lead – Housing & Employability in answer to Members' questions the Council agreed:-

- (1) to note support for Community Foodshare to develop their plans for long term sustainability. This support has been agreed with Community Foodshare and includes an organisational review and health check, and the development of an appropriate business plan;
- (2) to note the financial and practical support for Old Kilpatrick Food Parcels and Faifley Foodshare. This includes an appropriate level of community development and financial support that will complement the broader plan to address food insecurity in West Dunbartonshire following the COVID-19 pandemic; and
- (3) to ask officers to work with all of our foodbanks, large and small, to determine how their resources can be pooled and joint working facilitated to deliver a more equitable and comprehensive emergency food and essential supplies service to communities across West Dunbartonshire.

GUIDANCE ON COUNCILLORS' EXPENSES

A report was submitted by the Strategic Lead – Regulatory seeking approval of new Guidance on Councillors' Expenses.

Following discussion and having heard the Strategic Lead – Regulatory in answer to Members' questions, the Council agreed to continue this matter to a future meeting of Council to allow Elected Members to submit comments on the guidance before a final report was brought for debate and decision.

VACANCY ON THE INDEPENDENT RESOURCE CENTRE MANAGEMENT BOARD

A report was submitted by the Strategic Lead – Regulatory seeking a nomination to fill a vacancy on the Independent Resource Centre Management Board.

Councillor McColl, seconded by Bailie Agnew moved that Councillor Marie McNair fill the vacancy.

As an amendment Councillor Rooney, seconded by Councillor McBride moved that Councillor Daniel Lennie fill the vacancy.

Having heard the Legal Officer, Councillor McColl and Bailie Agnew agreed to the withdrawal of the motion, which was accepted by the Council.

Accordingly, the Council agreed that Councillor Daniel Lennie be nominated to fill the vacancy on the Board.

NOTICE OF MOTIONS

(a) Motion by Councillor Iain McLaren – First Bus 208 Service

Councillor McLaren moved:-

Council thanks the organisers of the “Reinstate the 208” campaign for their hard work which saved the First Bus 208 service from being axed, and who walked countless miles to gather over six hundred signatures for their petition.

Council recognises that the withdrawal of any bus service is contrary to the Council’s and SPT’s strategic objectives of “improving the quality of people’s lives through more effective, joined-up and appropriate delivery of services”, and that the current pandemic is likely to mean public transport services will be under threat for some time to come.

Council thanks officers for their support and advice given to elected members during the campaign to reinstate the 208 service, and asks them to work closely with SPT and other stakeholders should this situation arise again.

Councillor McBride asked if Councillor McLaren would accept the following addendum to his motion:-

Amend the last paragraph to read:-

Council thanks officers for their support and advice given to elected members during the campaign to reinstate the 208 service, and asks them to formally propose that SPT will lobby for bus regulation which will protect less profitable routes if they are issued as a package with more financially viable routes”

Followed by:-

In addition we request officers scope the current routes locally, many of which have been operating for many years without considering regeneration projects and new housing estates. We would particularly welcome a review of services in Dumbarton which could add Dumbarton Central Station and Health centre to a current route that serves Dumbarton High Street. This review could then be raised with local transport providers and SPT.

Councillor McLaren confirmed his acceptance to the addendum and the motion as amended was agreed by the Council.

(b) Motion by Councillor Jim Bollan – Through-floor Lifts

Councillor Bollan moved:-

Since 2012 the Council has agreed to provide ongoing maintenance for stairlifts in residential properties. This disadvantages the more severely disabled people in our community who require through-floor lifts to accommodate their wheelchairs. The Council therefore agrees to extend ongoing maintenance to through the floor lifts, where it has been recommended by the HSCP assessment team that this type needs to be installed as an alternative to a stairlift

The Council agreed the motion.

Note: Councillor Millar left the meeting during consideration of the next item.

(c) Motion by Councillor Jim Bollan – Commemorative Plaque for HMS Tullichewan

Councillor Bollan seconded by Councillor O'Neill moved:-

Council agrees to install a suitable plaque in an appropriate location in Balloch/Tullichewan to commemorate the women who served at HMS Tullichewan, a training base for WRENS located at Tullichewan Castle. Many WRENS were local women and some subsequently transferred to Bletchley Park, the famous decoding centre in England. The costs which are estimated to be up to £2000 to come from the Cultural Budget or, if there is insufficient funds available, un-earmarked reserves.

As an amendment Bailie Agnew, seconded by Councillor Caroline McAllister moved:-

Council agrees to recognise the women who served at HMS Tullichewan and agrees that these women, and others across West Dunbartonshire who have served their country, deserve to have their story told.

Council remits this matter to the Cultural Committee for discussion on how best to recognise and tell the story of the local women who played a huge part in the war effort and keeping our country functioning during World War 2.

On a roll call vote being taken 13 Members voted for the amendment, namely Provost Hendrie, Bailie Agnew and Councillors Brown, Conaghan, Dickson, Docherty, Finn, Caroline McAllister, McColl, McLaren, McNair, Page and Walker and 8 Members for the motion, namely Councillors Bolla, Casey, Lennie, Douglas McAllister, McBride, Mooney, O'Neill and Rooney. The amendment was accordingly declared carried.

The meeting closed at 6.15 p.m.

DRAFT

AUDIT COMMITTEE

At a Meeting of the Audit Committee held by Video Conferencing on Wednesday, 17 June 2020 at 10.00 a.m.

Present: Jonathan McColl, John Mooney, Martin Rooney and Brian Walker and Lay Member Mr Chris Johnstone.

Attending: Joyce White, Chief Executive; Angela Wilson, Strategic Director – Transformation & Public Service Reform; Richard Cairns, Strategic Director – Regeneration, Environment & Growth; Beth Culshaw, Chief Officer, West Dunbartonshire Health & Social Care Partnership (H&SCP); Stephen West, Strategic Lead – Resources; Andi Priestman, Shared Service Manager – Audit & Fraud; and Craig Stewart, Committee Officer.

Also Attending: Mr Richard Smith, Senior Audit Manager and Ms Zahrah Mahmood, Senior Auditor, Audit Scotland.

Apologies: Apologies for absence were intimated on behalf of Councillors Jim Brown, Karen Conaghan and John Millar.

Councillor John Mooney in the Chair

CHAIR'S REMARKS

Councillor Mooney, Convener, welcomed everyone to the June meeting of the Audit Committee which was being held remotely, in terms of Section 43 of the Local Government in Scotland Act 2003.

Accordingly, the Convener advised that a process/procedure had been developed for the meeting (a copy of which had previously been circulated to Members). Thereafter, the Committee agreed to note the procedure in place for the conduct of the meeting and the meeting then commenced by video conferencing.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Audit Committee held on 20 November 2019 were submitted and approved as a correct record.

OPEN FORUM

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

PRUDENTIAL INDICATORS 2019/20 TO 2029/30 AND TREASURY MANAGEMENT STRATEGY 2020/21 TO 2029/30

A report was submitted by the Strategic Lead – Resources providing Members with the opportunity to further scrutinise the Prudential Indicators for 2019/20 to 2022/23 and Treasury Management Strategy (including the Investment Strategy) for 2020/21 to 2022/23, and the indicative indicators for the period from 2023/24 to 2029/30.

After discussion and having heard the Strategic Lead, Chief Executive and the Strategic Director, Regeneration, Environment & Growth in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) the following Prudential Indicators and Limits discussed in Appendix 1 to the report and set out within Appendix 6 to the report for the period 2020/21 to 2022/23:
 - Capital Expenditure and Capital Financing Requirements (Tables A and B);
 - Forecast and estimates of the ratio of financing costs to Net Revenue Stream (Table D);
- (2) to approve the policy for loans fund advances discussed in Appendix 1 in section 3 to the report;
- (3) to approve the Treasury Management Strategy for 2020/21 to 2022/23 (including the Investment Strategy) contained within Appendices 2 to 6 to the report;
- (4) the following Treasury Prudential Indicators and Limits discussed in Appendix 2 to the report and set out within Appendix 6 to the report for the period 2020/21 to 2022/23:
 - Operational Boundaries (Table F);
 - Authorised Limits (Table G);
 - Counterparty Limits (Table J); and
 - Treasury Management Limits on Activity (Table L);

- (5) to note the draft Prudential and Treasury Management Indicators for the period 2023/24 to 2029/30 discussed in Appendices 1 and 2 to the report and set out within Appendix 6 to the report;
- (6) to approve the statement by the Section 95 Officer regarding the gross debt level in comparison to the Capital Financing Requirement (Appendix 2 to the report – Point 2.3); and
- (7) otherwise to note the comments within the report which highlighted changes that have happened since the original report was issued to Council around the impact of Covid-19 and that a Members' Briefing had been provided to all Members on the specific change in relation to the accounting treatment of leasing costs.

INTERNAL AUDIT PLAN 2019/20 – PROGRESS TO 20 MAY 2020

A report was submitted by the Strategic Lead - Resources informing Members of progress at 20 May 2020 against the Audit Plan 2019/20 and, in particular, advising of:-

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

After discussion and having heard the Shared Service Manager – Audit & Fraud, the Chief Officer, West Dunbartonshire H&SCP and the Chief Executive in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report.

INTERNAL AUDIT PLAN 2020/21

A report was submitted by the Strategic Lead - Resources advising of the planned programme of work for the Internal Audit Section for the year 2020/21.

After discussion and having heard the Shared Service Manager – Audit & Fraud in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the Audit Plan for 2020/21.

AUDIT SCOTLAND ANNUAL AUDIT PLAN 2019/20

A report was submitted by the Strategic Lead - Resources presenting Audit Scotland's Annual Audit Plan for the audit of financial year 2019/20 to Committee for information.

After discussion and having heard Mr Smith, Senior Audit Manager, Audit Scotland in further explanation of the report, the Committee agreed to note Audit Scotland's audit plan for their audit of West Dunbartonshire Council for financial year 2019/20.

INTERNAL AUDIT ANNUAL REPORT TO 31 MARCH 2020

A report was submitted by the Strategic Lead - Resources advising of the work undertaken by Internal Audit in respect of the Annual Audit Plan 2019/20 and advising of the contents of the Assurance Statement given to Members of West Dunbartonshire Council, the Chief Executive and the Section 95 Officer (Strategic Lead – Resources) in support of the Annual Governance Statement.

After discussion and having heard the Shared Service Manager – Audit & Fraud and the Chief Executive in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) that a Members' Briefing note be issued that would provide more detailed information on two of the Investigations listed in Appendix A to the report, namely 'Titan Crane' and 'Edmundson Electrical Ltd. (Cable Overcharge); and
- (2) otherwise to note the contents of the report.

CODE OF GOOD GOVERNANCE AND ANNUAL GOVERNANCE STATEMENT 2019/20

A report was submitted by the Strategic Lead - Resources advising on the outcome of the annual self-evaluation undertaken of the Council's compliance with its Code of Good Governance and inviting Committee to consider the Annual Governance Statement that will be published in the Council's Abstract of Accounts.

After discussion and having heard the Shared Services Manager – Audit & Fraud, the Chief Executive and relevant officers in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the outcome of the recent self-evaluation process in considering how the Council currently meets the agreed Code of Good Governance, together with the issues identified and improvement actions; and
- (2) to note the detail of the Annual Governance Statement and approved the actions identified by management to improve the internal control environment.

The meeting closed at 11.48 a.m.

WEST DUNBARTONSHIRE COUNCIL**Report by the Chief Social Work Officer****Council: 30 September 2020**

Subject: Chief Social Work Officer Annual Report 2019-20**1. Purpose**

- 1.1** The purpose of this report is to provide the Council with the Chief Social Work Officer (CSWO) Annual Report for 2019-20 which provides information on the statutory work undertaken on the Council's behalf, including a summary of governance arrangements, service delivery, resources and workforce.

2. Recommendations

- 2.1** The Council is asked to note the content of the Chief Social Work Officer Annual Report 2018-20 and approve its submission to the Office of the Chief Social Work Advisor to the Scottish Government.

3. Background

- 3.1** The requirement for each Council to have a Chief Social Work Officer was initially set out in section 3 of the Social Work (Scotland) Act 1968 and is also contained within section 45 of the Local Government etc. (Scotland) Act 1994.
- 3.2** The role of the CSWO is to provide professional guidance, leadership and accountability for the delivery of social work and social care services – both those provided directly by the HSCP and also those commissioned or purchased from other providers.
- 3.3** The CSWO Annual Report has been prepared in line with national guidance: 'The Role of the Chief Social Work Officer' (Scottish Government: 2016). This report also fulfils the statutory requirement for each CSWO to produce an annual report on the activities and performance of social work services within the local area.
- 3.4** Following approval, the annual report will be provided to the Chief Social Work Advisor to the Scottish Government and will be posted on the Council and HSCP websites.

4. Main Issues

- 4.1** Each CSWO produces an annual report, based on a template agreed with the Office of the Chief Social Work Adviser, however this year, given the workload implications caused by the Covid 19 pandemic, an amended template has been provided which ensures local reporting arrangements continue whilst having due regard to current pressures being experienced across the sector.
- 4.2** The Office of the Chief Social Work Adviser will use completed reports to prepare a national overview later in the year.
- 4.3** The HSCP Strategic Plan for 2019-22 provides a vision for delivery of services in West Dunbartonshire, prioritised around early intervention, access, resilience, assets and inequalities.
- 4.4** Improvement planning following the inspection of Self Directed Support (SDS) and Justice social work services has progressed during 2019-20, supported by oversight and scrutiny by the HSCP Board and HSCP Audit & Performance Committee.
- 4.5** The report on the inspection of Justice services was published in August 2019 and highlighted areas for improvement, particularly around risk assessment, interventions with offenders, unpaid work and case management. The appointment of a dedicated Justice Service Manager in October 2019 has provided improved leadership for the service and for the improvement actions arising from inspection.
- 4.6** Joint working with Community Justice Scotland and other partners has led to the development of bespoke training opportunities for staff in the development of risk assessment and risk management practice to support individuals to reduce the risk of further offending and harm.
- 4.7** Meanwhile, the Care Inspectorate undertook inspections of 12 registered services and ongoing discussion with our Link Inspector will support and guide preparation during 2020-21 for the forthcoming programme of inspection of adult support and protection services.
- 4.8** Public protection arrangements were strengthened during 2019-20, with the appointment of an independent joint Chair for the Adult and Child Protection Committees to provide additional scrutiny, oversight and professional challenge to multi-agency partners.
- 4.9** In addition, a review of public protection support arrangements led to the creation of specific lead officer posts for adult protection and child protection. This will augment existing arrangements and provide dedicated co-ordination, strategic planning and monitoring of child and adult protection work on behalf of West Dunbartonshire Child Protection Committee and Adult Protection Committee and will promote and support all areas of work relating to public protection with staff and partners.

- 4.10** During 2019-20, recruitment to social work posts has continued, albeit in challenging and competitive conditions. Additional social worker and support worker posts have also been taken forward to increase service capacity.
- 4.11** This additional commitment reflects the continued demands upon statutory services alongside the importance of practice and performance improvement. This will also support service design for children's services within an integrated, targeted approach to improve outcomes for children, young people and families.
- 4.12** The Mental Health Officer team remained fully staffed during 2019-20 and this enabled staff to meet statutory deadlines across the range of activity. Close working relationships between adult services teams have also enabled a range of integrated practice across services. These included support to vulnerable women during pregnancy, to reduce hospital admissions and delayed discharges and the report provides further detail here.
- 4.13** Services have also identified further opportunities for service development and improvement during 2020-21, however these will undoubtedly be shaped by the impact of Covid 19 on our most vulnerable children, families and adults in the year ahead.
- 4.14** The report outlines how services have responded to the pandemic; whilst much of this falls outside the reporting period of the annual report, priorities for service delivery, support to staff and managers and details of recovery planning are included.

5. People Implications

- 5.1** The CSWO Annual Report refers to workforce planning and development which recognises activity to support staff compliance with professional registration as well as recruitment and retention activity.

6. Financial and Procurement Implications

- 6.1** There are no financial or procurement implications arising from the CSWO annual report, however the report highlights the financial implications upon the HSCP budget and the importance of spend that is compliant with procurement arrangements.
- 6.2** Budgetary oversight of services provided by the HSCP continues to be provided by the HSCP Board and senior officers continue to address these issues to meet statutory duties – the current pandemic will undoubtedly shape the budgetary and financial arrangements for HSCP services during 2020-21 and beyond.

7. Risk Analysis

- 7.1** Provision of statutory social work services requires appropriately qualified and skilled staff – analysis of activity and future demand is intended to inform future service planning to continue to meet statutory duties.

8. Equalities Impact Assessment (EIA)

- 8.1** There is no equalities impact as the report does not recommend a change to existing policy, function or strategy.

9. Consultation

- 9.1** The CSWO Annual Report has been informed by information provided by managers across the HSCP; members of the HSCP Senior Management Team have also been consulted on the report content.

10. Strategic Assessment

- 10.1** Analysis of activity, resources and performance within the CSWO Annual Report provide assurance that the planning and delivery of social work services in West Dunbartonshire continue to reflect statutory requirements.
- 10.2** The report also demonstrates how services support the Council's strategic priorities and the HSCP Strategic Plan, working with local residents and communities to improve lives.
- 10.3** The strategic direction of services will undoubtedly reflect the wider implications of the Covid 19 pandemic during 2020-21 and shape how services are prioritised and designed to meet the needs of our communities in West Dunbartonshire.

Jonathan Hinds
Head of Children's Health, Care and Justice
Chief Social Work Officer
30 September 2020

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Appendices:	Chief Social Work Officer Annual Report 2019-20
Background Papers:	None
Wards Affected:	All



West Dunbartonshire Health and Social Care Partnership

Chief Social Work Officer Annual Report

2019-20

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1. GOVERNANCE AND ACCOUNTABILITY

Role of the Chief Social Work Officer (CSWO)

The requirement for each Council to have a Chief Social Work Officer (CSWO) was initially set out in Section 3 of the Social Work (Scotland) Act 1968 and further supported by Section 45 of the Local Government etc. (Scotland) Act 1994.

The role of the CSWO is to provide professional governance, leadership and accountability for the delivery of social work and social care services, not only those provided directly by the HSCP but also those commissioned or purchased from the voluntary and private sector. Social work services are delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

West Dunbartonshire Council has resolved that the Chief Social Work Officer role is held by the Head of Children's Health, Care and Justice.

The Chief Social Work Officer is a 'proper officer' of the Council in relation to social work functions and is a member of the Senior Management Team within the HSCP and a non-voting member of the HSCP Board.

Population Profile

In 2019, the population of West Dunbartonshire was 88,930 (National Records for Scotland, 2020¹). This is a decrease of 0.2% from 89,130 in 2018. Over the same period, the population of Scotland increased by 0.5%. The population of West Dunbartonshire accounts for 1.6% of the total population of Scotland.

In West Dunbartonshire, 17.6% of the population are aged 0-15, slightly higher than Scotland (16.9%), and 9.8% of the population are aged 16-24, which is smaller than Scotland (10.5%). In terms of overall size, the 45 to 64 age group was the largest in 2019, with a population of 26,075 (29.3%). People aged 65 and over make up 18.8% of West Dunbartonshire's population, which is slightly lower than the whole Scotland population (19.1%).

Currently West Dunbartonshire ranks the third most deprived area in Scotland (equal with North Ayrshire) with 40% of data zones being among the 20% most deprived areas of Scotland. Only Inverclyde (45%) and Glasgow City (44%) have higher deprivation (Scottish Government, 2020²).

Integration

West Dunbartonshire Health & Social Care Partnership was formally established on 1 July 2015; the HSCP Board is responsible for the operational oversight of the HSCP as the joint delivery vehicle for services delegated to the Integration Joint Board (except for NHS acute hospital services) as set out within its integration scheme.

During 2019-20, the HSCP vision of 'improving lives with the people of West Dunbartonshire' shaped the HSCP Strategic Plan for 2019-22, where the work of the partnership is focussed on the following five priorities:

- Early Intervention
- Access

¹ <https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/west-dunbartonshire-council-profile.html>

² <https://www.gov.scot/publications/scottish-index-multiple-deprivation-2020/pages/5/>

- Resilience
- Assets
- Inequalities

Partnership Arrangements

The Chief Social Work Officer participates in a range of groups and forums to ensure the proper delivery of social work functions. These include the 'Nurtured' and 'Safer' Delivery & Improvement Groups (DIGs) which lead on the relevant strategic priorities of West Dunbartonshire Community Planning Partnership as well as the Public Protection Chief Officers Group, West Dunbartonshire Council, the HSCP Board, HSCP Audit & Performance Committee and the Clinical & Care Governance group. These arrangements support work with a range of key partners including the Council, third sector, Police and Scottish Children's Reporters Administration to ensure that services are developed and provided across West Dunbartonshire that reflect local strategic priorities.

Clinical and Care Governance

The HSCP Clinical and Care Governance group has a responsibility to provide scrutiny, constructive challenge and oversight across health, care and social work services in West Dunbartonshire. The group meets quarterly to ensure that services provide quality, effectiveness and efficiency to meet the needs of local residents and communities, as well as evidencing good practice around professional standards, risk management, staff learning and development.

The Clinical and Care Governance group comprises the HSCP Chief Officer, Heads of Service, Chief Social Work Officer, Clinical Directors and is chaired by the Chief Nurse; the group also reviews progress around quality assurance improvement plans arising from inspections. Revised Terms of Reference are under development to guide the work of this group in 2020-21.

Self-evaluation and improvement activity is regularly reported in addition to compliance with statutory and mandatory training for staff across the HSCP. Furthermore, the group is a key part of the partnership governance arrangements for initial and significant case reviews and significant clinical incidents.

Public Protection Chief Officers Group (PPCOG)

West Dunbartonshire's multi-agency Public Protection Chief Officers Group (PPCOG) is responsible for the strategic co-ordination of public protection services in West Dunbartonshire and is chaired by the Council Chief Executive. Core membership includes the Chief Nurse: Head of Public Protection (NHS Greater Glasgow & Clyde), the Divisional Commander (Police Scotland), the Chief Officer (HSCP) and the Chief Social Work Officer. The Council's Chief Education Officer and the Locality Reporter Manager (Scottish Children's Reporter Administration) are also part of the PPCOG. The group scrutinises the strategic direction and performance of services for child protection, adult protection, multi-agency public protection arrangements (MAPPA) for the management of high risk offenders, violence against women and the Alcohol & Drugs Partnership.

The PPCOG regularly reviews the purpose and function of the group in terms of assurance and governance. The strategic risk register for the PPCOG is currently being updated by group members to reflect the multi-agency approach to risk management and to ensure that senior officers have appropriate oversight of actions and resources required to mitigate risks here.

During 2019-20, recruitment to the new role of joint independent chair for both Adult and Child Protection Committees was completed and Paula Godfrey was appointed to provide

independent scrutiny, professional challenge and enhanced capacity to drive forward strategic priorities.

The post of public protection co-ordinator became vacant in January 2020 and it was recognised that the span of responsibility of this post, to support the work of adult and child protection committees presented challenges in recruitment, alongside agreement of the need to enhance the capacity of public protection functions in West Dunbartonshire. As such, it was agreed to create two lead officer posts, one for adult protection and one for child protection. Work to recruit to these posts is now underway and further reflects the commitment to public protection in West Dunbartonshire.

The Performance and Assurance Reporting Framework (PARF), included at Appendix 1, provides performance against targets for child protection, high risk offenders, adults at risk and vulnerable adults. The main purpose of the report is to ensure that the PPCOG reviews performance, outcomes and demand levels and takes any necessary action required or request the provision of further analysis and review.

Within the above arrangements, the CSWO maintains oversight of social work practice and performance by a range of means, including:

- Monthly management meetings with senior managers for children's and justice services;
- Quarterly meetings with operational managers for adult social work services
- Monthly meetings with public protection co-ordinator (for child and adult protection)
- Weekly Senior Management Team meetings including HSCP Chief Officer, all operational Heads of Services, Head of Organisational Development & Change and Chief Finance Officer;
- Quarterly extended Senior Management Team meetings (including managers across all HSCP services).

A range of management information is also provided to the CSWO for analysis and to inform further discussion and service planning with operational managers including:

- Quarterly performance and review data for child protection, adult protection and MAPPA (also reported to the Public Protection Chief Officers Group);
- Monthly performance report for children's and justice services (including information pertaining to demand for services, initial response, case allocations, performance against key performance indicators) – this report is also shared with the HSCP Chief Officer and Council Chief Executive
- Registered practitioners subject to performance improvement plans or other formal measures including referral to the Scottish Social Services Council (SSSC);
- Professional practice discussion as part of quarterly meetings with the link inspector from the Care Inspectorate.

2. SERVICE QUALITY AND PERFORMANCE

The role of CSWO includes responsibility for ensuring that the social services workforce practices within the standards and codes of practice as set out by the Scottish Social Services Council (SSSC).

During 2019-20, the CSWO, HSCP Chief Officer and other Heads of Service continued to engage positively with the link inspector and other colleagues from the Care Inspectorate, where service performance, strategic planning and inspection activity were reviewed. Inspection activity supports quality of service within robust arrangements for governance and accountability.

During 2019-20, changes to the Terms of Reference for the HSCP Audit Committee were agreed, alongside expanded membership which enabled it to develop as the Audit and Performance Committee, as a sub-group of the Integration Joint Board. Here, inspection reports and improvement plans are presented, enabling Committee members to monitor progress.

Care Inspectorate Inspections

During 2019-20, 12 registered services were inspected and the summary of inspection outcomes is provided at Appendix 2. The Care Inspectorate looked at a range of issues including:

- wellbeing
- leadership
- staff
- care settings
- care and support planning.

Further information on performance across services is included in the following Appendices:

Appendix 1: Performance and Assurance Reporting Framework, Public Protection Chief Officers Group 2019-20;

Appendix 2: Care Inspectorate Inspection Outcomes 2019-20.

Justice Social Work inspection

The Care Inspectorate undertook an inspection of West Dunbartonshire justice social work services during early 2019, the second area to be inspected using the new justice inspection quality improvement model. The inspection focussed on the delivery of community payback orders from October 2016 to October 2018. Inspection activity included preparation of a self evaluation with supporting evidence, file reading of a sample of Community Payback Orders (CPOs) and a series of interviews, focus groups and observations by the inspection team.

The key themes for improvement within the inspection model related to:

- outcomes for individuals
- cultural change
- service improvement
- leadership and governance.

The report identified the following key messages as priority areas for improvement:

- (a) The service needs to develop ways of being able to demonstrate the different support is making in improving outcomes for individuals and its contribution to community safety;
- (b) Achieve a culture within the service which supports the prioritisation of, and adherence with, National Outcomes and Standards and FRAME guidance for all elements of a Community Payback Order;
- (c) Achieve sustained improvements in the delivery of unpaid work service;
- (d) Leaders to have greater oversight of performance across all justice social work services, supported by the development of systems and frameworks which identify priorities and inform decisions regarding service delivery and design.

A detailed improvement action plan has been developed and is regularly updated to reflect progress to achieve actions. The plan has been further informed by discussion with local managers and professional colleagues from the Care Inspectorate and Community Justice

Scotland who will continue to support local managers in the development of an improvement programme, focussed on:

- risk assessment tools
- accredited interventions
- unpaid work
- case management planning.

The plan incorporates staff engagement, reflects resource pressures and change management methodology.

Self Directed Support inspection

West Dunbartonshire was one of six local authority areas chosen as a pilot area for a review of the implementation of the principle of Self-Directed Support (SDS) and personalisation which took place in 2018 and the Care Inspectorate report was published in June 2019. The report found that commissioning, procurement and resource allocation had historically been modelled within a model that focussed on deficits, within a delivery model characterised by block contracts which limited personal choice and control. Areas of good practice within Learning Disability and Acquired Brain Injury services offer opportunities to extend this learning across wider adult and older people's services.

The Care Inspectorate found that staff were less confident in working to the principles of choice and control within existing systems and processes, whilst good practice around early intervention and sign-posting was not being fully captured in documentation which needed to focus more on asset building and personalised support.

An improvement plan was developed which includes continuing engagement with key partners and a programme of staff training for trainers. A Programme Board has been developed to support and monitor improvement activity, supported by an interim Lead Officer for SDS. Working groups have also been established to ensure improvements around financial arrangements, staff training, assessment documentation and public engagement.

Staff are working with Procurement colleagues to agree compatible processes to support flexibility and control for supported individuals whilst other activity around charging, free personal care, carers' legislation and respite provision is also being taken forward. Service users and partner agencies are represented in both the Programme Board and working groups, whilst public engagement opportunities and development of a service user forum are intended to ensure the sustained integration of the principles of Self Directed Support and personalisation into the culture, systems and process of the HSCP.

PUBLIC PROTECTION

Child Protection

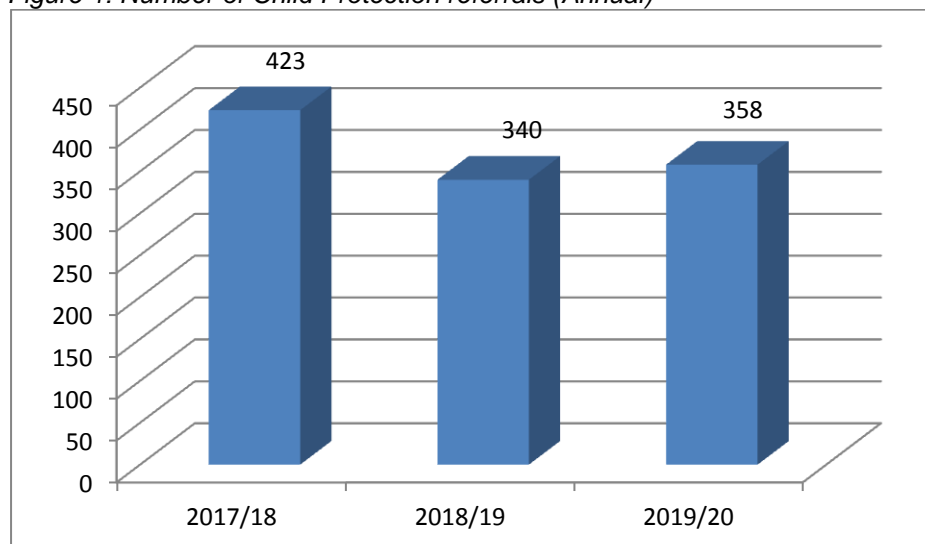
During 2019, the Public Protection Chief Officers Group (PPCOG) appointed an independent Chair to the multi-agency Child Protection Committee (CPC) and Adult Protection Committee (APC) to provide additional rigour and scrutiny. The Chair provides important leadership and direction to the Child Committee improvement plan, where child protection demand, responses and performance is scrutinised.

A monthly performance report has now been embedded for children and families social work which includes activity data, management information and key performance indicators. This report also includes workload information to support the PPCOG and senior leadership oversight.

The CPC improvement action plan continued to be a standing agenda item for the CPC, whilst the quarterly Performance and Assurance Reporting Framework (Appendix 1) includes key performance and monitoring information across child protection activity which is analysed and reported to the CPC and PPCOG.

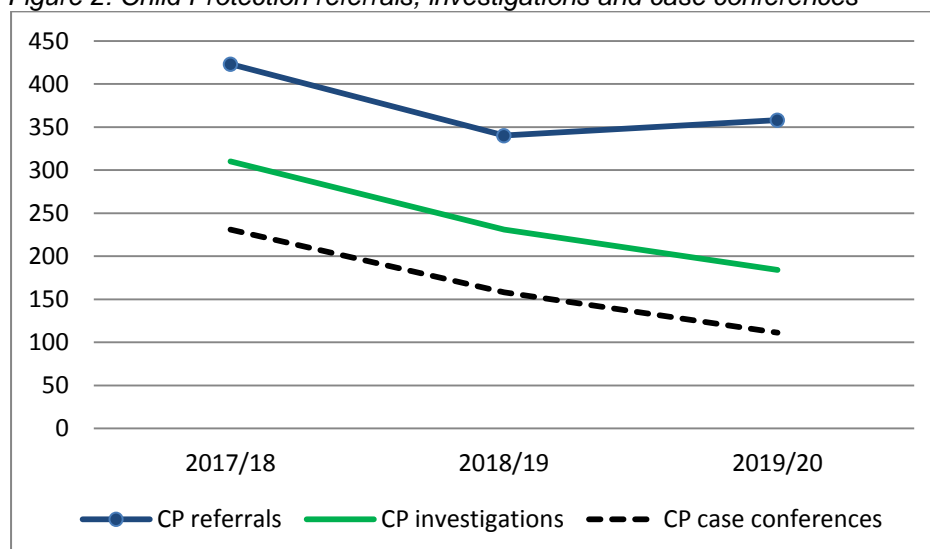
As indicated in Figure 1, below, the number of child protection referrals increased by 15 (5.3%) compared to the previous year:

Figure 1: Number of Child Protection referrals (Annual)



Quarterly data on child protection referrals, investigations and case conferences during 2019-20, within Figure 2 below, indicates an overall, continuing reduction:

Figure 2: Child Protection referrals, investigations and case conferences



The number of child protection investigations reduced by 53 (23%), whilst the number of investigations proceeding to case conference reduced by 47 (30%). Within this, 84.5% of investigations proceeded to case conference within 21 days, an improvement of 9.5% from the previous year. Whilst the target here is 95%, overall performance across 2019-20 shows an improving trajectory, supported by changes to processes and scheduling to reduce delay. Where case conferences took place out with timescales, this was primarily due to delays in information being provided by all organisations to inform the multi-agency decision-making process.

An initial review of practice across Team Leads as Chairs of case conferences indicated a broadly similar approach to risk, however a multi-agency audit in 2019-20 will be considered by the Child Protection Committee. Aligned to this, the number of referrals and investigations leading to child protection case discussion (and not to case conference) is not currently included within quarterly performance reports. As such, an audit of Initial Referral Discussions will be undertaken and a single agency review of cases for children subject to child protection registration will inform practice development and the review of quarterly performance reports to ensure relevant, meaningful performance information is included.

During 2019-20, 64 children were placed on the child protection register, compared to 88 in 2018-19, a reduction of 27%. As at 31 March 2020, there were 41 children on the child protection register, a reduction of 11 from the previous year. This reflects the reduction in child protection investigations and case conferences, although the indicators of risk and concern for those children remain at the centre of child protection activity and interventions, where local information continues to indicate the prevalence of domestic abuse. Whilst the number of child protection registrations has reduced, the number of children becoming looked after remained static overall.

Analysis of this trend data shows that 68% of children whose names were removed from the child protection register in 2019-20 returned home or remained at home, compared to 56% during 2018-19. This is an encouraging indicator of interventions to increase family capacity to address issues of concern and to enable more children to remain at home. Our Initial Referral Discussion (IRD) process, now streamlined with the other HSCPs across NHS Greater Glasgow and Clyde, means that the Child Protection Unit is the health representative at IRDs; Education colleagues are also a key partner within this shared response to the protection of vulnerable children and young people.

Adult Support and Protection (ASP)

During 2019-20, referrals for adults at risk increased by 218 (68%), from 321 in 2018-19 to 539 in 2019-20, whilst Vulnerable Adult referrals remained unchanged, with 713 referrals received in 2019-20.

The number of Inquiries taken to Investigation increased from 44 to 65 (47%) in 2019-20, and 91% of investigations were commenced within 8 working days of referral, again exceeding the target of 80%. Finally, the number of case conferences has remained static at 12 across all services, where 57% were held within 20 working days (target 75%).

All adult services teams experienced an increase in ASP referrals, however the most significant increase occurred in Older People and Adults (Physical Disabilities) where 292 referrals were received, compared to 142 referrals in the previous year.

Quality assurance work undertaken by Adult Protection Committee members was led by the Public Protection Co-ordinator, centred on case file audits to inform learning and improvement, including the training programme which also reflected cross-sector learning from a large-scale investigation at a private sector care home during 2018-19.

Working groups were established to develop local policies and procedures in relation to Large Scale Investigations, hoarding and financial harm – progress will be affected by the departure of the Public Protection Co-ordinator from January 2020, however recruitment is underway to enable continued support to the Committee Chair and to conclude this work on policies and procedures.

Statutory functions under ASP legislation require the ability to continue with the ongoing training of Council Officers and to provide regular refresher training to current Council Officers. This presents a particular challenge locally due to the Public Protection Co-ordinator vacancy, however the CSWO identified that a single co-ordinator post to support

both child and adult protection committees presented a significant organisational challenge, given the range of responsibilities and demands. As such, the HSCP Board has agreed to the creation of two lead officer posts, one each for child protection and adult protection. This will provide strengthen public protection arrangements in West Dunbartonshire and ensure local support to managers and practitioners, whilst enabling a continued contribution within national groups.

Re-establishing the training programme and the regular case file audit programme will therefore be a priority for the lead officer post, whilst preparation for the forthcoming inspection of adult support and protection (expected during 2020-21) will give operational services a particular focus around improvement activity.

Multi-Agency Public Protection Arrangements (MAPPA)

West Dunbartonshire is part of North Strathclyde MAPPA arrangements, along with five other local authority areas, supported by a dedicated MAPPA co-ordinator who provides professional advice and guidance. The MAPPA Unit team also support responsible authorities to fulfil their statutory duties around information sharing and joint working to assess and manage the risk of individuals managed within MAPPA.

The CSWO continued to attend the North Strategic Oversight Group and the Justice Service Manager is a member of the Management Oversight Group, where both groups include responsible authorities (local authorities, Police Scotland, Scottish Prison Service and Health).

The MAPPA Unit's Performance Report noted 100% compliance with key performance indicators for cases managed at level 2 and 3 (multi-agency risk management) being reviewed no less than 12 weekly. Furthermore, Justice Services were fully compliance with all national key performance indicators, where all MAPPA meetings were held and notifications submitted to the MAPPA Unit within fixed timescales – no exceptions were reported during 2019-20.

Strong multi agency partnership working under MAPPA protocols are in place within Justice Services, with good communication between all partner agencies involved in the supervision of High Risk Offenders. As part of ongoing staff development, there has been successful multi agency training throughout the year and a shared understanding developed in the risk management of service users with our partners. Joint training with colleagues from across the Justice sector including Police colleagues and the North Strathclyde multi-agency public protection arrangements (MAPPA) unit during 2019-20 further reflects a strong collaborative approach to maintaining public confidence.

The continued training of staff and development of interventions is also reflected in our inspection improvement action plan and supports a better informed and risk-responsive team, whilst continuing to meet our statutory duties as a responsible authority. Justice Services have registered their interest with the Risk Management Authority to be included in a pilot study for the implementation of a new risk assessment tool focused on assessment of offenders involved in accessing online abusive images during 2020-21.

CHILDREN AND FAMILIES

Locality Children's Services

The impact of poverty and associated issues for families such as mental health, addiction and domestic abuse were significant factors in interventions by the team to support children, young people and families during 2019-20. Partnership work in the delivery of statutory functions has continued to be central to the service's strategic approach, working closely

with partners in health, education and the Scottish Children's Reporters Administration, and Police Scotland.

Work with Police Scotland, the NHS Child Protection Unit and education colleagues further improved the provision and recording of Initial Referral Discussions (IRD) within child protection and work with vulnerable young people. Performance and trend information in respect of referrals of concern, child protection activity and registration demographics have indicated – as noted above – a decrease in children protection registrations, however the number of children being looked after has remains largely unchanged. To understand this better, Information team colleagues developed more detailed child protection information and case discussion reports during 2019-20. This will now include data on the number of child protection case discussions and associated activity which is particularly significant in respect of vulnerable young people and domestic abuse.

This improved analysis identified a potential emerging trend, both internally and externally, of referrals of concern at the point of crisis. This highlights the importance of collaborative work to identify opportunities for earlier intervention and the opportunity to redesign children's services, with specific focus on resources targeted at community supports to build family capacity and effective interventions to improve outcomes for children who are looked after.

Staffing was one of a number of issues within a collective grievance submitted by a Trade Union on behalf of their members within locality children's services and work to resolve these issues included analysis of the staffing establishment by Council HR and staff representatives to identify social worker vacancies.

Furthermore, in recognition of continued demand and to address the historical build up of cases awaiting allocation over time, senior managers committed to a further six social worker posts to create additional capacity and build resilience into the system to manage demand, meet timescales and professional standards.

Six additional support worker posts were also created to provide additional capacity for family support and early intervention work within the community. The development of this aspect of the service will continue in 2020/21 and is one strand of a redesign of children's services, underpinned by the commitment to redirect and refocus existing skills and resources to ensure interventions are targeted appropriately to improve outcomes for children, young people and families.

Improved monthly performance reporting has streamlined management information to support performance improvement and greater understanding of the specific challenges faced by the service during this period, which supports resource allocation.

Continued work with the national Performance and Care Excellence (PACE) programme assisted the service to improve their ability to prioritise and improve work with looked after children, specifically to improve timescales for children who require permanence decisions. Improvements led by the PACE project supported better outcomes for looked after and looked after and accommodated children and young people and locality services have strengthened the links between children and young people looked after at home and the Looked After Children's Health service.

Looked after Children and Young People

The number of children and young people who are looked after in West Dunbartonshire (503) remained unchanged compared to 2018-19, however within this, the settings and type of placements has varied. Figure 3, below, provides further information on the usage of key placements during 2019-20.

Figure 3: Placements for looked after children & young people 2019-20 and 2018-19

	2019-20	2018-19	Change(n)	Change (%)
Kinship care	208	202	+4	+2%
Fostering (internal)	54	59	-4	-7%
Fostering (external)	58	58	0	0%
Residential Schools	21	16	+5	+31%

This reflects the continued high usage of kinship and external fostering placements, whilst a significant number of children are looked after at home with parents. Kinship enables children to remain within family members, however improving earlier intervention approaches are expected to address this, whilst efforts to expand the number of local foster carers will be a priority for the Family Placement Service in 2020-21.

Family Placement Service

At 31 March 2020, children were placed with 113 foster placements, of which 54 were registered with West Dunbartonshire Council (a reduction of 5 from 2018-19) and 58 were provided by external agencies (unchanged). Carers provide a mix of short breaks, interim, long term and permanent placements and fostering is key to ensuring better outcomes for children within loving homes.

In the last year, changes to the structure of the local permanence panel included an established methodology, whereby the decisions about permanence and permanence routes for children are delivered separately from that of the matching process. This has clarified and improved the planning process for children. Membership of our monthly permanence panels has offered continuity in decision making, as well as building up local knowledge and confidence. Activity for 2019-20 is included in Figure 4, below:

Figure 4: Fostering Panel activity 2019-20

	2019-20	2018-19
Fostering Assessments	4	13
Approvals	4	9
Reviews	29	33
Changes in registration	13	3
De-registrations	5	4
Transfer from independent fostering agency	0	1

Over the last year, the Family Placement service, comprising Fostering and Adoption teams, has continued to assess people as foster carers and adoptive parents and supported carers. The service has also provided support and training to existing carers.

An additional social worker was added to the team to enhance capacity for the next two years, whilst recruitment to a new Fostering manager will be complete by June 2020. Furthermore, the appointment to the role of Senior Manager for services for looked after children in February 2020 has provided balance and strength to the senior management team for children's services.

Activity to increase the number of foster carers registered within West Dunbartonshire Council will build on some initial work during 2019-20, recognising both the improved outcomes for children being able to remain in their local area and the commitment to reducing the use of external fostering resources which is an area of significant spend by the service.

The Adoption service has continued to work co-operatively with other local authorities and approved voluntary agencies to provide and seek placements for children. The service

continues to work with the Scottish Adoption Advice Service (SAAS) in supporting post-adoption support to individuals and families. Activity during 2019-20 is included in Figure 5, below:

Figure 5: Adoption and Permanence Panel activity 2019-20

	2019-20	2018-19
Adoption assessments	5	8
Adoption approvals	5	7
Adoption reviews	0	1
Matches	7	12

During 2019-20, work with partners including the Children's Reporter, progressed the local PACE Programme which seeks to reduce drift and delay in securing better outcomes for children who are looked after. Improving performance here has been a key aspect of permanence planning for children in West Dunbartonshire, including regular reviews and tracking of decisions around plans for children, including formal legal processes. In September 2020, a PACE workshop will provide an opportunity to reflect on the value of our local PACE work, including new ways of working and agree how to take forward outstanding actions.

Finally, in August 2019, the Rt Hon Lady Smith, Chair of the Scottish Child Abuse Inquiry, issued a formal 'Section 21' Notice to all local authorities, requiring significant information to be provided on foster care arrangements from 1930 to the present. A working group has been established to identify relevant reports, locate historical case files, policies and other relevant information which will inform the response for West Dunbartonshire. This also includes tracing information from legacy organisations that pre-date West Dunbartonshire Council; as such, further time to complete the comprehensive report has been agreed, also reflecting the more recent impact of the Covid 19 lockdown.

Alternative to Care (ATC) Team

As a 7 day 24 hour support service, with staff working hours between 8am – 10pm, the focus of work is predominately undertaken outside normal working hours, when young people are more likely to require supports.

The team has continued to support young people to reduce the likelihood of them requiring a care placement, as well as responding to family crisis situations through intensive and early intervention. This is facilitated through both focused and diversionary work with young people, parents and carers.

During 2019-20, demand for the service remained at over 10 referrals per month, largely from the locality team and interventions included working to prevent young people being accommodated, addressing welfare and monitoring child protections concerns, reducing offending and anti-social behaviour and more recently responding to the needs of young people who have been trafficked and often required crisis support out of hours.

Intensive Support & Monitoring Services (ISMS) were also used with a small number of young people in the past year to either prevent young people from requiring secure accommodation or support young people back to the community, including partnerships with youth services and adult criminal justice colleagues.

Funding was secured for the Family Group Decision Making team to March 2021 which enables young people to remain in their local community and seeking to build family capacity and support and reduce the risk of family breakdown.

Children's Houses

Children and young people living in Blairvadach, Craigellachie and Burnside children's houses have continued to be supported within loving home environments, where there is a clear focus on positive outcomes, echoing the HSCP's commitment to working in a way that encompasses the impact of adverse childhood experiences (ACEs).

Children's Houses colleagues have maintained strong links with families, throughcare/aftercare and others including Young People in Mind (for mental health and wellbeing support) and other key third sector agencies.

Details of inspections of our children's houses are contained within Appendix 2.

Young people in our children's houses accomplished an impressive range of achievements, a small number of which are included below:

- Healthy Eating Award, level 1 – aiming for level 2 2020/2021 (Burnside)
- Gaining a HNC Web Development and enrolled to complete HND
- One young person now self-employed in the digital industry
- 100% attendance at school, on track to achieve Nat 3 & 4 in all subjects.
- Launch of "Our Own Words Matter" campaign to challenge the language used and perceptions about children and young people in care.
- Active involvement in community groups and building up relationships with local football clubs, churches and gym memberships provided.

Throughcare and Aftercare

During 2019-20, the Throughcare and Aftercare team, as a statutory service, supported approximately 90 young people as they prepared to move toward independent living, as well as offering support, advice and guidance to young people taking up after care support up to the age of 26.

The team has two registered services: adult placement and housing support which was most recently inspected in January 2020, achieving 'very good' gradings and no specific recommendations made by the Care Inspectorate – further details are contained within Appendix 2.

The team has continued to build on close working relationships with housing colleagues and through the development of the local care leavers housing protocol, young people have been able to access quality housing as a priority. Full rent abatement has been implemented for young people in full time education alongside promoting council tax exemption for care experienced young people.

These supports, along with the care leaver's bursary have supported young people into full time education: 12 young people are being supported to return to college courses and two are attending university.

During 2020-21, Continuing Care guidance will be further developed across services, with the ambition that this will improve transition planning in a more graduated way. This work will also consider eligibility for throughcare support from young people in kinship placements and the resource requirements of the team.

West Dunbartonshire Champions Board

The Champions Board further developed during 2019-20, including continued engagement with care experienced young people, including those within our children's houses, foster care, kinship care, children and young people who are looked after at home and older young

people who are supported by our Throughcare and Aftercare teams as well as those who have moved on to fully independent lives.

Activities and events have included Go Karting, meals out, pantomime/theatre outings, Christmas market outings, film nights, nail and makeup tutorials, visits to the safari park, escape rooms outing, paintballing etc. These activities and events allow for positive relationship building opportunities with our young people and some activities and events included attendance by their Corporate Parents too.

The Working4U team provided around 15 care experienced young people with the opportunity to have free driving lessons and West Dunbartonshire Leisure Trust continues to work alongside the Champions Board, enabling around 300 young people to be provided with leisure passes for swimming and gym use within the three local leisure centres.

Figure 6, below, illustrates the increasing number of children, young people and Corporate Parents who engaged with the Champions Board during 2019/2020:

Figure 6: Engagement with Champions Board

	2019/2020	2018/2019	2017/2018
Children and Young People in:			
Foster Care	16	12	1
Throughcare/Aftercare	19	14	8
Children's Houses	14	12	9
Kinship Care	13	4	1
Looked After at Home	11	7	1
External Placement or Secure Care	5	4	1
Previously Care Experienced	62	33	12
Corporate Parents attending activities	17	9	5
Number of groups in place	9	7	2

The development of the Champions Board in the next year will be shaped by the outcome of a funding application for a fourth year of funding, during which further development for corporate parents will seek to build on positive engagement with care experienced young people to better understand their issues and needs.

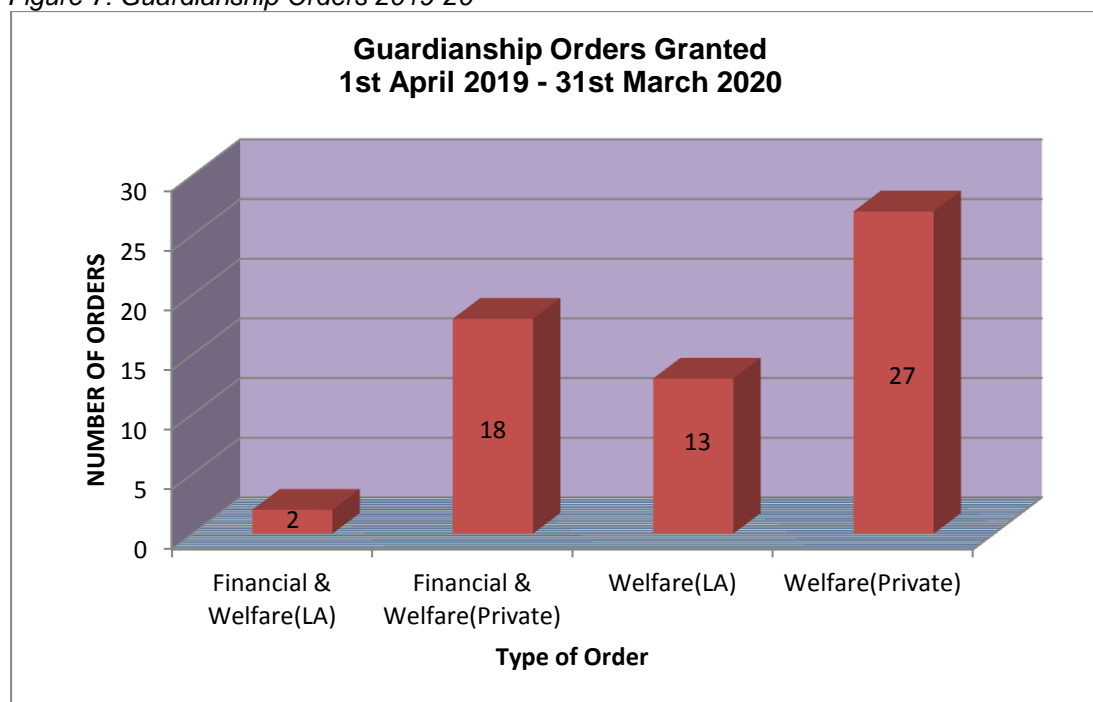
ADULT SERVICES

Mental Health Officer (MHO) Service

During 2019-20, activity related to interventions under the Mental Health (Care and Treatment) (Scotland) Act 2003 (2003 Act) did not markedly change from previous years.

Within the Adults with Incapacity (Scotland) Act 2000, the number of Guardianship Orders granted reduced, most likely due to a number of factors including increased use of Power of Attorney certificates and utilisation of the provisions contained within Section 13ZA of the Social Work (Scotland) Act 1968. It is also possible that restrictions on civil court business during the latter part of March 2020 due to the Covid 19 pandemic had some, limited, impact. Further details are included within Figure 7, below.

Figure 7: Guardianship Orders 2019-20



All critical statutory deadlines have been met, and there has been a sustained improvement in respect of the timescales in completing MHO reports to accompany Guardianship applications. Cases associated with hospital discharge continue to be prioritised, and this contributed to an overall decrease in delayed discharge periods.

During the past year, the MHO service developed an outreach link worker system to increase accessibility to services, where MHOs were assigned to each designated service area to offer advice, guidance, and support. Following an initial trail in the Learning Disability Service, it is expected that this will result in more streamlined and efficient collaborative working arrangements, while enhancing shared understanding of practice issues and outcome priorities.

During the next year, the service plans to develop a consultation/evaluation exercise with service users and carers as a key quality assurance and feedback activity.

The team, which remained fully staffed during 2019-20, made progress in terms of advancing the care plans of a number of service users subject to mentally disordered offender measures, with MHOs working collaboratively with individuals and multi-disciplinary care teams to support transfer to lower security settings and, ultimately, full discharge to the community. This complex area of work reflects the specific skills, experience and dedication of this important team who are central to the delivery of statutory social work services.

Mental Health Services

During 2019-20, a total of 4608 referrals were made to Mental Health Services, with 42,321 service user appointments offered.

The Adult Mental Health Service operates as an integrated team including social work and health colleagues to support a holistic model of delivery where joint working is embedded.

An immediate same day response service continued during the last year and joint working with Police housing, criminal justice, Addiction Services and third sector partners was key to the assertive outreach model for people with complex needs.

The service promoted mental health recovery through the Individual Placement and Support service for people wishing to return to the workplace, whilst the team also inputted to the Special Needs in Pregnancy Service (SNIPS) and planning around vulnerable women here.

In the last 12 months peer support was introduced, in partnership with a local third sector organisation where a Peer Support Worker supports a community asset model of working. Mental Health Services also introduced a Carer Support Worker who works with the local Carer Centre and mental health teams to support carer assessments, worker consultation and direct carer support.

The establishment of an Area Resource Group for mental health, meanwhile has offered greater consistency in care packages and incorporates Self Directed Support (SDS) principles and good governance.

Professional line management arrangements for social work staff and frontline managers has continued to be challenging within integrated management arrangements, however the appointment of a new Head of Mental Health Learning Disabilities and Addictions enables this to be progressed, alongside the development of the Lead Officer post for Adult Support and Protection. The CSWO will provide professional advice and support here to strengthen social work management arrangements here.

Priorities for policy and practice development during 2020/21 include progress in Self Directed Support, a clear charging policy, eligibility criteria and budget processes. It is also planned to advice the local Autism Strategy and operating procedures for Health and Social Care patient recording systems.

Community Hospital Discharge Team

During 2019-20, the service focussed on earlier assessment and hospital in-reach which enabled the team to target residents in hospital for earlier assessment and earlier identification of needs around supporting discharge. The temporary addition of Social Work Assistants from the Focussed Intervention Team further supported improved this activity.

Within this team, social work staff were focussed on commencing assessments as early as possible to alleviate pressures around reducing delayed discharges from hospital. Social work staff worked closely with colleagues in other HSCP teams to overcome late referrals for complex cases which required extensive social work input. During 2020-21, the service aims to target this area and further utilise the role of the early assessor at hospital sites as well as performing in-reach work to highlight the work of the team.

Community Older Peoples Team and Sensory Impairment Team

These integrated teams include a range of social work and health professionals, working with individuals aged 65 years and older to support them to live as independently and for as long as possible in their community.

The teams received on average 80 new referrals per week during 2019-20. The development of an integrated duty system has enhanced management oversight of referrals and triage/screening to allow urgent and high priority issues and concerns to be addressed, including adult support & protection and Vulnerable Adult referrals. All social workers across the teams continued to be involved in statutory work around the supervision of Guardianship Orders under the Adults with Incapacity (AWI) legislation.

Reflecting demographic trends, the number of people who are living longer with multiple complex health issues has continued to shape the development of the service during 2019-20, when staff were involved in the iHUB Frailty Collaborative: Living and Dying well with Frailty. This has improved how the team can identify and support people aged 65 and over

in their community working in partnership with GPs and the District Nursing service. Anticipatory care planning is at the core of this work to ensure information is available to all services and professionals.

Further work in the next year will include reviewing budgets and developments within local services to promote greater flexibility and support, particularly with third sector services to increase community-based provision.

Learning Disabilities Services

In 2019-20 there were approximately 473 people with a learning disability living in West Dunbartonshire. 52% were supported at home by a family carer and 44% were living in mainstream accommodation with support.

Over the last year, the service continued to work towards implementing the key recommendations from the national strategy (Keys to Life, 2013) and have embedded its four strategic outcomes: Independence, Choice and Control, Healthy Life and Active Citizen in support planning and care review processes.

The integrated approach to service delivery across community health and care, as well as third sector providers, has supported the delivery of effective and targeted specialist services which are prioritised around the key aims of people with a learning disability using an outcome-focussed approach to promote person-centred assessment and planning.

Close working relationships with colleagues from hospital inpatient services supported redesign of assessment and treatment services in 2019-20 to scope how to build local capacity and capability to reduce admissions to hospital. This work includes a focus on individuals currently in long stay beds or 'out of area' placements which have been highlighted as a priority within the Scottish Government's 'Coming Home' Report.

Over the past year, joint working with key partners including education, children's services and other adult services contributed to improvements in the transition of young people with additional support needs (including learning disability) into adult services. More young people had their adult service identified up to two years in advance, however the team will continue to expand this work during 2020-21.

Another continuing development has been the joint work with colleagues in Housing Services and housing developers to identify future housing stock that can support people to have homes that better meet their needs within a 'core and cluster' model of support.

The Work Connect cafe, in Levensgrove Park, Dumbarton, continued to be used as a training kitchen for adults recovering from mental health issues and addictions as well as people with Learning Disabilities and Autism. This specialist supported employment service enabled trainees to develop employability skills and gain essential work experience to help them gain meaningful employment.

Work to progress the local Autism and Dementia strategies and scope a housing strategy for people with additional support needs will also be reflected in the service's priorities during the next year.

Addictions Services

During 2019-20, the service received 820 referrals for people experiencing problems with drugs or alcohol requiring assessment for treatments and support.

The team supported the Special Needs in Pregnancy (SNIPS) multi-professional model of care to vulnerable women throughout their pregnancy and post-birth. Furthermore, joint

working with Justice staff enabled an improved referral pathway for individuals subject to community-based orders, specifically those being managed under MAPPA and Life Licences. This strengthens the role of Addictions staff in pre-release planning and risk management in the community.

The assertive outreach service continued to be delivered by a Social Worker and Support Workers to 'hard to reach' vulnerable adults with chaotic and complex drug and alcohol use, often with co-existing mental health issues to support their engagement with services.

A further example of co-production during the last year was joint work with children's services colleagues to develop a Parental Capacity, Strengths & Support assessment. The assessment integrates well-being indicators and focuses on the adult service user's strengths and achievements as well as pressures and areas for improvement in relation to their child's well-being. Implementation is expected later in 2020.

JUSTICE SOCIAL WORK SERVICES

Improvement Activity

As referenced above, Justice social work services were inspected by the Care Inspectorate in January to March 2019. On the basis of the inspection team's findings, an improvement action plan, focussed on service improvement and staff development was implemented and further refined following review by the HSCP Board and in consultation with professional partners including Community Justice Scotland and the Care Inspectorate.

The creation of a dedicated Service Manager post was intrinsic to service improvement and was appointed to in October 2019. The Service Manager has a lead role in taking forwarding the improvement action plan with the team and also enables West Dunbartonshire to be represented in national policy developments and professional groups. This is already informing local work to develop services including Structured Deferred Sentences and Bail Supervision which will be taken forward in 2020-21.

A number of improvement actions taken forward since the publication of the inspection report in August 2019 include:

Risk assessment:

- Audit of training needs by staff and managers to inform workforce development;
- Training on Alcohol Brief Interventions Risk of Serious Harm;
- Updated LSCMI risk assessment guidance;
- Roll out of Justice Star tool to measure impact of interventions on desistance and community re-integration;
- MAPPA document set training.

Accredited interventions:

- research and scoping commenced; site visits to other areas; focus on domestic abuse and high risk offending.

Unpaid Work:

- Changes to allocation of Community Payback Orders within 48 hours of sentence;
- Unpaid work staff commenced community justice training as second pilot area (led by Community Justice Scotland): January 2020;
- New premises identified for unpaid work teams.

Caseload management planning:

- Caseload management analysis to develop team capacity model;

- Developing electronic feedback system for individuals completing Orders.

A forthcoming development session between managers and sentencers will explore how community sentencing options and accredited interventions can be developed, whilst regular meetings of the Sheriff Court Consultative Committee and between the Sheriff Principal, Sheriffs and Chief Social Work Officers have continued to take place.

During 2019-20, pathways to improve access for people with convictions to mental health and Working 4U (employability) services were developed in partnership and work with third sector partners has improved volunteering opportunities following completion of statutory supervision.

Workload

During 2019/20, criminal justice social work services experienced some notable increases in demand compared to the previous year, as indicated in Figure 8, below:

Figure 8: Criminal Justice Workload

	2019-20	2018-19	Change (n)	Change (%)
Criminal Justice Social Work reports	636	575	61	+10.6%
Community Payback Orders	426	409	27	+4.1%
Drug Treatment & Testing Orders	12	8	4	+50%
Diversion	30	14	16	+114%
Prison Throughcare (community)	50	26	24	+92%
Prison Throughcare (custody)	50	34	16	+47%
Home Circumstances Reports	143	124	19	+15%
Home Detention Curfew assessments	19	36	17	-47%

The greatest increases were for supervision of those released from custody on statutory licences (92%) and Diversion from Prosecution (114%). The rise in Diversion from Prosecution activity reflects the national policy direction of early intervention to reduce the risk of offending. This will also inform future service planning including scoping demand for additional services to reduce the risk of involvement in the Justice system.

Performance against the three key performance indicators for 2019-20 is included at Figure 9, below.

Figure 9: Justice Social Work Key Performance Indicators 2019-20 and 2018-19

	2019-20	2018-19	Variation
Reports submitted to Courts on time	100%	100%	n/a
First contact within one day of sentencing	76%	70%	+6%
Induction within five days	85%	67%	+18%
Placement commenced within seven days	60%	38%	+22%

Performance for individuals sentenced to unpaid work requirements who completed induction and commenced their placement within timescales both improved by 18% and 22% respectively, whilst reports to courts were submitted on time.

A monthly performance report on these indicators has been implemented for senior managers and this information is also reported to the HSCP Board on a quarterly basis as part of ongoing review and monitoring of improvement activity.

Unpaid Work

Unpaid Work was a requirement in 83% of all Community Payback Orders during 2019-20, during which time new projects were identified to offer an expanded range of placements that seek to offer greatest benefit to the local community.

An important development was working with partners to secure improved premises where a wider range of supports and learning can be delivered. Service user feedback also identified the need for post-supervision support which informed improved referral pathways to support individuals to access a range of community-based resources when their involvement with Justice services ends.

Diversion from Prosecution

During 2019-20, the service provided Diversion services to 30 people (an increase of 16 on the previous year). Here, individuals were supported to address the underlying causes of their behaviour such as addiction support, mental health and emotional wellbeing, housing, income maximisation and employability.

The service has taken forward improvements around the referral process; this and other earlier interventions from the point of arrest will be priorities for development in 2020-21.

Drug Treatment and Testing Orders (DTTO)

The service is provided by an integrated team of social work and health staff, where interventions seek to promote recovery, stability and reduced offending. During 2019-20, 12 new Orders were imposed, an increase of four from the previous year.

West Dunbartonshire provides the service across Argyll & Bute, East Dunbartonshire and West Dunbartonshire and close working with third sector partners assisted in service delivery to more rural communities.

A service plan, developed with third sector colleagues, identified the most appropriate supports for local service users, whilst regular meetings with sentencers have continued to provide openness and improvement scrutiny.

Prison Throughcare

The provision of services to individuals prior to their release from custody and into the community seeks to support successful reintegration to the local community. The number of people to be managed within Throughcare arrangements increased by 40 (40%) from the previous year.

Assessment and management of high risk offenders is central to this activity and, during 2019-20, updated protocols and procedures have enhanced managerial oversight. Work to improve access to evidence-based programmes to reduce re-offending is also being taken forward as part of the service improvement activity.

Community Justice

Justice Social Work Services are shaped by a range of criminal justice legislation and the Community Justice (Scotland) Act 2016, which outlines the partnership approach across the sector. An effective partnership approach is key to maintaining the confidence of our communities' key stakeholders and wider partners.

Successful to the implementation of the Justice Improvement Plan are the positive working relationships with a range of key partners involved in the development of services that focus on both reducing offending behaviour and supporting individuals to develop stronger community connections and an enhanced focus on living without offending.

During 2019-20, a demonstration project, 'Custody to Community' was implemented to support the service user journey to successfully reintegrate into their local community. The

support of Community Justice Scotland and the local community justice coordinator has been influential in work to establish collaborative Hubs, with a range of colleagues involved in the support of service users within the justice system including social work, addictions and Police Scotland.

Our Community Justice Outcome Improvement Plan was carried forward to 2018-20 and continues to be supported by working in partnership with Community Justice Scotland to deliver on improvements around community justice.

Violence against Women

Since last year, and building on the local Violence against Women Summit group, West Dunbartonshire's Violence against Women Partnership has been re-established, following a joint approach with Argyll and Bute partners. This recognised the particular high profile of domestic abuse and violence against women in West Dunbartonshire.

Like community justice, violence against women is located within West Dunbartonshire's Community Planning arrangements, within the Safer Delivery and Improvement Group (DIG), with the Scottish Government Equally Safe priorities included within the DIG action plan. Furthermore, violence against women is a key tenet of the PPCOG, with the work of the Violence against Women Partnership being reported here at each meeting to ensure oversight, scrutiny and progress.

Finally, work to launch the multi-agency risk assessment conference (MARAC) model in West Dunbartonshire was completed and MARAC meetings will commence from April 2020. MARAC involves representatives from local statutory and voluntary agencies meeting to discuss the highest risk victims and perpetrators of domestic abuse in the local area. Information about the risk faced by those victims, the risk posed by the domestic abuse perpetrators, the actions needed to ensure safety and the resources available locally to do so are shared and used to create a risk management plan involving several or all of the partner agencies.

During 2019-20, 14 MARAC Awareness Raising Sessions were delivered to key representative agencies and it is planned to hold twice-yearly MARAC Awareness Raising sessions on an ongoing basis for multi-agency partners.

West Dunbartonshire and Argyll & Bute share a MARAC Coordinator across Police Scotland 'L' Division which offers opportunities to support a smooth implementation of the MARAC process in West Dunbartonshire. Police Scotland currently chairs the MARAC in Argyll & Bute and colleagues have agreed to do likewise in West Dunbartonshire, bringing a consistent approach over both areas, informed by knowledge gained from Argyll & Bute.

Adverse Childhood Experiences (ACEs)

Tackling adverse childhood experiences (ACEs) continues to be a key priority in West Dunbartonshire. 'Resilience' film viewings were delivered to 158 attendees in 2019/20, bringing the cumulative total to 1000 attendees from across the whole system including HSCP (Children's Health Care and Criminal Justice, Mental Health, Addictions and Learning Disabilities), Council Education, Learning and Attainment services, Action for Children, Who Cares Scotland, Skills Development Scotland and Family Nurse Partnership.

In addition, a Learning and Engagement event, 'Nurturing Individuals and Building Resilient Communities' was held in February 2020, a collaboration between Clydebank High School's Learning Festival and the HSCP. This involved 300 participants from all sectors, including the HSCP, West Dunbartonshire Council, SCRA, kinship carers, Police Scotland and Scottish Fire and Rescue, Children's Neighbourhood Scotland, Y Sort It, Richmond Fellowship and Turning Point. High profile speakers were Suzanne Zeedyk (Dundee

University & founder of 'Connected Baby') and James Docherty (the Scottish Violence Reduction Unit). The event saw the re-launch of West Dunbartonshire's ACEs Hub into a strength-based 'Resilience' Hub with 412 members and provides a significant opportunity to develop this work in 2020-21.

3. RESOURCES

Financial Pressures

The HSCP Board approved the 2019/20 revenue budget of £158.946m (excluding set aside notional resource of £18.673m) on 28 March 2019. After application of funding settlements from West Dunbartonshire Council and NHS Greater Glasgow and Clyde (NHS GGC) a funding shortfall was identified. The HSCP Board considered the budget gaps identified and accepted recommendations to balance the budget by the application of new funding streams (detailed in Figure 10, below), the release of funds from previously agreed savings programmes and additional resource transfer funds.

Figure 10: Recommendations to balance 2019-20 budget
Scottish Government Funding

	2019/20
	£m
Primary Care Improvement Fund	1.037
Mental Health – Action 15	0.311
Alcohol & Drug Partnership	0.311
Integration Funding – including Scottish Living Wage	1.907
Carers Act	0.186
Free Personal & Nursing Care Under 65s	0.485
School Counselling (transferred to Education)	0.226
TOTAL	4.463

The first quarterly analysis anticipated an overspend of £0.954m (0.60% of total budget), primarily due to the cost of community placements and residential schools for children and young people. A recovery plan was developed and approved by the HSCP Board as follows:

- Review of Care at Home activity including client charging and maximisation of service provision based on identified need;
- Continued scrutiny of implementation of attendance management policy to reduce absence levels;
- Increasing the number of local foster carers to reduce external placements;
- Capitalisation of staff costs in relation to various ICT projects and
- Application of continuing care funding from Health to Social Care to support the costs of supporting older people in their home.

The final outturn position as at 31 March 2020 was an overall surplus of £0.883m (0.46% of total budget), as indicated in Figure 11, below:

Figure 11: 2019/20 Final Outturn against Budget:

West Dunbartonshire Integrated Joint Board	2019/20 Annual Budget £000	2019/20 Net Expenditure £000	2019/20 Underspend/ (Overspend) £000
Consolidated Health & Social Care			
Older People, Health and Community Care	47,174	45,526	1,648
Physical Disability	3,085	2,884	201
Children and Families	22,132	24,899	(2,767)
Mental Health Services	10,270	9,431	839
Addictions	2,846	2,885	(39)
Learning Disabilities	17,460	17,158	302
Strategy, Planning and Health Improvement	1,850	1,301	549
Family Health Services (FHS)	27,427	27,427	0
GP Prescribing	19,305	19,432	(127)
Hosted Services - MSK Physio	6,492	6,370	122
Hosted Services - Retinal Screening	800	824	(24)
Criminal Justice - Grant funding of £2.1m	0	0	0
HSCP Corporate and Other Services	3,783	3,604	179
IJB Operational Costs	281	281	0
Cost of Services Directly Managed by West Dunbartonshire HSCP	162,905	162,022	883
Set aside for delegated services provided in large hospitals	28,389	28,389	0
Assisted garden maintenance and Aids and Adaptations	661	661	0
Total Cost of Services to West Dunbartonshire HSCP	191,955	191,072	883

Key messages for 2019/20 were:

- Children and Families report a collective overspend of £2.767m mainly due to overspend of £1.767m due to high cost packages including £0.490m related to residential schools placements (this is an extremely volatile budget and secure placements can cost in excess of £0.2m per child); and overspend of £0.857m within community placements due to the number of kinship and external foster placements.
- Additional investment of £1.042m (6.3%) was added to the 2019/20 budget, however the overall number of community and residential placements at 31 March 2020 increased by 5.5% compared to 31 March 2019.
- Internal and External Residential Accommodation for Older People reported an underspend of £1.287m due to reducing demand for care home/nursing beds arising from shorter stays, supporting people at home for longer and the impact of the moratorium on admissions in a local nursing home.
- Adult Community Health Services reported an underspend of £0.457m mainly due to part-year impact of service redesign, including introduction of Focussed Intervention Team and cessation of purchased step up/step down Care Home beds.
- All other adult care services including learning and physical disability and mental health and addiction services collectively underspent by £0.628m, mainly due to an ongoing review of client packages and a number of vacant posts remaining unfilled as the impact of Action 15 recruitment across Scotland and NHSGCC is rolled out.

- Other Services including spend from Scottish Government contributed £0.277m to the outturn position.
- The movement in earmarked reserves is an overall increase of £0.531m, bringing the closing balance to £5.254m.
- The movement in un-earmarked (general) reserves is an overall increase of £0.352m, bringing the closing balance to £2.809m and satisfies the 2% target as set out in the Reserves Policy.

Financial Modelling

The HSCP Board approved the 2020/21 budget on 25 March 2020 just as lockdown began in response to the impact of the Covid 19 pandemic. Prior to this, the main economic pressures were around the pending exit from the European Union and its potential impact on future funding, the health and social care workforce and inflationary risk.

Also approved on the 25 March 2020 was the HSCP Board's first Medium Term Financial Plan covering 2020/21 to 2024/25. The plan sets out the main cost pressures and funding assumptions under "Best", "Likely" and "Worst" Case scenarios using 2020/21 as the baseline (pre Covid 19 impact), as illustrated below in Figure 12, below:

Figure 12: HSCP Medium Term Financial Plan 2020-21 to 2024-25

	2021/22	2022/23	2023/24	2024/25
Indicative Budget Gap	£000's	£000's	£000's	£000's
Best	(55)	(1,510)	(3,190)	(4,812)
Likely	(1,492)	(2,995)	(4,725)	(6,397)
Worst	(5,184)	(6,790)	(8,626)	(10,408)

The medium term financial plan is centred on financial sustainability and service redesign and the scale of the financial challenge is influenced by a number of factors including:

- Pay inflation and pension;
- Demographics – reflecting the increases in over 65+ and over 75 years population often coping with a range of health conditions and a challenging social and economic climate;
- Scottish Government Priorities;
- Contractual price increases – incl. National Care Home Contract and Scottish Living Wage;
- Prescribing Costs – inflationary increases, short supply issues and treatment of complex health conditions.

The HSCP Board will address these challenges going forward by considering:

- Better ways of working – integrating and streamlining teams including the benefits of information technology to deliver services more efficiently will release financial savings and protect front line services;
- Community Empowerment - support the vision for resilient communities with active, empowered and informed citizens who feel safe and engaged to be a main contributor to service change across health and social care;
- Prioritising our services – local engagement and partnership working are key strengths of the HSCP. We must think and do things differently and find new solutions to providing support to those who need it; and

- Service redesign and transformation – build on the work already underway redesigning support to people to remain or return to their own homes or a homely setting for as long as possible. This will be across all care groups including older people, learning disabilities, physical and mental health as well as children and families, in partnership with Housing services, third sector and local providers.

4. WORKFORCE

Workforce Planning

Significant recruitment activity took place in the 2019/20 reporting period with most new appointments within the Children and Families area appointed by the end of the financial year. A number of new recruits are newly qualified, therefore robust induction, mentoring and development measures are being put in place to support those new staff to attain their full potential. Other areas are still subject to ongoing recruitment campaigns which bring challenges in terms of resources. Within Justice Services a scoping exercise is being undertaken to ensure the workforce is targeted to where we predict demand will be most needed for future service provision.

The Cabinet Secretary has approved the deferral of publication of the first full 3 year workforce plans until March 2022 and replace this with a shorter template document to cover April 2021 to March 2022. The workforce plan will need a degree of flexibility to take account of any future increase in Covid 19 cases which may result in another period of lockdown. The shape of any future potential lockdown is unknown as restrictions could be lighter or more severe, however as this could come at very short notice the workforce plan should ensure that plans are in place should this happen. The plan should also consider that some of our existing services will change or may be delivered in a different way and some new services may be required.

Workforce Development

Supervision sessions continued to be the main opportunity for staff to discuss career development, learning and profession-specific training to support them in their roles.

Leadership programmes such as Project Lift were also provided to managers and this will be expanded during 2020-21 to enable relational leadership, developing leadership at all levels across health and social care.

A number of staff continue to be supported on other leadership programmes through both the NHS and West Dunbartonshire Council, representing positive opportunities for staff to develop into leadership and management roles.

Importantly, two social workers were supported to submit candidate applications to complete the MHO training programme and will commence this in autumn 2020. This is an encouraging development and provides some assurance about the future capacity of the MHO service.

Within Childrens and Families, collaborative work between the Looked After and Locality Services will be important to maximise early intervention opportunities in developing the additional support workers, social workers and Family Group Decision Making (FGDM) staff referred to above.

Meanwhile, joint work with all stakeholders including Trade Union colleagues resulted in the establishment of a programme board for the purposes of Duty and Supervision.

In relation to the regulatory registration of the social services workforce with Scottish Social

Services Council (SSSC), managers are now able to update staff records on the local electronic HR System.

West Dunbartonshire HSCP staff took part in the iMatter staff engagement survey once again this year, which saw an increase in overall response rates to 62% during 2019 compared to 47% the previous year. Team action plans were developed to support improvements to how teams operate and to identify what is important to staff. This offers notable benefits in terms of a single approach to staff engagement across the HSCP.

5. COVID 19

Early indications of impact on workforce and services

As the scale and impact of the Covid 19 pandemic unfolded on a daily basis during March 2020, services moved rapidly to reflect guidance from Public Health Scotland, legislative changes within the Coronavirus (Scotland) Act 2020 and actions were focussed on ensuring provision of essential services, within the context of protecting staff, service users and our wider communities.

At the meeting of the HSCP Board on 25 March 2020, members approved the suspension of normal governance arrangements during the Covid 19 pandemic and accepted alternative Board meeting arrangements. Furthermore, the Board approved delegation of authority to the Chief Officer, in consultation with the Chair and Vice Chair of the HSCP Board and the Chief Financial Officer, to be enacted "if required", to meet immediate operational demand on decisions normally requiring Board approval. The Chief Officer and the Chief Financial Officer will meet weekly with the Chair and Vice Chair of the HSCP Board to provide an opportunity for scrutiny of the delegated responsibilities.

Operating Model

A daily HSCP Senior Management Team (SMT) meeting, chaired by the Chief Officer, reviews staffing, service and resource requirements, with a range of information collated from operational teams each day to inform service needs, capacity and deployment of resources.

In addition, the Local Resilience Management Team (LRMT) meets weekly to review the arrangements in place for service delivery across the HSCP and to co-ordinate service planning, changes to operational procedures and resource planning. This will be particularly important as the impact of Covid 19 is expected to increase demands upon critical services and reduce staffing capacity to deliver these services.

The wider range of networks and management activity around services is indicated below:

- SMT daily meeting;
- Daily management catch up (Children's and Justice Services);
- Weekly management meeting (Children's and Justice Services);
- Daily reporting by each team to Head of Service (resources and absence);
- Local Resilience Management Team – meets weekly;
- Joint Staff Forum (including representatives of Trade Unions);
- Strategic Resilience Group (Council) – meets three times per week;
- Heads of Children's Services (Health) – meets fortnightly;
- Professional networks eg: CSWO Committee – meets fortnightly;
- Workforce Development updates (issued by Council HR) and Core Brief (issued by NHS GGC).

The key focus for service planning and delivery remains on those individuals and families who are at substantial risk and will be kept under continuous review.

Social work services moved quickly to a remote model of working, with office space continuing to be available in Dumbarton where staff undertake core work at the direction of a Team Lead or Service Manager, primarily focussed on duty services for child protection, justice and adult services (where a joint hub for all adult services has been implemented).

This model reflects the moves of the wider Council to protect staff by supporting home working wherever possible and to limit the need for staff to travel to work or enter buildings where alternative, home-based working allows.

Team Leads collate numbers of staff available for work and those absent due to Covid 19 and other reasons on a daily basis; these are reported to the Senior Management Team and HR to ensure service continuity and to enable contingency planning, as well as informing any need to transfer staff to support other essential services within Children's and Justice services, the wider HSCP or other frontline services. HR colleagues also provide this information with some analysis to weekly meetings of the Joint Staff Forum.

Support to staff and managers

As staffing and management moved to home working, systems have been implemented to record who is self-isolating and working at home, who is unable to work due to illness, whether related to Covid 19 or other reasons.

Managers have established various means to check in with their staff by telephone, email, video call or group chat which enables updates to be provided, issues to be shared and appropriate support to be given, which is particularly important when people are working remotely. Managers continue to provide line management informal support and supervision within established processes, albeit utilising telephone or video calls and within the established frequency, reflecting relevant supervision policies.

The quality of our assessments, interventions and support to families will continue to be pivotal to how we assess and manage risk to our most vulnerable children, young people and families. Our practice and decisions remain subject to the same professional standards and practice requirements and accountability for our work remains unchanged. It is recognised, however that home working is new for most of us and contact with colleagues, managers and others is important to provide support.

Albeit at the initial stages, staff across services have demonstrated an admirable ability to work remotely from home. Managers recognise that this will present particular personal and professional challenges for their teams and the restrictions of lockdown have meant that, whilst most or all social work services are expected to continue, albeit largely remotely, the need to provide face-to-face contact with the most vulnerable and at risk children and adults is likely to continue.

Indeed, the inability to conduct face to face meetings with children, families and adults will require everyone to adapt and utilise different means of communication, including group calls, video technology and new processes to receive referrals from partners.

The impact of Covid 19 is also highlighting the extent of underlying health and childcare issues within teams which will exacerbate how services develop new operating procedures to meet demand, reduce risk and safely manage the needs of our staff.

Prioritising services is at the core of our work to respond to the crisis and is focussed on:

- Child protection (including ensuring pathways for new referrals from agencies and how to continue to see and support children on the child protection register);
- Adult support and protection (including pathways for referrals, methodology to progress investigations and provide robust decision-making);
- Justice social work (prioritising supervision of those deemed to require a higher level of supervision and support, suspension of unpaid work and the impact of the closure of Dumbarton Sheriff Court on routine business).

The range of services across the HSCP are reviewing their individual service delivery models to reflect the need for home working, consideration of how to respond to referrals and staff allocations to determine changes to sustain service provision, balanced against the wider need to redeploy appropriate staffing and other resources to support the development of local humanitarian assistance centres.

Expanded out of hours support is also being implemented: the Alternative to Care out of hours service to care experienced young people is being rolled out to foster carers and supported carers, in recognition that the reduced visibility and mobility of services will compound the anxieties of individuals and families. Furthermore, the mental health duty (on-call) service will continue to operate.

Addiction services, meanwhile, are reprioritising service delivery to high risk vulnerable client groups, such as those with underlying health issues, on Opioid Replacement Therapies, or households with parenting responsibilities for children, reusing a 'traffic light system'.

Key Priorities for Recovery

The key areas of priority for the West Dunbartonshire social work services are expected to focus on a number of key areas.

- Exploring how the plan for redesigning children's services can integrate to recovery work, including a community based family support model and redesign of the current "duty" service to improve how we manage referrals of concern and requests for assistance.
- Develop teams working towards a blend of home and office based work as part of longer-term recovery plans.
- Work with Council and Health assets teams to review the office/accommodation needs for services.
- Establish risk assessments for operational processes and contact with children, families young people and adults.
- Exploring how to recommence child protection and adult support & protection training if face-to-face training is not possible at least in the short term.
- Contingency planning to meet the demands of a spike in demand, including for child and adult protection as well as a backlog of demand for Justice social work and mental health services as the Sheriff Court relaxes restrictions on criminal and civil business.
- Managers will, as more information is known about the impact of Covid 19 and the capacity for recovery planning, scope how services can operate in ways that protect the health of the workforce, individuals using our services and the public by following

national and local guidance and protocols designed to reduce transmission, outbreaks and deaths from Covid 19.

- Securing appropriate technology to ensure ongoing flexibility of working and to promote digital engagement with services users where this is appropriate, safe and manageable.
- Identifying how we can support new members of staff and students within increased levels of home working.
- Options to recruit remotely to key social worker vacancies and the development of the Lead Officer roles for adult protection and child protection

Whilst the short and longer-term impact of Covid 19 on individuals, communities, public services, including social work services, is currently unknown, the current focus on responding to the current situation involves working with and adapting to the changing practices of key partners. Managers are therefore working closely with their colleagues in Health, Legal Services, Education, the Children's Reporter, Care Inspectorate, Crown Officer & Procurator Fiscal Service, amongst others, to ensure our models for service delivery are complementary.

As we transition from Covid 19 response to recovery it is recognised that there will be an increase in demand for, and backlog of, statutory services all of which will have wide ranging implications for staff, managers and communities.

The current HSCP Strategic Plan sets out the scale of the known challenges in West Dunbartonshire around effective delivery of health and social care services and this report seeks to reflect the considerable work undertaken during 2019-20 to meet these challenges, working with the people of West Dunbartonshire to improve lives.

Nevertheless, this annual report is being written at a time of immense and unknown global change. As Chief Social Work Officer, I will continue to work with managers and staff in the HSCP and with our partners to address the challenges we face together.

Finally, as we move into 2020-21 and as the full impact of the health, social and economic consequences of the Covid 19 pandemic become known to us all, I am confident that my social work colleagues, along with our social care and health colleagues will continue to respond positively and plan for the future with the same sensitivity, commitment and determination they have again demonstrated over the past year.



Jonathan Hinds
Head of Children's Health, Care and Justice
Chief Social Work Officer
September 2020

Appendix 1: Performance and Assurance Reporting Framework: Public Protection Chief Officers Group 2019/20

Safe


Key Performance Targets

Child Protection




Performance Indicator	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20			
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Note
Percentage of child protection investigations to case conference within 21 days	90.5%	56.25%	61.76%	83.33%	75%	85.71%	88.57%	90%	64.7%	84.5%	95%		87 of 103 case conferences were carried out within timescale.
Percentage of children on the Child Protection Register who have a completed and current risk assessment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		

Adult Support and Protection

1. Adults at Risk - Referrals

Performance Indicator	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20			
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Note
Percentage of Adults at Risk enquiries completed within 5 working days from point of referral	89%	93%	80%	87%	87%	79%	77%	76%	75%	77%	85%		414 out of 539 inquiries were completed within 5 working days.

2. Adults at Risk - Investigations

Performance Indicator	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20			
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Note
Percentage of Adults at Risk Case Conferences held within 20 working days from point of referral	50%	100%	50%	N/A	58%	67%	33%	100%	33%	58%	75%		7 of 12 conferences held within 20 working days.
Percentage of Adult Support and Protection clients aged 16 to 18 who have current risk assessment and care plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%		There were no Adult Support and Protection clients aged 16-18 years.
Percentage of Adults at Risk Investigations started within 8 working days from point of referral	100%	100%	100%	100%	100%	100%	88%	86%	94%	91%	80%		

Multi-agency Public Protection Arrangements (MAPPA)

Exception Reporting

The following KPIs will be included should the target not be met; 85% of Level 2 MAPPA cases reviewed no less than twelve weeks, 90% of level 3 cases reviewed no less than once every six weeks, the level 2 meeting must be held within 20 days of receipt of referral by the MAPPA Coordinator or their administrator, if the offender is in the community the Level 3 MAPPP must be held within 5 working days of receipt of referral by the MAPPA Coordinator or their administrator, If the offender is in custody or subject to CPA the level 2 or 3 meeting must be held prior to release in the community, stage 1 notifications for community sentences must be made within 3 working days of receipt of community sentences, stage 2 referral of a community sentence must be made within 5 working days of a stage 1 notifications and draft minutes of level 2 and 3 meetings should be produced and sent to MAPPA chairs within 5 working days)

There are no exceptions to report during the period April 2019 to March 2020.

Monitoring Indicators

Child Protection

Performance Indicator	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Child Protection referrals	83	103	88	66	340	54	59	98	147	358	
Number of Child Protection investigations	68	61	44	58	231	47	40	54	37	178	
Number of children investigated	65	61	44	57	227	46	37	52	36	171	
Number of children investigated - Male	33	26	24	22	105	26	20	22	17	85	6 unborn at time of reporting.
Number of children investigated - Female	31	32	20	35	118	20	16	25	19	80	6 unborn at time of reporting.
Number of children involved in pre-birth case discussions but not progressing to pre-birth conference	0	0	0	0	0	0	0	0	0	0	
Number of children involved in pre-birth case conference	4	7	2	5	18	2	5	6	3	16	
Number of children registered pre-birth (as distinct from live child registration)	1	3	2	2	8	0	2	4	1	7	
Number of Child Protection investigations resulting in a case conference (No of case conferences held)	46	34	26	52	158	30	33	32	16	111	
Number of children on the Child Protection Register at year end	53	58	47	52	52	54	45	46	41	41	
Number of children on the Child Protection Register - Male (At Quarter End)	25	31	26	28	28	24	26	27	22	22	
Number of children on the Child Protection Register - Female (At Quarter End)	28	26	21	23	23	22	19	19	19	19	
Number of children with temporary registration (At Quarter End)	0	3	4	3	3	2	9	6	6	6	
Average length of time on Child Protection Register (Days) - All	143	142	135	148	148	143	154	129	191	191	
Average length of time on Child Protection Register (Days) - Male	153	152	145	167	167	132	149	131	193	193	

Performance Indicator	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Average length of time on Child Protection Register (Days) - Female	134	135	127	125	125	155	160	126	188	188	
Number of Child Protection registrations	18	24	22	24	88	13	16	24	11	64	
Number of Child Protection de-registrations	35	19	29	18	101	18	19	23	17	77	
Number of de-registrations where child moved into a formal placement	7	1	9	6	23	4	2	1	5	12	
Number of de-registrations where child returned home or at home with parents	21	14	13	9	57	11	16	20	6	53	
Number of de-registrations where child living with kinship carer	6	4	5	1	16	3	1	1	4	9	
Number of Child Protection referrals aged 0-2 years	12	21	15	5	53	8	7	17	11	43	
Number of Child Protection referrals aged 3-4 years	9	16	12	6	43	10	8	10	9	37	
Number of Child Protection referrals aged 5-8 years	22	32	24	14	92	18	20	55	44	137	
Number of Child Protection referrals aged 9-11 years	24	17	20	16	77	12	6	11	15	44	
Number of Child Protection referrals aged 12 years and over	16	17	17	25	75	6	18	5	4	33	

Adult Support and Protection

1. Adults at Risk Referrals

Performance Indicator	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Adults at Risk Referrals	91	70	76	84	321	133	174	124	108	539	
Number of Adults at Risk Referrals by Type of Harm Reported	122	103	108	109	442	177	234	153	140	704	
Number of Adults at Risk Referrals that do not meet the 3 point test known and supported by other services	17	18	7	18	60	23	34	25	33	115	

2. Adults at Risk - Investigations

Performance Indicator	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Adults at Risk Investigations	10	11	15	8	44	12	16	21	16	65	
Number of Adults at Risk Orders applied for	0	0	0	0	0	1	0	0	0	1	
Number of Adults at Risk Orders granted	0	0	0	0	0	1	0	0	0	1	

Vulnerable Adults - Referrals

Performance Indicator	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Vulnerable Adult Referrals	205	203	157	148	713	148	165	197	203	713	

Appendix 2: Care Inspectorate Inspection Outcomes 2019-20





This appendix details the grades achieved for West Dunbartonshire HSCP services which were inspected and had reports published between 1st April 2019 and 31st March 2020. All Quality Themes are not routinely inspected at each inspection. Those Quality Themes which have not been included in the inspection have been recorded as N/A below.


Gradings:

1 – Unsatisfactory; 2 – Weak; 3 – Adequate; 4 – Good; 5 – Very Good; 6 – Excellent

Service	Previous	Grade	Quality Theme	Latest	Grade	Quality Theme
Children's Health, Care and Criminal Justice						
Blairvadach Children's House	24 Jul 18	5	Care and Support Environment Staffing Management and Leadership	28 Aug 19 ↑	5	How well do we support people's wellbeing?
		3			5	How good is our leadership?
		N/A			5	How good is our staff team?
		N/A			4	How good is our setting?
					6	How well is care and support planned?
	Areas for Improvement: 0					
Burnside Children's House	26 Nov 18	5	Care and Support Environment Staffing Management and Leadership	28 Feb 20 ↓	5	How well do we support people's wellbeing?
		N/A			N/A	How good is our leadership?
		5			N/A	How good is our staff team?
		N/A			N/A	How good is our setting?
					4	How well is care and support planned?
	Areas for Improvement: 0					
Craigellachie Children's House	18 Sep 18	4	Care and Support Environment Staffing Management and Leadership	15 Nov19 ↔	4	How well do we support people's wellbeing?
		N/A			N/A	How good is our leadership?
		N/A			N/A	How good is our staff team?
		4			N/A	How good is our setting?
					4	How well is care and support planned?
	Areas for Improvement: 1 1. Young people's medication should be administered correctly and consistently by staff who are well trained and confident with the processes.					

Service	Previous	Grade	Quality Theme	Latest	Grade	Quality Theme
Inclusive Support Service	No previous inspection			20 Dec 19	4 N/A 4 3	Care and Support Environment Staffing Management & Leadership
	Requirements: 0 Recommendations: 0					
Throughcare Housing Support Service	27 Mar 18	6 N/A 6 N/A	Care and Support Environment Staffing Management & Leadership	17 Jan 20 ↓	5 5 N/A N/A N/A	How well do we support people's wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is care and support planned?
	Areas for Improvement: 0					
Service	Previous	Grade	Latest Inspection		Grade	Quality Theme
Community Health and Care Services						
Care at Home Services	5 Oct 18	4 N/A 4 N/A	Care and Support Environment Staffing Management & Leadership	26 Sep 19 ↔	4 N/A 4 4	Care and Support Environment Staffing Management and Leadership
	Requirements: 0 Recommendations: 2 1. The service must ensure that people are provided with care plans that provide full information on their assessed needs and the supports that will be provided. 2. The service should ensure that it reviews the care provided to people no less than every six months. People supported should be actively involved in reviewing their care and support. Copies of reviews should be available to people in their own homes. Where risk assessments are in place, these should be reviewed at least every six months or when changes to people's care and support take place.					
Service	Previous	Grade	Quality Theme	Latest	Grade	Quality Theme
Crosslet House	17 May 18	5 5 5 5	Care and Support Environment Staffing Management and Leadership	10 Oct 19 ↓	4 N/A N/A N/A 4	How well do we support people's wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is care and support planned?
	Areas for Improvement: 0					

Service	Previous	Grade	Quality Theme	Latest	Grade	Quality Theme
Frank Downie House	17 Sep 18	5	How well do we support people's wellbeing?	29 Jul 19 	5	How well do we support people's wellbeing?
		N/A	How good is our leadership?		5	How good is our leadership?
		N/A	How good is our staff team?		5	How good is our staff team?
		N/A	How good is our setting?		4	How good is our setting?
		5	How well is care and support planned?		5	How well is care and support planned?
Areas for Improvement: 0						
Mount Pleasant	11 Jul 18	3	Care and Support Environment Staffing Management and Leadership	8 Apr 19 	4	How well do we support people's wellbeing?
		N/A			4	How good is our leadership?
		N/A			5	How good is our staff team?
		3			4	How good is our setting?
					4	How well is care and support planned?
Requirements: 0 Recommendations: 2 1. The provider should ensure that improvements are made to the admission process for respite stays. This is to ensure that proper provision for the health of visitors is made. Improvement should include: * Ensure that the preadmission/admission process includes a full assessment and how needs will be met; * Ensure that communications with the visitor and/or their representatives in advance of the visit consider how best to support the individual during their stay.						
WD Sheltered Housing	21 Dec 18	5	Care and Support Environment Staffing Management and Leadership	11 Dec 19 	5	Care and Support Environment Staffing Management and Leadership
		N/A			N/A	
		5			N/A	
		N/A			5	
Requirements: 0 Recommendations: 1 1. Dementia training at skilled level should be completed by all staff.						
Mental Health, Learning Disability and Addiction						
WD Learning Disability Housing Support Service	15 Nov 18	6	Care and Support Environment Staffing Management and Leadership	22 Nov 19 	5	Care and Support Environment Staffing Management and Leadership
		N/A			N/A	
		N/A			5	
		6			N/A	
Requirements: 0 Recommendations: 0						

Service	Previous	Grade	Quality Theme	Latest	Grade	Quality Theme
WD Learning Disability Service – Community Connections	7 Feb 19	5 N/A N/A 4	Care and Support Environment Staffing Management and Leadership	10 Jan 20 	5 N/A N/A 5	Care and Support Environment Staffing Management and Leadership
	Requirements: 0 Recommendations: 0					

West Dunbartonshire Council
Report by the Strategic Lead - Resources
Council : 30 September 2020

Subject : Treasury Management Annual Report 2019/20

1. Purpose

- 1.1** The purpose of this report is to provide Members with an update on treasury management during 2019/20.

2. Recommendations

- 2.1** Members are requested to further consider the information provided within the Annual Report as appended to this report and note this report will be referred to the Audit Committee for further scrutiny.

3. Background

- 3.1** In accordance with the Treasury Policy governing the Council's treasury management activities during 2019/20, the Strategic Lead - Resources is required to provide an Annual Report to Members regarding the Treasury function.
- 3.2** One of the key clauses is that a responsible body is required to ensure effective scrutiny of the treasury management strategy and policies. Within West Dunbartonshire Council the body identified to fulfil this role is the Audit Committee.

4. Main Issues

Treasury Management Stewardship Report

- 4.1** A copy of the report is attached (Appendix 1).
- 4.2** The report gives details of loans borrowed and loans repaid during the course of the year, interest rates and debt rescheduling which was undertaken.
- 4.3** The Council undertook new borrowing of £269.612m for the approved capital plans and the replacement of naturally maturing debt during 2019/20 (£201.304m).
- 4.4** Consideration was given to available interest rates, and mainly short term borrowing has been utilised in the short term to finance the current capital programme.
- 4.5** External borrowing has increased from £441.370m at the beginning of the year to £509.678m at the end of the year. This is due to new borrowing required to fund the capital programmes. As stated above maturing debt has been renewed and overall there was a reduction in the average interest rate on long-term debt from 2.51% to 2.25%.

- 4.6** Investments have increased from £19.389m at the beginning of the year to £21.246m at the year-end. The average interest rate on these investments as at 31 March 2020 increased from 0.64% to 0.74% due to market conditions and is slightly higher than anticipated within the 2019/20 budget.
- 4.7** All year end actual indicators advised within Appendix 1 of this report are within the limits previously agreed by Council.
- 5. Option Appraisal**
- 5.1** No option appraisal was required for this report.
- 6. People Implications**
- 6.1** There are no personnel issues.
- 7. Financial and Procurement Implications**
- 7.1** There are no financial or procurement implications.
- 8. Risk Analysis**
- 8.1** Although this report provides a historic position in relation to treasury management there are three main risks associated with the formulation of prudential indicators and the treasury management strategy as detailed in Appendix 1. These risks are noted below; however the Council has robust monitoring processes in place and provides regular reports to Council and ensures further scrutiny by elected Members at the Audit Committee:
- (a) Capital receipts which affect the capital financing and borrowing requirement may not materialise and if this occurs then additional borrowing will be required in order to fund the financing requirement;
 - (b) The risk of Counterparties default (i.e. loss of principal sum invested) must also be taken into account; however the Council has robust controls included within its treasury management and investment strategies that will assist in mitigating this risk; and
 - (c) Capital inflation may increase capital expenditure levels, which in turn may affect the capital financing and borrowing requirement leading to an increase in borrowing, assuming no additional capital receipts are available.
- 9. Equalities Impact Assessment**
- 9.1** No equalities impact assessment was required in relation to this report.

10. Environmental Sustainability

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

11. Consultation

11.1 The views of Legal Services have been requested on this report and have advised there are neither any issues nor concerns.

12. Strategic Assessment

12.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan.

12.2 Treasury management contributes to the Financial Strategy via the interdependency that exists between pro-active treasury management and the formulation of long term financial plans.

Stephen West
Strategic Lead - Resources
Date: 15 September 2020

Person to Contact: Gillian McNeilly,
Finance Manager
Council Offices, Church Street
Telephone (01389) 737194
Email: gillian.mcneilly@west-dunbarton.gov.uk

Appendices: Appendix 1 - Annual Report 2019/20
Treasury Management and Actual Prudential
Indicators

Background Papers: Loans register and portfolio;
Debt rescheduling schedules;
Prudential Indicators 2019/20 to 2029/30 and Treasury
Management Strategy 2020/21 to 2029/30
(Council 4 March 2020); and
Treasury Management Annual Report 2018/19 (Council 28 August
2019)

Wards Affected: No wards directly affected.

Annual Report 2019/20

Treasury Management and Actual Prudential Indicators

1. Introduction

- 1.1** The Council's treasury management activities are regulated by a variety of professional codes and statutes and guidance:
- The Local Government in Scotland Act 2003 (the Act), provides the powers to borrow and invest as well as providing controls and limits on this activity. The Act permits the Scottish Ministers to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions were made in 2019/20);
 - Statutory Instrument (SSI) 29 of 2004, requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities, and therefore to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services; and the treasury activity with regard to the CIPFA Code of Practice for Treasury Management in Local Authorities; and
 - Statutory Instrument (SI) 2016 No 123 requires the Council to document its policy on the prudent repayment of loans fund advances.
- 1.2** This Council has adopted both the CIPFA Code of Practice for Treasury Management in the Public Sector and the Prudential Code and operates its treasury management service and capital programme in compliance with these Codes and the above requirements. These require that the prime objective of the treasury management activity is the effective management of risk, and that its borrowing activities are undertaken in a prudent, affordable and sustainable basis.
- In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued a revised Treasury Management Code and a revised Prudential Code.
- A particular focus of these revised codes was how to deal with local authority investments which are not treasury type investments e.g. by investing in purchasing property in order to generate income for the Authority at a much higher level than can be attained by treasury investments. One recommendation was that local authorities should produce a new report to members to give a high level summary of the overall capital strategy and to enable members to see how the cash resources of the Authority have been apportioned between treasury and non-treasury investments. A Capital Strategy was reported and approved by Council on 4 March 2020.
- 1.3** During 2019/20 the minimum reporting requirements were that the Council should receive the following reports:

- an annual treasury strategy in advance of the new financial year (Council 27 March 2019);
- a mid-year treasury update report (Council 30 October 2019); and
- an annual report following the financial year-end describing the activity compared to the strategy (this report).

1.4 This report sets out:

- A summary of the strategy agreed for 2019/20;
- The Council's treasury position at 31 March 2020;
- The main Prudential Indicators and compliance with limits;
- A summary of the economic factors affecting the strategy over 2019/20;
- The Treasury activity during 2019/20;
- Performance indicators set for 2019/20;
- Disclosure regarding the repayment of loan Fund advances for 2019/20; and
- Risk and Performance.

2. A Summary of the Strategy for 2019/20

2.1 Borrowing - keeping note of the slightly over-borrowed position of the Council as at 31 March 2019 and the risk within the economic forecast at that time, caution was adopted with the 2019/20 treasury operations. The Section 95 Officer planned to monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

2.2 Investments - with the economic background at the time, the investment climate had one over-riding risk consideration - counterparty security risk. As a result of the underlying concerns, officers implemented an operational investment strategy which tightened the controls already in place in the approved investment strategy. The Council's investment strategy primary objectives are safeguarding the repayment of the principal and interest of its investments on time first and ensuring adequate liquidity second – the investment return being a third objective.

2.3 Based on the above, the treasury strategy was to postpone borrowing (by not borrowing in advance of need) and in particular minimise longer term borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

3. The Council's Treasury Position at 31 March 2020

3.1 During 2019/20, the Strategic Lead – Resources, in line with the Treasury Strategy, managed the debt position with the use of internal funds as well as a mix of short term and long term external borrowing, and the treasury position at 31 March 2020 compared with the previous year was:

Table 1

Treasury position – excluding PPP	31 March 2020		31 March 2019	
	Principal	Average Rate	Principal	Average Rate
Fixed Interest Rate Debt	£509.678m	2.25%	£441.370m	2.51%
Variable Interest Rate Debt	£0.000m	0.00%	£0.000m	0.00%
Total Debt	£509.678m	2.25%	£441.370m	2.51%
Total Investments	£21.246m	0.74%	£19.389m	0.64%
Net borrowing position	£488.432m		£421.981m	

- 3.2** From the above table, it can be seen that the average interest rate on debt held on 31 March 2020 has reduced from 2.51% to 2.25%. At the same time the average interest rate has increased on the investments held on 31 March 2019 to 2020 from 0.64% to 0.74%.
- 3.3** The external debt figure included within Table 1 includes both short term and long term debt. The low average interest rate is due to a strategy of using short term borrowing to fund long term capital investment enabling the Council to take advantage of lower interest rates.
- 3.4** There are four treasury prudential indicators which cover the activity of the treasury function. Complying with these indicators reduces the risk of an adverse movement in interest rates impacting negatively on the Council's overall position:
- Upper limits on variable rate exposure;
 - Upper limits on fixed rate exposure;
 - Maturity structures of borrowing; and
 - Total principal funds invested for greater than 365 days.
- 3.5** Table 2 shows the actual upper limits set per debt type and maturity as at 31 March 2020.

Table 2

	2019/20 Actual	2019/20 Indicator	
Upper limits on variable interest rates	0%	50%	
Upper limits on fixed interest rates	100%	100%	
Maturity structure fixed rate borrowing (%)	Year end	Max	Min
Under 12 months	46.0%	50%	0%
12 months to 2 years	0.1%	50%	0%
2 years to 5 years	5.0%	50%	0%
5 years to 10 years	3.5%	50%	0%
10 years to 20 years	6.9%	50%	0%
20 years to 30 years	5.7%	50%	0%
30 years to 40 years	4.5%	50%	0%
40 years to 50 years	22.2%	100%	0%
50 years to 60 years	6.1%	100%	0%
60 years to 70 years	0.0%	100%	0%
Maximum principal funds invested >365 days	£0.495m	£7m	Nil

4. The Main Prudential Indicators and Compliance with Limits

- 4.1 The Council is required by the Prudential Code to report the actual prudential indicators after the year end.

4.1.1 Capital Expenditure and its Financing

This indicator shows total capital expenditure for the year and how this was financed. The decrease in capital expenditure between revised estimate and actual as noted below in Table 3 is due to expenditure which slipped from 2019/20 into the 2020/21 capital programme, together with resources. The indicators for 2020/21 will be revised in line with this.

Table 3

	2019/20 Actual	2019/20 Revised Estimate*
Capital expenditure:	£108.229m	£125.067m
Resourced by:		
Capital receipts and grants	£29.602m	£50.312m
Revenue	£8.397m	£7.348m
Capital expenditure - additional need to borrow	£70.230m	£67.407m

* From the mid-year Treasury Strategy – Council 30 October 2019

4.1.2 Gross Borrowing and the Capital Financing Requirement (CFR)

In order to ensure that borrowing levels are prudent, over the medium term the Council's gross borrowing must only be used for capital purposes. Gross borrowing should not therefore, except in the short term, exceed the total of the capital financing requirement in the preceding year (2019/20) plus the estimates of any additional capital financing requirement for the current (2020/21) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2019/20.

- 4.1.3 While the Strategic Lead - Resources reports that the Council has complied with this indicator over the medium term (as can be seen by comparing the gross debt figure at 31 March 2020 with the anticipated CFR at 31 March 2023 as detailed in Table 4 below), though in the short term the adjusted gross borrowing position exceeds the CFR as at 31 March 2020. This is due to: the Council undertaking borrowing at competitive interest rates and final capital expenditure being less than forecast once accounting adjustments have been taken into account.

Table 4

	2019/20 Actual	2019/20 Revised Indicator*
Gross borrowing position per Table1	£509.678m	£517.851m
Long term liability	£99.942m	£100.002m
Adjusted gross borrowing position	£609.620m	£617.853m
Capital Financing Requirement	£608.057m	£626.832m

* From the mid-year Treasury Strategy – Council 30 October 2019

	2019/20 Actual
CFR at 31 March 2020	
2019/20 Actual	£608.057m
Estimated Movement in CFR*	
2020/21, after year end	£85.506m
2021/22	£32.497m
2022/23	£44.521m
Anticipated CFR at 31 March 2023	£770.581m
Gross Debt at 31 March 2020	£609.620m

* Estimated movement from the Treasury Strategy 2020/21 – 4 March 2020

4.1.4 The Authorised Limit

The Authorised Limit is the “Affordable Borrowing Limit” required by Section 35 of the Local Government in Scotland Act 2003. The Council does not have the power to borrow above this level. The information in Table 5 demonstrates that during 2019/20 the Council has maintained gross borrowing within its Authorised Limit.

4.1.5 The Operational Boundary

The Operational Boundary is the borrowing position that the Council expects to work around during the year, and periods where the actual position is either below or over the Boundary is acceptable subject to the Authorised Limit not being breached. The information in Table 5 demonstrates that during 2019/20 the Council has maintained gross borrowing within its Operational Boundary.

4.1.6 Actual financing costs as a proportion of net revenue stream

This indicator shows the actual impact of capital expenditure in 2019/20 compared to the projected impact of the General Services Capital Plan Refresh and the HRA Capital Plan Update as approved by Members on 4 March 2020. The cost of capital is described as loan charges within the revenue budgets

Table 5

	2019/20	
Revised Indicator - Authorised Limit*	£708.602m	
Revised Indicator - Operational Boundary*	£649.552m	
Maximum gross borrowing position during 2019/20	£612.779m	
Minimum gross borrowing position during 2019/20	£531.964m	
	Estimated	Actual
Financing costs as a proportion of net revenue stream:		
Non housing	4.58%	4.59%
Housing	23.48%	25.55%

* From the mid-year Treasury Strategy – Council 30 October 2019

5. Summary of the Economic Factors affecting the Strategy during 2019/20

5.1 The Economy and Interest Rates

The main issue in 2019 was to agree the way forward for the UK over the issue of Brexit and negotiations on this continue.

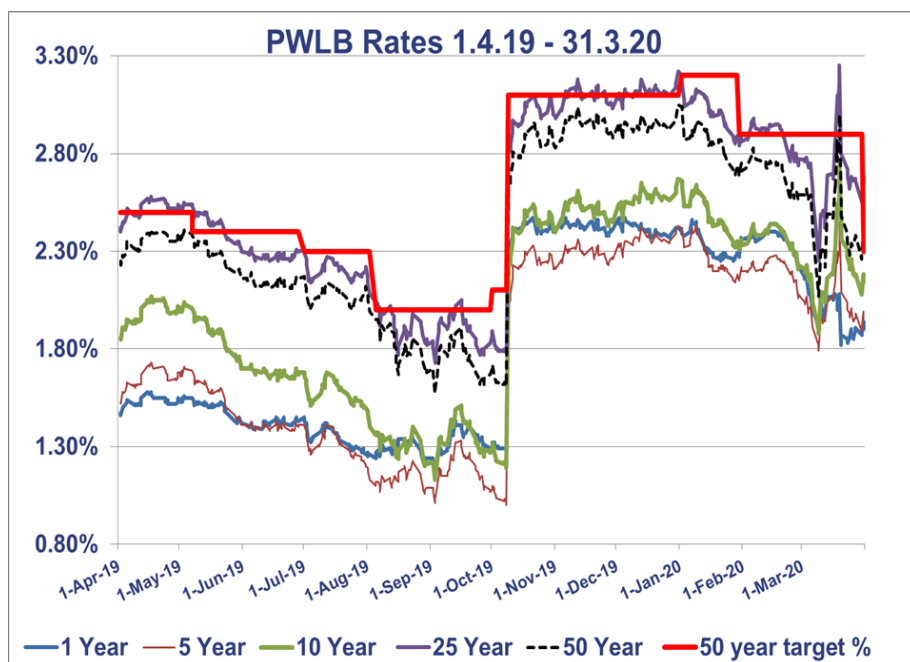
Economic growth in 2019 has been very volatile, but 2020 started optimistically. However, the three monthly GDP statistics in January were disappointing. Since then, the whole world has changed as a result of the coronavirus outbreak. What is uncertain, is the extent of the damage that will be done to businesses by the lock down period, the ongoing extent that the easing and removal of lockdown measures can continue, whether there will be a “second wave” of the outbreak, how soon a vaccine will be created (if at all) and then how quickly it can be administered to the population. This leaves huge uncertainties as to how quickly the economy will recover.

After the Monetary Policy Committee raised Bank Rate from 0.5% to 0.75% in August 2018, Brexit uncertainty caused the MPC to do nothing until March 2020. At this point it was clear that the coronavirus outbreak posed a huge threat to the economy of the UK. Two emergency cuts in Bank Rate from 0.75% occurred in March, first to 0.25% and then to 0.10%. These cuts were accompanied by an increase in quantitative easing (QE), essentially the purchases of gilts (mainly) by the Bank of England of £200bn.

5.2 Borrowing Rates in 2019/20

The graph for PWLB interest rates below shows that, although interest rates increased during October 2019, most PWLB rates have been on a general downward trend, though longer term rates did spike upwards again during March 2020.

5.3 HM Treasury imposed two changes in the margins over gilt yields for PWLB rates in 2019/20 without any prior warning - the first on 9 October 2019, which added an additional 1% margin over gilts to all PWLB rates. That increase was then partially reversed for some forms of borrowing on 11 March 2020, at the same time as the Government announced in the Budget a programme of increased spending on infrastructure expenditure. The intention is thought to be that the Treasury intends to put a stop to local authorities borrowing money from the PWLB to purchase commercial property if the aim is solely to generate an income stream (which is something than a number of Councils in England have undertaken).



6. Treasury Activity during 2019/20

- 6.1 Borrowing** – The Council raised new long term loans of £50.868m and new short term loans of £218.744m during 2019/20 for the replacement of naturally maturing debt and to finance the Council's capital programme.
- 6.2 Rescheduling** – No debt rescheduling has taken place in 2019/20.
- 6.3 Repayment** – The Council repaid naturally maturing debt of £201.304m.
- 6.4 Summary of Debt Transactions** – The overall position of the debt activity resulted in the average interest rate at 31 March year on year falling to 2.25% from 2.51%.
- 6.5 Investment Policy** – The Scottish Government issued The Local Government Investments (Scotland) Regulations 2010 on 1 April 2010.
- 6.6** The regulations applied from 1 April 2010 and the Council's policy was first included in the annual Treasury Strategy approved by Council on 24 March 2010 with updates being included in the policy as and when required. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 6.7** The Council's short term cash investments increased from £19.389m at the beginning of the year to £21.246m at the end of the year with an average balance of £15.934m and received an average return of 0.74% over the year. In addition to the short term cash investments the Council also had 2 long term investments in Clydebank Property Company and Hub West Scotland with a total value of £0.495m as at 31 March 2020 as identified in table 2 above (investments over 364 days).

7. Performance Indicators set for 2019/20

7.1 The treasury strategy defined a set of performance indicators covering the following areas:

7.1.1 Security - In the context of benchmarking, assessing security is a very subjective area. Security is currently evidenced by the application of minimum quality criteria to financial institutions that the Council may choose to invest in, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody's and Standard & Poors). The Council has benchmarked security risk by assessing the historical likelihood of default for investments placed with any institution with a long term credit rating of A- (this is the minimum long term credit rating used in the Council's investment strategy). The Council's maximum security risk is that 0.09% of investments placed with financial institutions could theoretically default based on global historical data. During the year all investments within the Council's portfolio were repaid on their due dates with no defaults of the principal sums recorded.

7.1.2 Liquidity – As required by the CIPFA Treasury Management Code of Practice the Council has stated that it will “ensure that it has adequate, though not excessive, cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives”. In respect to liquidity as defined above the liquidity arrangements during the year were maintained in line with the facilities and benchmarks previously set by the Council as follows:

- Bank overdraft - £1.000m; and
- Liquid short term deposits of at least £5.000m available overnight.

7.1.3 Return – For the financial year the investment return averaged 0.74% which is an increase of 0.10%. Table 6 illustrates that the Council's average return identified of 0.74% was below the average return from the Council's bankers investment account (0.75%), but higher than the LIBID rates (noted in table 6) which are the local measures of return investment benchmarks approved in March 2012.

The Council's bankers (and therefore the bank with which the investment account is held) are currently the Clydesdale Bank plc which falls within the Category 3 Investment Category approved in the investment strategy approved in February 2017. Due to the credit rating of this bank this category specified a maximum limit £5million which may be held on an overnight basis only thus limiting the ability to attract interest on this account.

Table 6

Benchmark	Benchmark Return	Average Return
Internal returns above the 7 day LIBID rate	0.54%	0.74%
Internal returns above the 1 month LIBID rate	0.59%	0.74%

8. Disclosure regarding the repayment of loans fund advances for 2019/20

- 8.1 The policy on the prudent repayment of loans fund advances was detailed in the Mid-Year Monitoring Report 2019/20 - Treasury Management and Prudential Indicators reported to Council on 30 October 2019. The Strategic Lead - Resources can report that the policy has been complied within during 2019/20.
- 8.2 Table 7 shows the movement in the level of loan fund advances between 1 April 2019 and 31 March 2020.

Table 7

	Non Housing	Housing
Opening Balance at 1 April 2019	£256.025m	£179.006m
New Advances in 2019/20	£42.771m	£27.459m
Repayments in 2019/20	(£2.873m)	(£5.608m)
Adjustment for loans fund review 2019/20	£2.568m	£5.608m
Closing Balance at 31 March 2020	£298.491m	£206.465m

- 8.3 Table 8 details the anticipated repayment profile of the balance on the loans fund advance accounts for both non housing and housing held at 31 March 2020.

Table 8

Future Repayment Profile at 31 March 2020 (£m)	Non Housing	Housing	Total
Under 12 months	£3.278	£2.615	£5.894
2 years to 5 years	£11.910	£28.477	£40.387
6 years to 10 years	£17.947	£35.698	£53.645
11 years to 15 years	£25.468	£29.561	£55.029
16 years to 20 years	£22.905	£30.409	£53.314
21 years to 25 years	£15.563	£39.268	£54.832
26 years to 30 years	£11.061	£26.909	£37.970
31 years to 35 years	£7.696	£7.401	£15.098
36 years to 40 years	£8.532	£1.384	£9.916
41 years to 45 years	£10.198	£0.523	£10.721
46 years to 50 years	£11.194	£0.247	£11.441
51 years to 55 years	£14.424	£0.381	£14.805
56 years to 60 years	£20.161	£0.573	£20.734
61 year +	£118.152	£3.018	£121.170
Total	£298.491	£206.465	£504.956

9. Risk and Performance

- 9.1 The Council has complied with all relevant statutory and regulatory requirements which require the Council to identify and, where possible, quantify the levels of risk associated with its treasury management activities. In particular its adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means both that its capital

expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach. Ongoing consideration of future affordability and sustainability are reported and considered by Members each year when setting the Council's General Fund and HRA capital and revenue budgets.

- 9.2** The Council is aware of the risks of passive management of the treasury portfolio and, with the support of the Council's treasury advisers, has proactively managed its treasury position within the current economic climate taking advantage of lower interest rates where it is deemed appropriate. The Council has complied with its internal and external procedural requirements. There is little risk of volatility of costs in the current debt portfolio as the interest rates are predominantly fixed, with the majority of debt comprised of long-term loans.
- 9.3** Shorter-term rates and likely future movements in these rates predominantly determine the Council's investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is minimised through the annual investment strategy, accurately forecasting future returns can be difficult.

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – Shared Services Roads and Neighbourhood****Council: 30 September 2020**

Subject: Footway Gritting Update**1. Purpose**

- 1.1** The purpose of this report is to update members on the costs incurred following the implementation of the additional footway gritting actions carried out in the period between January and March 2020 and to agree footway gritting actions for the Winter Plan 20/21.

2. Recommendations

- 2.1** It is recommended that Council:

- (i) notes the incurred additional costs identified in 4.3 below and evaluation of measures taken in 4.4;
- (ii) agrees the proposed footway treatment detailed in Option 2 in 4.6 below;
- (iii) notes the potential additional costs for Option 2 detailed in 4.6; and
- (iv) notes that a further report will be presented to Council to evaluate any measures taken.

3. Background

- 3.1** Council passed a motion on 27th November 2019 requesting a report setting out proposals to deliver additional footway gritting actions outwith normal working hours.

Members considered the footway gritting measures implemented at the meeting of 29th January 2020.

- 3.2** Council approved the implementation of additional footway treatment actions delivered by introducing standby from January to March 2020. Standby facilitated the priority footway gritting routes to be completed prior to the morning peak pedestrian activity.
- 3.3** Members approved the proposal to review the footway gritting routes to reflect areas with high levels of pedestrian activity.

4. Main Issues

- 4.1** The Winter Plan sets out the carriageway and footway treatment actions in accordance with the well maintained Code of Practice and the Roads (Scotland) Act 1984.

Section 34 of the Roads (Scotland) Act 1984 states “a roads authority shall take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads”. In this context “public roads” means all carriageways, footways, footpaths, pedestrian precincts etc. entered in a roads authority’s List of Public Roads.

The Council's Winter Plan ensures that the Council fulfils its statutory duty in relation to both carriageway and footway gritting. Any additional footway gritting would be in excess to the statutory requirement.

- 4.2** Footway gritting is normally only undertaken during normal working hours (8am – 3.30pm Monday to Friday). Priority is given to the following:

Town centre pedestrian areas,
Adjacent areas to schools,
Health care centres,
Public Transport Hubs,
Footways adjacent to day centres and sheltered housing, and
Main pedestrian routes in major housing developments.

There are 40 priority footway treatment routes which take in the region of 4 hours to complete.

Following the treatment of priority routes and should weather conditions require the secondary footway routes will be treated.

- 4.3** Additional footway treatment was implemented during the period January to March 2020 (12 week period). This included footway treatment working outwith normal working hours as weather condition required.

The costs incurred were as follows:

Item	Costs
Standby (4 weekly)	£9,743
Overtime (4 weekly)	£5,612
Total (4 weekly)	£15,355
Total (12 weeks)	£46,063

There were 52 operatives placed on a standby rota for a 12 week period and treatment carried out on 10 occasions.

Winter treatment and standby commences normally on 1 November and continues until 31 March, a period of 21 weeks. If the above actual incurred costs are used the anticipated cost would be in the region of £80,610.

4.4 An evaluation was undertaken to reflect the success of the measures. Social media messaging, facebook comments and email received were reviewed and the public response was in the main positive to the additional measures taken. In particular gritting at schools was considered beneficial.

4.5 Consideration has been given on 3 options of footway treatment proposals. These are as follows:

- Option 1 Continuation of the footway treatment in place January to March
- Option 2 Targeted treatment of priority 1 routes
- Option 3 No additional footway gritting outwith normal working hours

The options are detailed below with cost implications.

4.6 Option 1

Treatment of priority footways carried outwith normal working hours when weather conditions require. Once completed treatment will commence of secondary routes.

A 2 week rota is required with 26 operatives on standby each week operating in 2 squads of 13.

The standby implications and anticipated overtime costs are detailed in the table below.

Item	Costs
Standby (4 weekly)	£9,743
Overtime (4 weekly)	£5,612
Total (4 weekly)	£15,355
Total (21 weeks)	£80,610

Option 2

A proposed targeted footway treatment programme with routes classified as priority 1 or priority 2 routes with the wider secondary routes retained.

A 2 weekly rota will be implemented with 20 operatives on standby each week.

Priority 1 routes will be treated in advance of the normal working day in periods of icy/snowy weather. These include the routes that have high pedestrian impact and include the following:

Areas in vicinity to schools,
Footways leading to centres of employment,
Hospitals and health centres,
Adopted footways in sheltered housing complexes and daycare centres,
Routes to strategic transport hubs; and

Main shopping areas and pedestrian areas within town centres,.

Priority 2 routes will commence upon completion of priority route 1 routes and normally during normal working hours (commencing from 8am):

Connecting shopping areas to public buildings,
Standing areas to main bus stops,
Main routes to residential areas, and
Other footways identified as having heavy pedestrian footfall.

The secondary footway routes cover residential areas that are not on priority routes. In addition to less well used footways and footways where a feasible alternative route exists.

Item	Costs
Standby (4 weekly)	£7,495
Overtime (4 weekly)	£4,317
Total (4 weekly)	£11,812
Total (21 weeks)	£62,013

Option 3

No additional out of working hours footway treatment. This option would incur no additional standby costs.

Should there be extreme weather conditions with ice and snow treatment will be carried out if resources are available with overtime implications. As there is no standby in place there is a risk that resources will not be available.

- 4.7** In addition to the footway gritting the Service has 481 grit bins sited locally. This provides access to grit bins by members of the public to self-serve.

A review of the grit bin locations will be carried out to identify any locations that may not have a grit bin sited but are considered desirable.

Requests for a grit bin should meet the following criteria:

Sited on a public road or footway,
Accessible for cleaning and filling,
Serve a number of properties, and
Not be within 300m of a neighbouring grit bin.

Locations with a steep incline or particularly wet footways that create enhanced risk will be considered as a priority.

- 4.8** In extreme weather conditions grit will be made available for members of the public to collect from the Roads Depot.

5. People Implications

- 5.1** If Option 2 is approved then it is proposed that Greenspace operatives be approached to confirm availability for stand-by rota week commencing 1st November 2020.

6 Financial Implications

- 6.1** The anticipated additional financial cost for the footway gritting options is £80,610 per year (Option 1) and £62,013 per year (Option 2) as detailed at 4.6 above. Currently this is not included in the revenue budget for 2020/21 onwards. There is no cost implication if Option 3 implemented.
- 6.2** A contingency budget of £100,000 was allocated from reserves following the Council meeting of 27 November 2019. In the region of £54,000 remains.

7. Risk Analysis

- 7.1** There is a risk that operatives do not wish to agree to undertake standby.
- 7.2** There is a risk that the costs could increase if the winter weather is worse than anticipated. From previous winter conditions there is potential of an increase in overtime costs in the region of £15,000.

8. Equalities Impact Assessment (EIA)

- 8.1** An initial screening confirms there is no adverse impact.

9. Consultation

- 9.1** Consultation on the report content has been carried out with the Strategic Leads for Finance and Legal.

10. Strategic Assessment

- 10.1** At its meeting on 25 October 2017, the Council agreed that the action noted below is among its five main strategic priorities for 2017 – 2022;
- Efficient and effective frontline services that improve the everyday lives of residents.
- 10.2** The proposed actions support this commitment.

Name Gail MacFarlane
Designation Strategic Lead Roads and Transportation
Date: 30 September 2020

Person to Contact: Gail Macfarlane
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Background Papers: Winter Plan

Wards Affected: All council wards.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead: Communications, Culture, Communities & Facilities

West Dunbartonshire Council: 30 September 2020

Subject: West Dunbartonshire Council Annual Performance Report 2019/20

1. Purpose

- 1.1** The purpose of this report is to provide Elected Members with the West Dunbartonshire Council Annual Report 2019/20 and supporting performance information.

2. Recommendations

- 2.1** It is recommended that Members note the annual report and performance information provided.

3. Background

- 3.1** This annual report fulfils one of the key elements of the Council's requirement to report performance publicly, and is designed to ensure relevance and ease of access for a wide audience.
- 3.2** Audit Scotland's Direction and Guide sets out the public performance reporting (PPR) requirements for local authorities to be published by March 2020 for the financial year ending 31 March 2020. Through these PPR requirements the Council should provide a suite of information on how services are performing. In addition to the annual report, Council also publishes detailed year-end reports through the strategic delivery plans, including performance indicators, along with a range of additional information which citizens may find useful.
- 3.3** A suite of 40 performance indicators was agreed when the Strategic Plan 2017-2022 was developed and agreed through Council in October 2017. These indicators are considered the most relevant for evidencing the delivery of outcomes in relation to the key priority and outcome areas as defined in the plan.
- 3.4** The Annual Report is one element of a comprehensive approach to PPR for the Council. In addition to this, reports and analysis will continue to be prepared and published on key performance indicators from the Strategic Plan and the Local Government Benchmarking Framework. PPR data will continue to be updated throughout the year to ensure robust and timely reporting of data as they become available.

4. Main Issues

- 4.1** In line with our evolving approach to presenting accessible data, and following from previous reports, the Annual Report 2019/20 (attached as appendix one) is more visual and infographic based, making it more accessible. It is intended to offer a high level overview of achievements against each strategic priority in the previous year, along with a range of supporting strategic information on budgets, workforce and feedback.
- 4.2** The performance page of the Council website hosts a comprehensive suite of PPR material in both infographic and narrative format. This will allow anyone who wishes more information on areas highlighted in the Annual Report to drill down to a more detailed level.
- 4.3** This model of reporting is in line with the Audit Scotland Direction and also fits well with the Accounts Commission paper on the evaluation of PPR, which recommends an overview style report with supporting detailed information. In addition, this model of report builds on the approach presented during the Best Value Assurance process, which was endorsed by Audit Scotland.
- 4.4** A more detailed performance report on Strategic Plan indicators is attached as appendix two to this paper. All indicators are considered by strategic services in development of annual delivery plans, and indicators which have not achieved target highlighted in the performance review section of the plan. This informs the strategic assessment section of the plans and also allows identification of action(s) intended to improve performance.

2019/20 performance

- 4.5** The tables below show the total number of indicators reported through the Strategic Plan and details performance for the 2018/19 year.

Indicator Status	Strategic Indicators 19/20	Strategic Indicators 18/19
Total Indicators	40	40
Green	22 (55%)	26 (67% of available indicators)
Amber	12 (30%)	7 (18%)
Red	6 (15%)	6 (15%)
Not yet available	0	1 (not included)

- 4.6** As can be seen from the table above, 55% of strategic plan indicators have met or exceeded target. This is a decrease of 12% on performance in 2018/19. As is highlighted in 4.5 above, work is progressing through relevant services to improve performance in areas where target was not achieved.
- 4.7** Those indicators which have deteriorated from a green status in 2018/19 to either red or amber in 2019/20 are listed below. Further

detail on these indicators can be found in appendix two and on the performance pages of the Council website.

- Average Total Tariff SIMD Quintile 4
- % of council dwellings that meet the Scottish Housing Quality Standard
- Percentage of Households in Fuel Poverty
- Percentage of income due from council tax received by the end of the year %
- % of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally
- Income generated as a % of total revenue budget
- Number of attendances per 1,000 population for indoor sports and leisure facilities

5. People Implications

- 5.1 There are no personnel implications from this report.

6. Financial Implications

- 6.1 There are no financial implications from this report.

7. Risk Analysis

- 7.1 The content of this report forms a core element of the Council's public performance reporting (PPR) for 2019/20. Failure to gather and report on delivery in this way may result in the Council not fulfilling its PPR commitments as set out in Audit Scotland's Guide.

8. Equalities Impact Assessment (EIA)

- 8.1 No issues were identified in relation to this report.

9. Consultation

- 9.1 Consideration of the report at internal meetings forms the basis of consultation on development of the Annual Report. Content of the annual report has been drawn from previously prepared reports from Strategic Leads.

10. Strategic Assessment

- 10.1 The Annual Report and supporting indicator reports summaries Council performance against all priorities as detailed in the Strategic Plan 2017-2022.

Malcolm Bennie
27 August 2020

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Performance & Strategy Manager
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Appendices: Appendix 1: West Dunbartonshire Council Annual Report 2019/20
Appendix 2: Strategic Performance Indicators 2019/20

Background Papers: None

Wards Affected: All Wards

WEST
DUNBARTONSHIRE
COUNCIL

Annual Report 2019 20

Our vision, values and ethos

“ West Dunbartonshire Council will deliver high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way ”

Introduction

Our community remains at the heart of everything we do and all that we stand for in West Dunbartonshire. Serving, supporting and empowering our citizens continued to be a key focus of the work of this Council in 19/20.

The role of the people of West Dunbartonshire and the employees of our Council has perhaps never been as vital as in the year that has passed.

While this annual report covers the period April 2019 - March 2020, a period before we understood the wide reaching impact Covid-19 would have on our communities, citizens and services, I feel it is important to acknowledge the response of our employees and our communities to this worldwide health crisis.

Before highlighting the progress we have made in the last year, I must celebrate the efforts of our residents, community groups and of course our dedicated employees during this pandemic. Collectively their efforts helped shield our most vulnerable and saved lives. As we move forward into 20/21 our commitment to delivering with, not for, our citizens to improve lives in our communities has never been more crucial.

Empowering our citizens remains a key driver for the Council, supported by our first ever Community Empowerment Strategy. By working together we will deliver the changes necessary to improve the lives of all residents.



In this annual report, our third of this administration, we set out the progress we have made to deliver on the commitments made in our Strategic Plan to provide high quality services which are led by priorities identified by the communities of West Dunbartonshire. Our vision supports the wider aspiration that West Dunbartonshire is a great place to live, work and visit.

During 2019/20 West Dunbartonshire Council has:



- Started development of the £15m Renton School Campus
 - Invested £5.5m to improve key road routes across West Dunbartonshire including resurfacing
 - Invested £1.5m to improve neighbourhoods for residents by resurfacing pathways, planting new trees and introducing and enhancing play areas
 - Distributed £500k to groups and activities to improve life chances for young people through the Year of the Young Person Fund
 - Invested £250k to create 42 new modern apprenticeship roles for young people across the Council providing them with their first step towards a new career
 - Invested £50k to fund the installation of new defibrillators across our communities so that residents can access help in an emergency
 - Provided £10k of funding to support groups helping to tackle loneliness in our communities
 - Delivered a programme of free summer holiday activities across the area's schools benefiting 8,094 children from P1 to S3 and 843 adults
 - Provided 4,600 interventions assisting local residents to maximise income from benefits worth £10.3m
 - Organised an innovative community conference on tackling domestic abuse, the first of its kind in Scotland, which was attended by over 200 residents
 - Delivered 126 new build homes as well as a range of internal and external housing upgrades
 - Started work on four new build Council housing developments and agreed to build 113 affordable homes at the former Aitkenbar and Haldane primary school sites
 - Supported hundreds of school pupils through the delivery a holiday hunger programme
 - Launched the new Pavillion Care and training facility in Levensgrove Park
- This brief snapshot of achievements highlights the ongoing positive change being delivered for the citizens of West Dunbartonshire, and builds on a solid foundation for delivery of our priorities over the remaining years of this Strategic Plan.

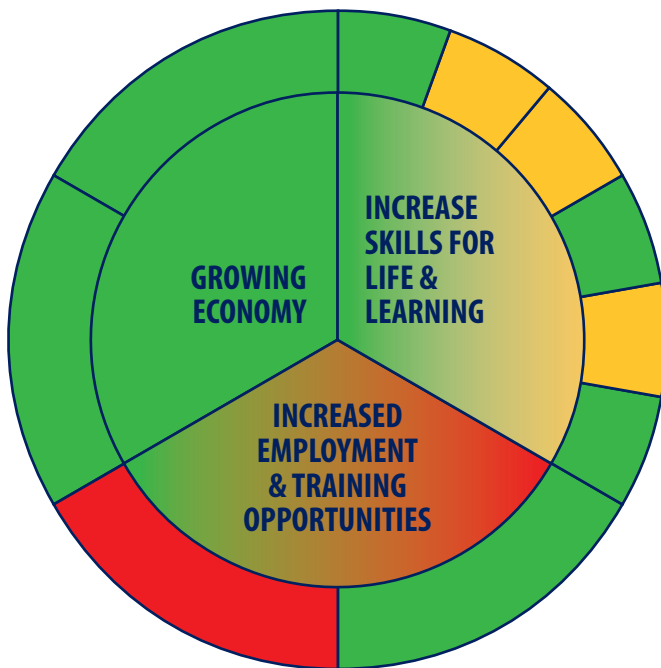
A handwritten signature in black ink, appearing to read 'J McColl'.

Jonathan McColl
Council Leader, West Dunbartonshire Council

A strong local economy and improved job opportunities



Our measures



KEY



TARGET MET



TARGET NARROWLY MISSED



TARGET NOT MET

For more info on the wheel, please click [here](#), or visit:
www.west-dunbarton.gov.uk/council/performance-and-spending





99%
of pupils
achieved one or
more national
qualifications



delivered a programme
of free summer holiday
activities for over 8000
P1 - S3 pupils

£700k

invested to support
individuals and
families through
Family Learning Hubs



353

residents
supported
to secure
employment

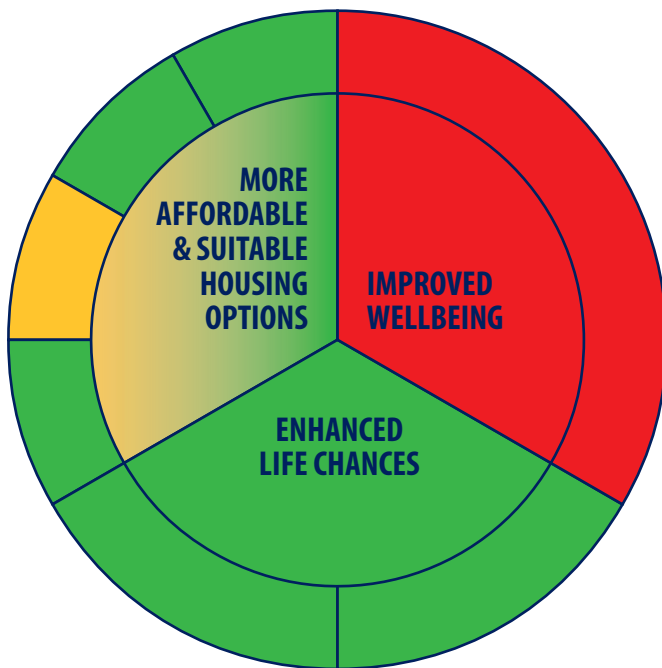
140

young people
helped into
apprenticeships

Supported individuals, families and carers living independently and with dignity

2

Our measures



KEY



TARGET MET



TARGET NARROWLY MISSED



TARGET NOT MET

For more info on the wheel, please click [here](#), or visit:
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4,600

interventions provided assisting local residents to maximise income from benefits worth £10.3m



in partnership with Macmillan launched a new service to support those diagnosed with cancer by providing dedicated one-to-one assistance



**WE ARE
MACMILLAN.**
CANCER SUPPORT

£50k



invested to fund the installation of new defibrillators across our communities



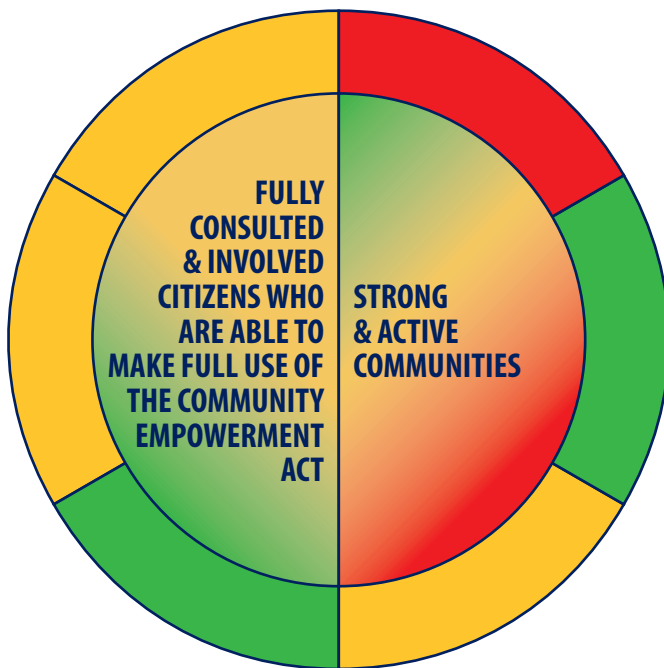
provided work experience and training for 30 adults with Additional Support Needs through community cafes in Balloch and Dumbarton



Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

3

Our measures



KEY



For more info on the wheel, please click [here](#), or visit:
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£90k

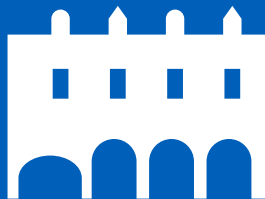
invested through the
Improvement Fund to support
local neighbourhoods as part
of Your Community

£70k

invested in community
groups supporting our
most vulnerable residents

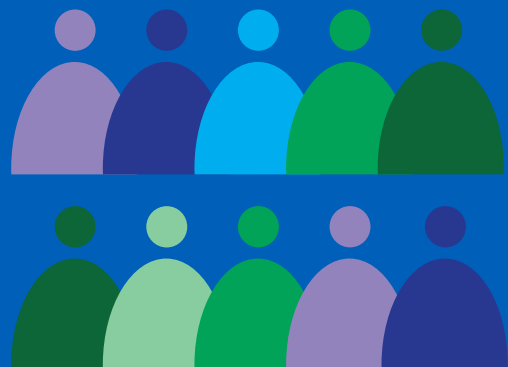


£5m



consulted with over 250
residents on bringing the
historic Glencairn House
in Dumbarton into community
use with a £5m investment

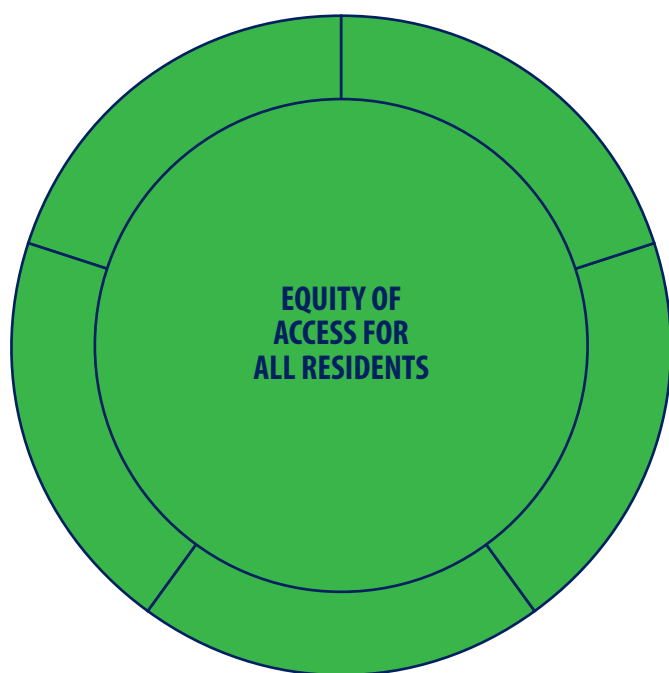
worked with our
communities and
residents to develop
the Council's first
ever Community
Empowerment Strategy



Open, accountable and accessible local government

4

Our measures



KEY



TARGET MET

For more info on the wheel, please click [here](#), or visit:
www.west-dunbarton.gov.uk/council/performance-and-spending



supported more online transactions via the website than ever before and increased accessibility



developed plans to launch One Stop Shops in all of the area's libraries providing opportunities for residents to access face-to-face support in their local community

invested in development and upgrade of Clydebank Museum, Alexandria Heritage Centre and Dalmuir Gallery



delivered a successful 'Booked!' literary festival

Effective and efficient frontline services that improve the everyday lives of residents

5

Our measures



KEY



TARGET MET



TARGET NARROWLY MISSED



TARGET NOT MET

For more info on the wheel, please click [here](#), or visit:

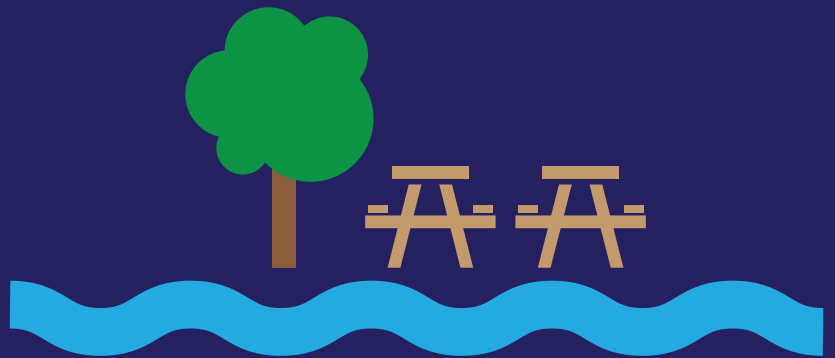
www.west-dunbarton.gov.uk/council/performance-and-spending



592

residents struggling with finances
supported by negotiating debt
payments worth more than £4.4m

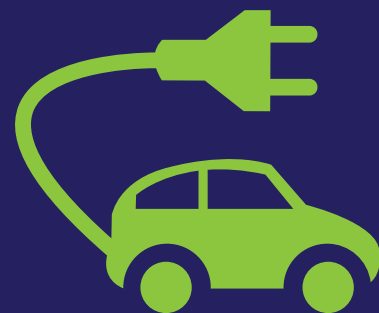
£2m



invested to improve
neighbourhoods for residents
(planting trees, upgrading play areas
and improving winter maintenance)



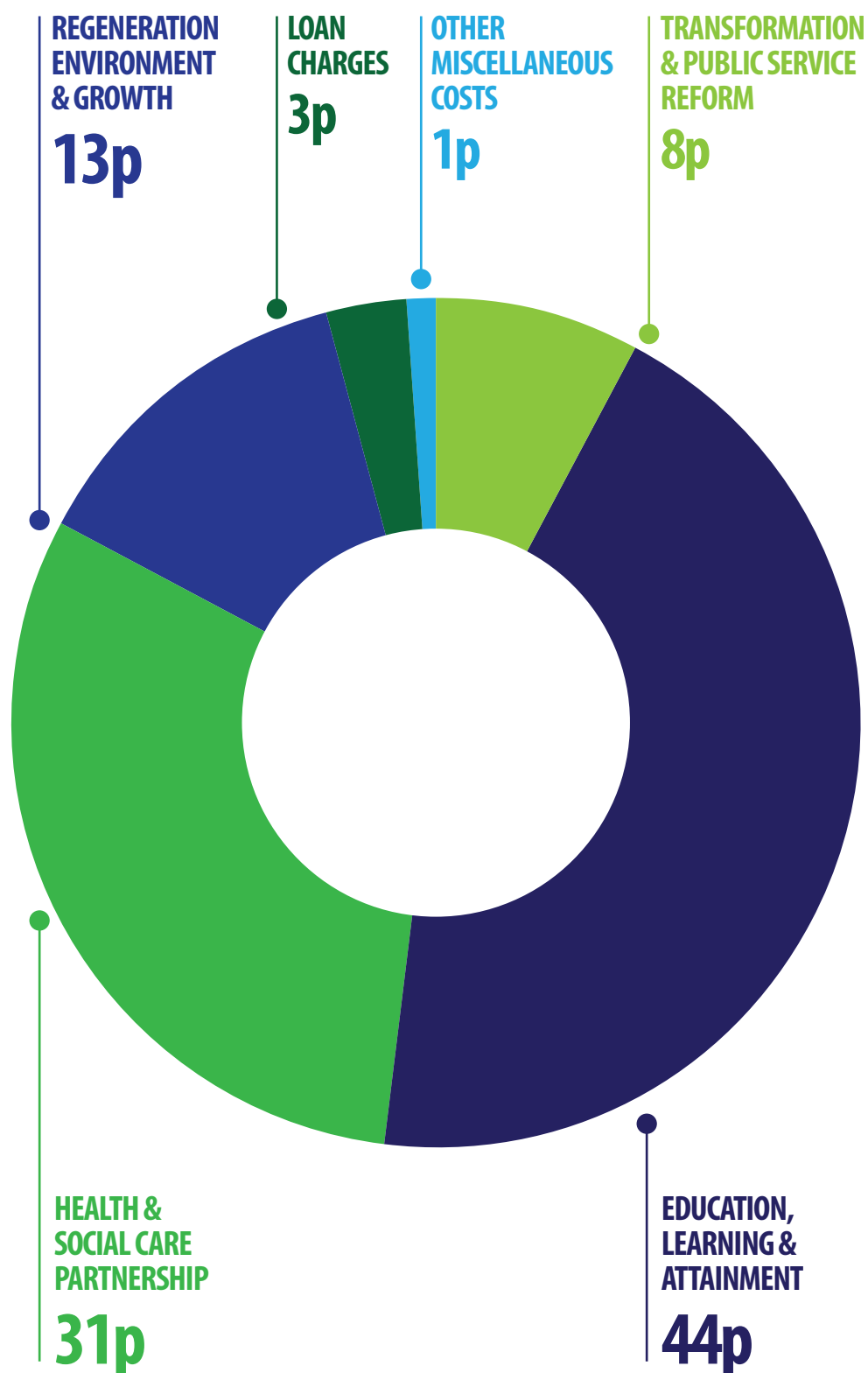
Launched a new sensory
space and community garden
for residents and visitors
to enjoy at Alexandria Library



invested to create
additional electric
car charging points
in communities

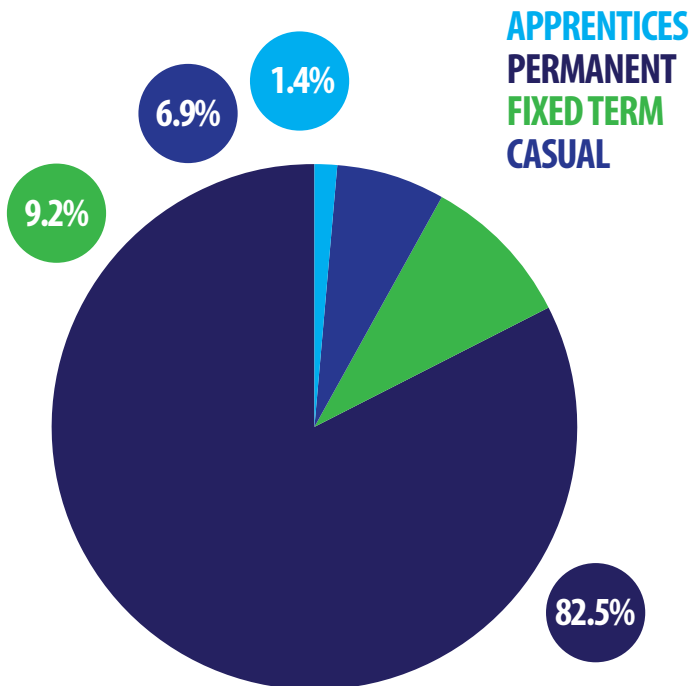
Council budget

How each £ is spent



Council workforce

Workforce breakdown

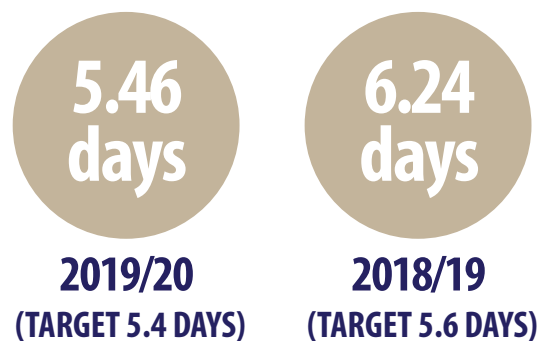


Absence stats

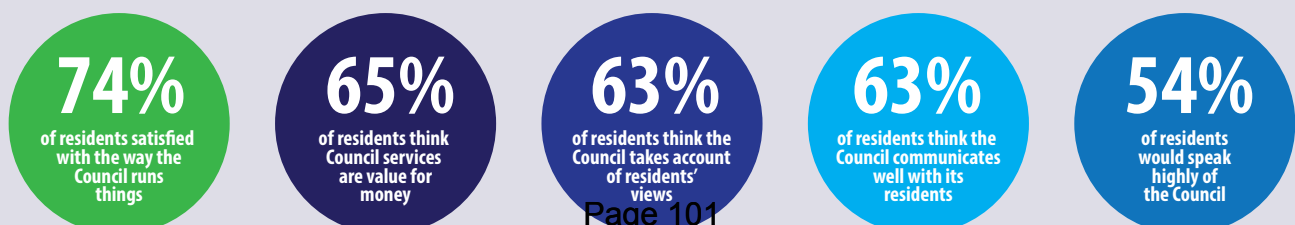
Sickness absence days per employee per year



Sickness absence days per teacher per year



Resident satisfaction in 2019/20





Find out how the Council is
performing by visiting:

**[www.west-dunbarton.gov.uk/
council/performance-and-spending](http://www.west-dunbarton.gov.uk/council/performance-and-spending)**

Email us at:

performance@west-dunbarton.gov.uk

Strategic Plan 2017/22

Year end PI report - 2019/20



A strong local economy and improved job opportunities



1.1 Increased skills for life & learning

Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Percentage of school leavers in positive and sustained destinations *		93.63%	92.4%	19/20 data will be available from the Skills Development Scotland School Leaver Destination Return (SLDR) in December 2020.	Andrew Brown
Average Total Tariff SIMD Quintile 1*		613	710	Between 2017/18 and 2018/19, Average tariff score SIMD quintile 1 has reduced by 56 to 613.	Andrew Brown
Average Total Tariff SIMD Quintile 2*		772	893	Between 2017/18 and 2018/19, Average tariff score SIMD quintile 2 has remained at 772.	Andrew Brown
Average Total Tariff SIMD Quintile 3*		986	950	Between 2017/18 and 2018/19, Average tariff score SIMD quintile 3 has increased by 146 to 986.	Andrew Brown
Average Total Tariff SIMD Quintile 4*		1,017	1,054	Between 2017/18 and 2018/19, Average tariff score SIMD quintile 4 has reduced by 102 to 1,017.	Andrew Brown
Average Total Tariff SIMD Quintile 5*		1,145	1,145	Between 2017/18 and 2018/19, Average tariff score SIMD quintile 5 has reduced by 40 to 1,145.	Andrew Brown

*Academic year 18/19 data used for all educational services measures



A strong local economy and improved job opportunities

1.2 Increased employment and training opportunities

Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Employment rate		72.6%	72%	The employment rate for 2019/20 has exceeded target .Over the course of 2019/20 Working4U contributed to this by assisting 353 people to secure employment.	Peter Barry
% of households that are workless		24.1%	22%	Working 4U has developed the Employability pipeline to support people to move from unemployment to sustained employment. Progression towards employment will be supported through the provision of training and employability skills development and access to apprenticeships.	Stephen Brooks





A strong local economy and improved job opportunities

1.3 A growing economy



Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Number of businesses given advice and assistance to start up through Business Gateway		206	200	During 2019/20, 206 start-up businesses were supported through the Business Gateway service.	Michael McGuinness
% of procurement spent on local small / medium-sized enterprises		16.8%	12%	Target exceeded. In FY2019/20, spend with small and medium-sized enterprises based in West Dunbartonshire was 16.82% and spend with small and medium-sized enterprises who have a presence in West Dunbartonshire was 19.79%. Equating to 36.61%.	Angela Wilson

Supported individuals, families and carers living independently and with dignity


2.1 More affordable and suitable housing options

Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Number of new supply social housing for rent		84	80	Target has been exceeded for 2019 this includes 10 new RSL properties and 7 buybacks (7WDC/1 RSL).	Peter Barry
Percentage of reactive repairs carried out completed right first time		92.91%	91%	Following the introduction of IHMS in December the performance rate has increased and the annual target for right first time reactive repairs has been exceeded target for 2019/20	Martin Feeney
% of council rent that was lost due to houses remaining empty		0.85%	0.88%	Target exceeded for the third consecutive year reflecting the continued success in letting long-term void properties and reducing the average duration of each void instance.	Peter Barry
% of council dwellings that meet the Scottish Housing Quality Standard		95.57%	95.9%	The percentage of council dwellings that meet the SHQS standards has fallen slightly short of the target for 2019/20 although shows significant improvement from the previous year. SHQS compliance continues to improve and work is ongoing to improve this position	Jim McAloon

Supported individuals, families and carers living independently and with dignity
2.2 Enhanced life chances




Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Percentage of Children living poverty (after housing costs)		25%	25.75%	The latest data available at April 2020 relates to the period 2017/18. The data shows there were 4832 children in West Dunbartonshire living in poverty (after housing costs) for the period 2017/18, which equates to 25%. The comparative rate for Scotland for 2017/18 is 22%.	Peter Barry; Stephen Brooks
Percentage of local people with increased or sustained income through reduced debt liability/debt management		89%	80%	Due to the continued success of Working4U working with local residents performance for 2019/20 has exceeded target and improved upon performance from the previous year.	Gina Gallacher

Supported individuals, families and carers living independently and with dignity
2.3 Improved wellbeing




Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Percentage of Households in Fuel Poverty		28%	24%	The latest data available at July 2020 is from the Scottish House Condition Survey 2018. Working 4U and West Dunbartonshire CAB continue to work together, through the Information and Advice Partnership, to address fuel poverty across West Dunbartonshire. This will complement the work being done by housing services to ensure each house in West Dunbartonshire meets or exceeds energy rating standards. The support provided by W4U/CAB is available for all residents and will consist of access to advice on appropriate tariffs, addressing and dealing with debt.	Peter Barry; Stephen Brooks

Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

3.1 Strong and active communities






Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
% of council resources directed by communities		0.42%	0.6%	Although this indicator didn't meet the target, work is ongoing to meet government targets by 2021/22.	Gillian McNeilly
Residents satisfaction with Council services overall		87%	80%	Target exceeded. While there has been some variation in year, annual resident satisfaction remains positive and has exceeded target for 2019/20 and improved significantly from the previous year.	Amanda Coulthard
% of residents who feel safe/very safe in their local community		95%	98%	The figure has been maintained since 2018/19. The team will monitor quarterly feedback from residents who report not feeling safe in their community to ensure actions are targeted on a locality or wider basis as appropriate.	Peter Barry

3.2 Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
% of residents who feel the Council communicates well with them		63%	73%	Performance has improved on previous year, however it is still adrift of target. We will continue to work to improve the position	Amanda Coulthard
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service delivery		5.4	5.4	The total score available for this measure is 7. Performance has increased over the year.	Pamela Clifford
Percentage of citizens who agree the Council listen to community views when designing and delivering services		63%	70%	Performance has improved however is slightly adrift of target. Further work will be undertaken to understand this and put in place remedial actions	Amanda Coulthard





Open, accountable & accessible local government

4.1 Equity of access for all residents





Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Percentage of council buildings in which all public areas are suitable for and accessible to disabled people		96.5%	92.5%	As a result of building reassessment progress for this indicator continues with the which represents a small increase of 0.1% from the previous year and significantly above target for 2019/20.	Craig Jardine
Percentage of citizens who are satisfied with the Council website		90%	90%	We have maintained our high satisfaction rate with our website. We have added additional functionality to the site and continually strive to improve it.	Stephen Daly
No. of transactions undertaken online		41,929	37,017	Worked with Finance to roll out a new online payments system and created more online forms with payment integration to enable citizens to self server at a time that suits them. The figures are well above the target set and above the previous year.	Stephen Daly
% of residents who report satisfaction with Council publications, reports and documents		84%	56%	Target has been exceed representing significant progress made over the last couple of years to improve resident satisfaction with Council publications, reports and documents.	Amanda Graham
% of committee agendas published within standing order timescales		100%	98.4%	All committee agendas published within standing order timescales	Peter Hessett

Efficient and effective frontline services that improve the everyday lives of residents





5.1 A continuously improving Council delivering best value

Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Percentage of income due from council tax received by the end of the year %		95.15%	95.6%	Target not met however income collected increased by £1.072m and a full review of our single person discount was carried out in 2019/20 which resulted in discounts to the value of £215,083 being removed, which is being collected by payment arrangements.	Arun Menon
Proportion of operational buildings that are suitable for their current use %		93.3%	92%	We continue to work with colleagues across various services to ensure that operational buildings is suitable for current use. This is regularly monitored and processes are in place to accommodate any changes required across the authority to ensure that the suitability for current use is achieved.	Craig Jardine
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally		33.3%	60%	Performance dropped from the previous year. Delivery plans will contain detail of improvement areas across the full suite of priorities LGBF indicators.	Amanda Coulthard
Income generated as a % of total revenue budget		12.59%	13%	Following significant increase in the net budget in 2019/20 (for eg pay awards and teachers superannuation), the total income generated reduced as a proportion of the net spend.	Gillian McNeilly

5.2 A committed and skilled workforce

Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Sickness absence days per teacher		5.46	5.4	Whilst the target has been missed, it is by a narrow margin and Teachers absence is down by 12.5% compared to 2018/19.	Alison McBride
Sickness absence days per employee (local government)		11.4	9	Whilst the target has been missed absence has still reduced compared to 2018/19.	Alison McBride
Percentage of educational establishments receiving positive inspection reports		100%	100%	Target achieved In school session 2019-20, three establishments have been inspected and had reports published, St Stephen's and Gartocharn Primary Schools and Gartocharn ELCC. All three inspections have resulted in positive inspection reports.	Laura Mason
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good		78%	75%	Target exceeded 2019 employee survey results show an increased in agreement from 70% in the previous survey	Amanda Coulthard

5.3 Sustainable & attractive local communities

Performance Indicator	2019/20			Notes & History Latest Note	Managed By
	Status	Value	Target		
Number of attendances per 1,000 population for indoor sports and leisure facilities		6,999	7,154	Due to Covid-19, all WDLT facilities suspended trading on 23 March 2020, which resulted in target being narrowly missed	John Anderson
% Residents satisfied with roads maintenance		41%	41%	Target achieved	Raymond Walsh
Street Cleanliness Index - % Clean		91.5	92.6	Whilst the target was not met, we continue to score above the national average of 90.1%.	Ian Bain
% of total household waste that is recycled		43.4%	55%	Target missed. Approximately half of all waste placed in residual bins could be recycled. Officers have met with Zero Waste Scotland with a view to undertaking a comprehensive campaign to encourage residents to recycle more and reduce the quantities of non target material/contamination. Improved information and advice will support this campaign. Future targets have been reduced to 50% in line with the national target.	Kenny Lang