

Agenda



Meeting of West Dunbartonshire Council

Date: Wednesday, 30 August 2017

Time: 17:00

Venue: Council Chambers,
Council Offices, Garshake Road, Dumbarton

Contact: Christine McCaffary
Tel: 01389 737186– christine.mccaffary@west-dunbarton.gov.uk

Dear Member

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

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

Chief Executive
Strategic Director of Transformation & Public Service Reform
Strategic Director of Regeneration, Environment & Growth
Chief Officer of West Dunbartonshire Health & Social Care Partnership

Date of issue: 18 August 2017

WEST DUNBARTONSHIRE COUNCIL

WEDNESDAY, 30 AUGUST 2017

AGENDA

1 APOLOGIES

2 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.

3 MINUTES OF PREVIOUS MEETING

7 - 21

Submit for approval as a correct record, the Minutes of meeting of West Dunbartonshire Council held on 28 June 2017.

4 OPEN FORUM

Susan Dick – 5.5 acre greenbelt status field belonging to Susan Dick earmarked for relief road routes for A82

This is a field in private ownership which I do not wish to sell or lose, I have owned it for over 20 yrs, I use it for my horses, one of which is buried there, wildlife and conservation projects and as an informal venue for children and special needs adults with no other access to countryside/wildlife or horses where they can come and help and learn about horses and help with the field itself. I intend to live there in future and run this place as a more formal venue for those with special needs or mental health issues. A lifetime's work has been poured into this field and it is needed by myself and my horses. Planning permission has been given for the equestrian buildings currently on site.

Just for information purposes and so as you all know what has been happening so far, I received a letter threatening compulsory purchase If I did not willingly sell my land – this was later retracted as was sent out prematurely and several different types of contractors have been on my land without my knowledge or permission, some have cut down tree branches, left spikes in the field, left tools behind and caused damage. They made it impossible for me to use my field at latter part of 2016 for safety reasons. These contractors were hired by west Dunbartonshire council.

I have attended meetings to discuss why I need my land and been promised all this would be taken into consideration and an indication everything was up for debate was stated by your representatives. I have also attended your public meeting/consultation at bowling hall in May despite attempts to dissuade me

from doing so. As a result of that I handed in 363 comment sheets 1 from myself and the rest from the general public asking you to consider a re-route of your planned roads, an on line petition was also handed in containing a further 225 signatures all asking the same thing. I have also provided maps of a few alternative and possibly money saving routes using other nearby ground and I know there are many other alternative routes that could be thought of which would save all of or certainly more of my land.

The latest plans I have seen from yourselves are to put 4 roads through my land splitting it into several small and practically unusable parts. This is greenbelt land currently sown as a wildflower and wildgrasses meadow and contains a large wildlife pond, several hundred trees and a foraging area. Your plans will hinder the movement of wildlife and render the remaining land more or less unusable/unsuitable for the current uses to which it is put namely wildlife/conservation/biodiversity/pony grazing and social inclusion activities for the wider community. All of these you are promoting within your council town plans and some of these reasons have been used by yourselves to protect the fields at Duntiglennan.

Question:-

Have you exhausted each and every possible other route or routes which would avoid altogether or at least not fragment this continuous piece of greenbelt land into several unusable areas?

5 GLASGOW CITY REGION CITY DEAL – UPDATE 23 - 32

Submit report by the Strategic Lead – Regeneration on the progress with the implementation of the Glasgow City Region, City Deal and Council's City Deal project.

6 EQUAL PAY To follow

Submit report by the Strategic Lead – People & Technology on the above.

**7 GENERAL SERVICES – BUDGETARY CONTROL REPORT To follow
PERIOD 4**

Submit report by the Strategic Lead – Resources on the progress of both the General Services revenue budget 2016/17 and the approved capital programme.

8/

**8 HOUSING REVENUE ACCOUNT – BUDGETARY CONTROL To follow
REPORT – PERIOD 4**

Submit report by the Strategic Director – Regeneration, Environment & Growth providing an update on the financial performance of the HRA revenue and capital budgets.

9 TREASURY MANAGEMENT ANNUAL REPORT 2016/17 33 - 45

Submit report by the Strategic Lead – Resources providing an update on treasury management during 2016/17.

**10 ANNUAL REPORT AND YEAR-END PERFORMANCE 47 - 92
2016/17**

Submit report by the Strategic Lead – Communications, Culture & Communities summarising: (i) the Council's progress in meeting strategic priorities and objectives; and (ii) the year end performance.

11 AUTOMATIC EXTERNAL DEFIBRILLATORS (AED) 93 - 98

Submit report by Strategic Lead – People & Technology providing an update on the current provision of AEDs across West Dunbartonshire.

12 CLYDEBANK COMMUNITY SPORTS HUB – UPDATE 99 - 117

Submit report by the Strategic Lead – Environment & Neighbourhood providing an update on the progress of the delivery of the Clydebank Community Sports Hub.

13 NOTICES OF MOTION

(a) Motion by Councillor Jonathan McColl – Universal Credit (CAB Led Strategy)

Council notes that Universal Credit will be rolled out in August by the UK Department for Work and Pensions.

Among the numerous issues with Universal Credit, Council further notes that in an effort to reduce footfall at their diminishing Job Centre Plus public office estate, the DWP will be requiring scores of claimants to maintain their benefits

online on a regular basis; many of these individuals will not have easy access to the internet.

West Dunbartonshire Citizen's Advice Bureau are keen to lead in the development of a cross agency strategy to ensure that West Dunbartonshire's statutory and 3rd sector bodies are able to work cohesively and respond effectively to the needs of our residents who will be adversely affected by these changes.

Council agrees to work with WDCAB (the lead organisation), the Independent Resource Centre, WDCVS and other appropriate bodies to develop the strategy. Officers should use the monthly members' briefings to keep members informed as the strategy develops, and reports should be brought to Council for decisions as required.

WEST DUNBARTONSHIRE COUNCIL

At the Meeting of West Dunbartonshire Council held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 28 June 2017 at 5.00 p.m.

Present: Provost William Hendrie, Bailie Denis Agnew, Councillors Jim Bolland, 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, 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; Peter Hissett, Strategic Lead – Regulatory; Stephen West, Strategic Lead – Resources; Peter Barry, Strategic Lead – Housing & Employability; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Victoria Rogers, Strategic Lead – People & Transformation; Jim McAloon, Strategic Lead – Regeneration; Ronnie Dinnie, Strategic Lead – Environment & Neighbourhood; Laura Mason, Chief Education Officer; Jackie Irvine, Chief Social Work Officer; Gillian McNeilly, Finance Manager; and Christine McCaffary, Senior Democratic Services Officer.

Apology: An apology for absence was intimated on behalf of Councillor John Mooney.

Also Attending: Ms Zahrah Mahmood, Senior Auditor, Audit Scotland.

Provost William Hendrie in the Chair

TWO MINUTE SILENCE

Having heard Provost Hendrie, the Council observed a two minute silence as a mark of respect for those who had died in recent tragic events across the UK and for a local boy, Aaron Keenan.

URGENT ITEMS OF BUSINESS

Councillor McBride advised that he had an urgent item of business concerning cuts to the GP Out-of-Hours service at the Vale of Leven Hospital.

The Provost advised that he was aware of 3 proposed urgent items of business, however in accordance with Standing Order 7 he was not of the opinion that any of them were urgent and therefore did not agree to any of the 3 items being considered by Council.

Having heard the Strategic Lead – Regulatory clarify the Standing Order, Councillor McBride proceeded to read the terms of his motion concerning the GP Out-of-Hours service at the Vale of Leven Hospital.

Councillor Rooney then read the terms of his proposed items of business concerning Singer Station – Dalmonach Reading Room and Armed Forces Day 2017.

DECLARATIONS OF INTEREST

Councillor Jonathan McColl declared an interest in Item 15(e) – Motion by Councillor Rooney – Equal Pay, stating that he would leave the meeting during its consideration.

Councillor Caroline McAllister declared a financial interest in Item 15(c) – Motion by Councillor David McBride – Our Lady and St Patrick's High School – Transport Commitment.

MINUTES OF PREVIOUS MEETING

The Minutes of the Statutory Meeting of West Dunbartonshire Council held on 17 May 2017 were submitted and approved as a correct record.

REQUEST FOR DEPUTATION – CLOSURE OF SOCIAL WORK OFFICE IN ALEXANDRIA

In accordance with Standing Order 17 the Council agreed to hear a deputation from Ms Helen Short in connection with the above.

Provost Hendrie invited Ms Short forward to join the meeting. Ms Short advised the Council that she had gathered a petition of support asking the Council to reconsider the decision to close the Social Work Office in Alexandria, and she then spoke in connection with the matter.

The Provost thanked Ms Short for her contribution and she returned to the public gallery.

VARIATION TO THE ORDER OF BUSINESS

The Provost advised that the order of business would be varied, and Item 14 – Office Rationalisation Programme – Alexandria Social Work Office would be considered at this point in the meeting.

OFFICE RATIONALISATION PROGRAMME – ALEXANDRIA SOCIAL WORK OFFICE

A report was submitted by Chief Social Work Officer outlining the strategic case and rationale for moving the current Children and Families Social Work Under 12's team from Church Street, Alexandria to Aurora House in Clydebank.

Councillor McNair, seconded by Councillor Rooney moved:-

This Council notes the report from the Chief Social Work Officer, and welcomes elected members receiving information on the proposed closure of the Church Street office in Alexandria.

Council agrees that elected members should always be involved in decisions of this nature after taking advice from council officers, consulting our trade unions, and listening to the views of our constituents.

Council therefore agrees to instruct the Chief Executive to conduct a meaningful consultation with the trade unions, staff and local service users, and report back to Council on the views and comments received.

This Council also notes with concern the comments from the Chief Social Work Officer (at section 4.1 of the report) that in the last 18 months there has been a noticeable rise in the number of child protection and welfare referrals.

The Chief Social Work Officer is instructed to quantify the exact rise in these types of referrals over this period, the reasons for the referral, and the most likely cause for this increase. This report should be included on the same agenda as the consultation feedback.

This Council takes the welfare of children and families very seriously and requires the fullest possible information to safeguard the decisions we make in the delivery of services. Council will carefully consider the above reports and give further direction to officers when the reports are presented to Council.

Following a question from the Provost, Councillor Rooney confirmed that he was in agreement to his motion - Item 15(f) – Office Rationalisation Plans being withdrawn.

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

Council agrees to rescind the proposal to close the Alexandria Social Work office. This is a key vital service that needs to be kept close to the Communities it serves. Officers advise there will be a financial cost of initially approx. £44,000 per annum with costs projected to average £63,000 per annum over a 40 year period. There will also be an approx. cost to the Council of £7,063 per year, for 2 years, for additional travelling costs for staff. Clients will be required to meet their own travel costs which is unacceptable. If there is a financial impact then this year any shortfall should be taken from reserves and any future shortfall should be dealt with through the budget setting process for 2018/2019 and beyond.

The Chief Social Work Officer was then heard in answer to Members' questions.

On a vote being taken 1 member voted for the amendment, and 20 for the motion which was accordingly carried.

GLASGOW CITY REGION CITY DEAL – UPDATE

A report was submitted by the Strategic Lead – Regeneration on progress with the implementation of the Glasgow City Region, City Deal and the Council's City project.

After discussion and having heard officers in answer to Members' questions, the Council agreed to note the progress of the Glasgow City Region City Deal and the Council's project for the Exxon site.

DRAFT STATEMENT OF ACCOUNTS 2016/17

A report was submitted by the Strategic Lead - Resources providing a copy of the draft Annual Accounts for 2016/17 and highlighting matters of interest.

The Council agreed:-

- (a) 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 audit of the accounts undertaken by the Council's external auditors;
- (b) subject to the proposed Committee timetable being approved later in this meeting, to delegate authority to the Audit and Performance Review Committee to formally approve the audited accounts in September 2017, prior to submission to the Accounts Commission by 30 September 2017;
- (c) to note that a report on the audited accounts will be submitted to Council in October 2017; and
- (c) to note the attached proposed 2018/19 budget timetable.

LOCAL SCRUTINY PLAN 2017-18

A report was submitted by the Chief Executive providing information on the Local Scrutiny Plan for 2017-18 which had recently been published by Audit Scotland. After discussion and having heard officers in further explanation of the report and in answer to Members' questions, the Council agreed to note the Local Scrutiny Plan for 2017-18 and the Council's planned actions related to the issues highlighted therein which aim to mitigate these issues.

WINTER MAINTENANCE PAYMENTS

A report was submitted by the Strategic Lead – Resources providing information regarding a recent Internal Audit Report on winter maintenance payments.

Councillor McLaren, seconded by Councillor McColl, moved:-

That Council agrees to note the contents of the report.

Councillor Bolla moved an amendment which failed to obtain a seconder.

VACANCIES ON COMMITTEES AND OTHER BODIES

A report was submitted by the Strategic Lead – Regulatory advising of the outstanding vacancies on committees, working groups, joint boards/committees and outside bodies.

Councillor McColl moved:-

Council agrees that unfilled vacancies will now be available for any non-SNP Councillor to fill. Members (or Group Leaders/Secretaries on behalf of their members) are invited to fill these vacancies on a first come first serve basis. The SNP will not overload committees etc., with our members and therefore, should no expressions of interest be received, these positions will remain vacant until such time as an opposition member wishes to fill them.

Council further agrees that following a request for Clydebank Housing Association for their Council nominated members to comprise 1 SNP and 1 Labour, Council notes that Cllr McNair has withdrawn her nomination to this body and invites Labour to appoint a representative by notifying Committee Admin in the usual manner.

The Council agreed to approve the above motion.

COMMUNICATIONS, MUSEUMS AND CULTURAL DEVELOPMENT COMMITTEE – PROPOSED REMIT AND REVISIONS TO STANDING ORDERS

A report was submitted by the Strategic Lead – Regulatory seeking approval of a proposed remit and delegation of powers to the Communications, Museums and Cultural Development Committee and subsequent revisions to Standing Orders.

After discussion the Council agreed:-

- (1) to approve the remit and delegated powers of the Communications, Museums and Cultural Development Committee as detailed in the Appendix to the report; and
- (2) to note that the Strategic Lead – Regulatory would revise Standing Orders to take account of any changes required following decisions taken at the Statutory Meeting of Council on 17 May 2017 and at this meeting.

COMMITTEE TIMETABLE – AUGUST to DECEMBER 2017

A report was submitted by the Strategic Lead – Regulatory seeking approval of a committee timetable for the period from August to December 2017.

After discussion, the Council agreed to approve the Committee timetable, as shown as an Appendix to these minutes.

ELECTED MEMBER SEMINAR PROGRAMME 2017/18

A report was submitted by the Strategic Lead – People and Technology seeking approval of the proposed format for the Elected Member Seminar programme for 2017/18.

The Council agreed the proposed format for Elected Member Development programme for the term 2017/18.

NOTICES OF MOTION

(a) Motion by Councillor Jim Bollan - Closure of Alexandria and Dumbarton Social Work Offices

Councillor Bollan's motion did not require to be considered at this point, having already been moved as an amendment in connection with earlier item of business, namely Office Rationalisation Programme – Alexandria Social Work Office.

(b) Motion by Bailie Denis Agnew – Lisbon Lions

Bailie Agnew, seconded by Councillor Bollan moved:-

This Council recognises the immense achievement for the Celtic football team in May 1967 to be the first British team to win the European Cup.

This achievement brought global recognition from a home grown group of young men at the peak of their performance. Sadly, almost half of the original Lisbon Lions team have passed away. However, the remaining individuals from that group (Jim Clark, John Craig, Willie Wallace, Billy McNeil, Stevie Chalmers, Bobby Lennox and Bertie Auld) are still with us and I would propose that this Council recognises their and their former teammates' achievement by holding a ceremony at some future date to confer this Freemanship of West Dunbartonshire on the surviving Lisbon Lions. The costs will be met from unearmarked reserves.

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

Council congratulates Celtic FC in the 50th anniversary year of their historic win over Inter Milan in the European Cup final, on 25th May 1967. This was a magnificent achievement for a football club with all of its players living within a 30-mile radius of its home ground, Parkhead.

Council notes that it was the first Scottish and indeed British team to win this trophy, and believes that, for Scottish and British football, the Lisbon Lions set a standard that is unlikely to be matched by a solely home-grown club again.

Council thanks Bailie Agnew for his well-meaning motion and agrees that it is right and proper for us to formally recognise the Lisbon Lions' achievement on this milestone 50th anniversary year. However given there is no direct local connection to West Dunbartonshire, we do not feel it would be appropriate to hold a Freeman Ceremony or Civic Reception."

Following debate and at the request of Bailie Agnew, the Council agreed to proceed by way of a roll call vote.

On a vote being taken 12 Members, namely Provost Hendrie and Councillors Bollan, Brown, Conaghan, Dickson, Docherty, Finn, Lennie, Caroline McAllister, McColl, McLaren and McNair voted for the amendment, 3 Members voted for the motion, namely Bailie Agnew and Councillors Millar and O'Neill and 6 Members abstained from voting, namely Councillors Casey, Douglas McAllister, McBride, Page, Rooney and Walker.

The amendment was accordingly carried.

(c) Motion by Councillor David McBride – Our Lady and St Patrick’s High School – Transport Commitment

Councillor McBride moved:-

This Council eagerly awaits the opening of the fantastic new OLSP building in Bellsmyre later this year.

When the new built OLSP opens we will all be proud to note that every secondary pupil in West Dunbartonshire including those in the new Kilpatrick Secondary will be taught in a modern fit for purpose school with first class facilities for learning and sport.

OLSP is an excellent school and its current location in Castlehill has served the community well over many years.

This Council notes current and past pupils from Bellsmyre have been entitled to free bus travel for all journeys over the qualifying 2 miles, while the National entitlement for free school transport for secondary pupils is currently 3 miles.

Council, therefore, believes that it would be unfair if pupils making the opposite journey from Dumbarton West to Bellsmyre were denied free transport under similar terms.

Therefore we agree the 2-mile qualification for school transport must remain unchanged and not presented as a budget cut in the lifetime of the current elected Council and remains protected until at least May 2022.

The Council agreed to approve the above motion.

(d) Motion by Councillor Daniel Lennie - £12m District Heating System at Queens Quay in Clydebank

Councillor Lennie moved:-

This Council congratulates the Chief Executive and her staff for the successful match-funding bid for £6m of funding from the Scottish Governments “Low Carbon Innovation Transition Programme.”

The decision to commit £6m of capital and submit a bid last October has been fully vindicated.

This Council wants to build on this success and reduce energy poverty in the area and is very keen to maximise the benefit of the current District Heating System investment project so that residents in Dalmuir and Mountblow also benefit from this.

Therefore the Council asks the Chief Executive to explore other opportunities for rolling out the district heating initiative across the whole authority and to come back with options and costings to a future Council meeting.

Background Information

1. The Council agreed to submit a bid for match funding towards a £12m District Heating System at Queens Quay in Clydebank at a Special meeting of West Dunbartonshire Council on Wednesday 24th November.
2. Phase one of the development will be the construction of a plant on Queens Quay that would provide energy for all of the public facilities on the development site such as the new leisure centres, the Councils new office block Aurora House, the new Clydebank Health Centre, the new Clydebank Residential Care Home and Day Care Centre.
3. In addition, the facility would be able to provide energy to Clydebank College, Clydebank Town Hall, Clydebank Library local businesses and around 1,200 homes planned for the Queens Quay site.
4. Phase two would see the potential extension to the Clyde Regional Shopping Centre and the planned development at the existing Playdrome site. The plans would also see an extension up to the Golden Jubilee Hospital and to housing beyond in Dalmuir, Mountblow and beyond.
5. As well as reducing the Councils carbon footprint, the business plan would result in income from surplus energy sales.

The Council agreed to approve the above motion.

Note: Having declared an interest earlier in the meeting, Councillor McColl left prior to discussion of the next item.

(e) Motion by Councillor Martin Rooney – Equal Pay

Councillor Rooney, seconded by Councillor Bollan moved:-

This Council is concerned that despite the imposed settlement by the previous SNP Administration it appears that many female workers are still subject to unequal treatment.

The Council notes that all elected members received a letter from a female member of staff dated 6th June, that she along with some of her fellow colleagues, have been discriminated against by West Dunbartonshire Council over equal pay.

The Council is currently in the process of making individual offers to historical claimants i.e. those with outstanding claims lodged at Employment Tribunal.

The Council's approach is that those individuals with valid claims at Tribunal are being made offers in accordance with the agreement reached with claimants' representatives. However, in the absence of any legal justification, those without claims at Employment Tribunal or those with invalid claims will be excluded from any such offer.

This Council believes that addressing the historic inequality is a moral responsibility and that every effort should be used to made to ensure that all female staff that had instigated a claim through their trade union should be entitled to the same compensation as other colleagues.

This Council therefore calls on the Chief Executive to review the claims process with a view to identifying individuals that have lost out.

The Chief Executive is requested to bring forward a report identifying the numbers of staff and the cost implications to the next Council meeting for decision.

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

This Council notes that under the previous SNP administration Council commenced the process of addressing inequality faced by employees in the workplace.

The Council's approach as agreed with individual's representatives is to make offers to those with valid claims in accordance with the agreement reached.

This Council believes that addressing the historic inequality is a moral responsibility they are discharging within the legal constraints of an evolving law.

Indeed the responsibility for resolving the historic pay inequality was a collective one and the council fully discharged its duties in this respect in 2009.

This Council therefore calls on the Chief Executive to make contact with every affected employee that the council is aware of, to advise them to seek counsel from their representatives in accordance with the agreements in place.

ADJOURNMENT

Following a request from Bailie Agnew, Council agreed to an adjournment of 10 minutes.

The meeting resumed at 8.26 p.m. with all those Members noted in the sederunt present, with the exception of Councillor McColl.

Following discussion, Councillor Caroline McAllister advised that having heard Councillor Rooney in clarification of his motion she now wished to withdraw her amendment and agree to a report being brought back to a future meeting of Council.

Having heard the Strategic Lead – Regulatory, the Council agreed to the withdrawal of the amendment and accordingly Councillor Rooney's motion was approved.

SUSPENSION OF STANDING ORDERS

At this point Councillor Douglas McAllister moved the suspension of Standing Order 6(c) to allow the remaining business on the agenda to be considered beyond 8.30 p.m. The Council agreed accordingly.

(f) Motion by Councillor Martin Rooney – Office Rationalisation Plans

Councillor Rooney's motion did not require to be considered at this point, having been withdrawn by him earlier in the meeting.

(g) Motion by Councillor Lawrence O'Neill – Clydebank Football Club

This Council recognises and congratulates Clydebank FC Under 19s on their recent success in winning the SYFA Inspire Scottish Cup under the stewardship of Manager Scott Carson, Head Coach Paul Mooney and the other staff involved as well as the players for their fantastic run throughout the Competition as well as the fact that many of them are still able to represent Clydebank FC at that age group next season.

Further recognises the achievements of the Senior Clydebank FC in gaining promotion to the top-tier of SJFA West Region Super League, Premier Division and the contribution made by the directors, staff & players of Clydebank FC on this great achievement and the impact that it will have on the Town.

Full Council also wishes to formally thank former Clydebank FC Chairman, Gordon Robertson, for his efforts over the last 14 years to keep the Club's name going as both Chairman, Coach and stand-in manager on occasion and wishes him well now that he has decided to pull the tracksuit back on and assist former Clydebank FC stalwart, Budgie McGhie, at Kilbirnie Ladeside FC next season.

In recognising the achievements of both teams, Council honours the commitment made by Provost Emeritus Councillor Douglas McAllister before the end of his term to formally recognise them with a Civic Reception (paid

from the Provost's Civic Hospitality Fund agreed at last Full Council) and wishes to extend that invitation to Gordon in recognition of his determination and efforts on behalf of the Club and the Town.

The Council agreed to approve the above motion.

VALEDICTORY – KEITH REDPATH

Councillor Casey informed the Council that Keith Redpath, Chief Officer, West Dunbartonshire Health & Social Care Partnership would be retiring at the end of July 2017.

Councillor Casey remarked that Mr Redpath had been an excellent Chief Officer and had given her invaluable support in her roles of Convener and NHS Board member. Commending his hard work, dedication and commitment over the years she wished him well in his retirement.

The Council concurred.

The meeting closed at 8.29 p.m.

COMMITTEE TIMETABLE – AUGUST to DECEMBER 2017

MONTH/YEAR	DAY	DATE	TIME	MEETING
August 2017	Wednesday	2 nd	10 am	Planning Committee
	Wednesday	9 th	10 am	Housing & Communities Committee
			2 pm	Community Alliance
	Wednesday	16 th	10am	Infrastructure, Regeneration & Economic Development Committee
			2 pm	Licensing Committee
	Wednesday	23 rd	10 am	Corporate Services Committee
			2 pm	WD Health & Social Care Partnership Board ^(note 1)
	Thursday	24 th	9.30 am	Appeals Committee
	Wednesday	30 th	5 pm	West Dunbartonshire Council
September 2017	Tuesday	5 th	2 pm	Local Negotiating Committee for Teachers (LNCT) ^(note 1)
	Wednesday	6 th	10 am	Planning Committee
			2 pm	Educational Services Committee
	Wednesday	13 th	10 am	Communications, Museums & Cultural Development Committee
	Thursday	14 th	2 pm	Joint Consultative Forum ^(note 2)
	Tuesday	19 th	10 am	Licensing Board ^(note 1)
	Wednesday	20 th	10 am	Community Planning West Dunbartonshire Management Board ^(note 2)
			2 pm	WD Health & Social Care Partnership Board – Audit Committee ^(note 2)
	Wednesday	27 th	10 am	Audit & Performance Review Committee
	Thursday	28 th	9.30 am	Appeals Committee
October 2017	Wednesday	4 th	10 am	Planning Committee
	Wednesday	11 th	10 am	Licensing Committee
	Wednesday	18 th		RECESS
	Wednesday	25 th	5 pm	West Dunbartonshire Council
	Thursday	26 th	9.30 am	Appeals Committee
November 2017	Wednesday	1 st	10 am	Housing & Communities Committee
	Wednesday	8 th	2 pm	Community Alliance
	Wednesday	15 th	10 am	Planning Committee
	Wednesday	22 nd	10 am	Infrastructure, Regeneration & Economic Development Committee
			2 pm	WD Health & Social Care Partnership Board ^(note 1)
	Wednesday	29 th	2 pm	Corporate Services Committee

	Thursday	30 th	9.30 am	Appeals Committee
December 2017	Tuesday	5 th	2 pm	Local Negotiating Committee for Teachers (LNCT) ^(note 2)
	Wednesday	6 th	10 am	Licensing Committee
			2 pm	Educational Services Committee
	Thursday	7 th	2 pm	Joint Consultative Forum (JCF) ^(note 2)
	Tuesday	12 th	10 am	Licensing Board ^(note 1)
	Wednesday	13 th	10 am	Audit & Performance Review Committee
			2pm	WD Health & Social Care Partnership Board – Audit Committee ^(note 2)
	Wednesday	20 th	10 am	Planning Committee
			5 pm	West Dunbartonshire Council
February 2018	Wednesday	21 st	5 pm	West Dunbartonshire Council (budget setting)

^(note 1) - These committees agree their own meeting timetable. These dates have already been agreed.

^(note 2) - These committees agree their own meeting timetable. Dates given above are suggestions only.

CALENDAR OF DATES – August to December 2017

<u>Appeals Committee</u> 24 August 2017 28 September 2017 26 October 2017 30 November 2017	<u>Audit & Performance Review Committee</u> 27 September 2017 13 December 2017	<u>Communications, Museums & Cultural Development Committee</u> 13 September 2017	<u>Community Alliance</u> 9 August 2017 8 November 2017	<u>Community Planning West Dunbartonshire</u> 20 September 2017	<u>Corporate Services Committee</u> 23 August 2017 29 November 2017
<u>Educational Services Committee</u> 6 September 2017 6 December 2017	<u>Housing & Communities Committee</u> 9 August 2017 1 November 2017	<u>Infrastructure, Regeneration & Economic Development Committee</u> 16 August 2017 22 November 2017	<u>Joint Consultative Forum</u> 14 September 2017 7 December 2017	<u>Licensing Board</u> 19 September 2017* 12 December 2017*	<u>Licensing Committee</u> 16 August 2017 11 October 2017 6 December 2017
<u>Local Negotiating Committee for Teachers</u> 5 September 2017 5 December 2017	<u>Planning Committee</u> 2 August 2017 6 September 2017 4 October 2017 15 November 2017 20 December 2017 Tendering will meet immediately before (when required)	<u>West Dunbartonshire Health & Social Care Partnership Board</u> 23 August 2017* 22 November 2017*	<u>West Dunbartonshire Health & Social Care Partnership – Audit Committee</u> 20 September 2017 13 December 2017	<u>West Dunbartonshire Council</u> 30 August 2017 25 October 2017 20 December 2017 21 Feb 2018 (budget)	

* dates already agreed

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead for Regeneration Council: 30 August 2017

Subject: Glasgow City Region City Deal – Update

1. Purpose

- 1.1** To note the progress with the implementation of the Glasgow City Region, City Deal and the Council's City Deal project.

2. Recommendations

- 2.1** It is recommended that Council:

- i) notes the progress of the Glasgow City Region City Deal;
- ii) notes progress with the Council's project for the Exxon site; and
- iii) notes that discussions have taken place at the City Deal Cabinet concerning educational improvement and collaborative regional structures for the governance of Education. This will be the subject of a separate report to Council.

3. Background

- 3.1** The Glasgow City Region City Deal Infrastructure programme equates to £1.13bn of investment for over 20 projects over a ten year period. These projects are progressing and have reached various stages from Strategic, Outline and Full Business cases stages of approval.
- 3.2** The Outline Business Case (OBC) for the Exxon site project was approved at Council on 22 February 2017 and at the City Region Cabinet on 11 April 2017. Work continues towards development of the Final Business Case due in December 2019.

4. Main Issues

- 4.1** With approval granted by the City Deal Cabinet the Council will now progress the OBC as approved to a Final Business Case (FBC) due for completion in December 2019. The maximum budget available for the production of the FBC is £2.948m.
- 4.2** Significant progress has been made towards conclusion of the Heads of Terms with Exxon, which will define scope of the final Terms and Conditions for any acquisition of the land. Some detail around future use and rights over the land remain to be resolved however recent discussions have identified possible solutions which are being investigated by both parties with the next meeting planned for 30 August 2017.

5. Glasgow City Region Programme Updates

5.1 The following project was approved by the City Deal Cabinet on 13 August 2017: Renfrewshire Council – Youth Gateway Project - Full Business Case

- (i) This project is led By Renfrewshire Council on behalf of the City Region. The central benefits of the project are linked to the overall targets of working with 15,000 unemployed young people across the City Region and helping at least 5,000 of these into sustained work.
- (ii) The Business Case was considered by the Chief Executives' Group on 24th May 2017 when it was agreed that it be submitted to Cabinet for approval.
- (iii) Cabinet agreed that Renfrewshire Council be invited to proceed to lead on the continued delivery and monitoring of the project, in conjunction with all Member Authorities, as set out in the business case and that there is no additional funding requirement for this project and it is being delivered from Member Authorities existing budgets as set out in the business case.
- (iv) The Council element of this project is to support 780 young people, assist 260 of them into sustained work and deliver within a budget allocation of £0.78m from the £15m city region budget.

5.2 The City Deal Cabinet considered a report on educational improvement and collaborative regional structures for the governance of Education and agreed that the proposals in the report should be taken to individual Councils. This matter is the subject of a separate report to Council.

5.3 A new Director of Regional Economic Growth has now been appointed along with the lead officer for the Information Hub. The three secondees to support the eight portfolio holders across the City Region are currently being recruited.

5.3 National Evaluation Panel

5.3.1 The National Evaluation Panel has been put in place by the UK Government to oversee all City Deals. SQW Limited has been appointed to operate and oversee the National Panel's activities. It is anticipated that the locality evaluation plan will be developed by September 2017 and implementation progressed subsequently. The Programme Management Office (PMO) circulated details of the proposed national evaluation framework, developed by the National Panel, to the Lead Officers group in May 2017. Representatives of the Commission have met with the Consultants supporting the national evaluation panel on a number of occasions over recent weeks to feed into the process.

- 5.3.2** The PMO is organising a workshop for the Chief Executives Group to take place in late August 2017 with representatives of the National Panel and the Commission on Economic Growth to discuss the approach and requirements of the first gateway review in May 2019.

5.4 Commission on Economic Growth

- 5.4.1** The Commission met on 15 June 2017 to discuss the emerging national and locality evaluation framework. The Commission discussed issues around the locality framework and the particular monitoring and evaluation requirements. These would be raised by the Commission with the consultants supporting the National Panel. The Commission provided comments on the draft project outputs prepared by the City Deal PMO prior to their approval by the Chief Executive Group on 21 June 2017.

5.5 Finance Group Update

- 5.5.1** Work on the revision of the Assurance Framework is ongoing and is now expected to be reported to the September 2017 Chief Executives' meeting. Linked to this is the work to revise the Business Case guidance to meet the Governments' requirements - also expected to be ready for the September 2017 Chief Executives' meeting. Subsequent to this, these will be taken to Cabinet for approval.
- 5.5.2** The PMO are in discussion with the Scottish Government to finalise the terms of the 2017/18 grant letter in relation to the Infrastructure Funds; this is expected to be finalised imminently.
- 5.5.3** The first gateway review is in May 2019. This gateway is a financial check on progress and will consider the level of actual spend incurred at the time of the gateway check compared to the initial estimates. As has been reported previously spend so far on the infrastructure projects has been behind the original schedule and there is a risk that this continues up to the gateway date and therefore there is a risk around release of all or part of the grant funding from Scottish and UK Governments. At this stage it is not clear as to what the extent of such a risk is, as the gateway test has not yet been defined.
- 5.5.4** The National Evaluation Framework, against which all UK City Deal infrastructure programmes will be tested by the National Panel, is currently being finalised. In addition a Local Evaluation Framework is being developed for Glasgow City Region. This will be developed with independent input from the Commission on Economic Growth. The emerging Local Evaluation Framework will also be discussed at the workshop session scheduled for after the Chief Executives' Group meeting on 30 August 2017.
- 5.5.5** Expenditure of the Council's £1.198m budget is anticipated in 2017/18 and at this stage is on target.

5.6 Labour Market Working Group (LMG) Update

- 5.6.1** The City Deal ESA Support Programme (Working Matters) is designed to support customers to develop a strategy and the relevant skills to secure sustained employment and to become more resilient within the labour market. The programme across the Council commenced in August 2015 and has supported 99 customers to date. Significant barriers to opportunity face customers with 75 reporting mental health issues; 50 long term physical illness/condition; 31 have a disability; 43 have no qualifications; 73 come from jobless households and 89 are long term unemployed.
- 5.6.2** The programme is built around a key worker model of delivery which facilitates action planning; confidence building and support activities, bespoke to individual customer needs. Support activities include stress management and mindfulness. The first referrals have been made to Work Connect who through a Working Agreement now provides a Condition Management Service for those reporting mental health issues as a barrier to employment.
- 5.6.3** As the service develops customers have been supported to gain industry specific certificates and have undertaken Working4U Learning's certificated courses. A 10 week bespoke Working Matters Flexible Options programme has been developed to enhance their job readiness by providing more in-depth workshops whilst still focussing on their wellbeing. Of the 99 engaging customers 82 have participated in work skills and barrier removal including permitted work and three have secured employment within the Social Care and Administration sectors. The keyworker model provides ongoing in-work support to ensure sustained success.
- 5.6.4.** A Health and Wellbeing Event in June 2017 attracted 45 people, providing an opportunity for customers to promote the benefits of the programme, highlighting their progress to date. Work also continues with our City Region partners to report on progress and share practice, recent visits include Glasgow and Renfrewshire Working Matters programme staff.

6. West Dunbartonshire Council City Deal Project

- 6.1** The Council City Deal project for the Exxon site has funding of £27.897m. The project has progressed through Outline Business Case stage and work is progressing on the development of the Final Business Case for December 2019.
- 6.2** The Council will, when considering the transfer of land, be provided with all relevant, interpreted and verified information needed to determine whether to acquire the site and further will, through the statutory processes that follow or precede any such acquisition (i.e. the planning process), be given requisite information to make an appropriate decision, including conditions to be applied.

- 6.3** Documentation provided exclusively to Environmental Services acting as regulator voluntarily is exempt from disclosure in terms of Regulation 10(5)(f) of the Environmental Information (Scotland) Regulations 2004. This protection is intended to encourage the voluntary sharing of information with the regulator with a view to ensuring all parties have the fullest possible information to allow informed decision making. on land which may, to whatever extent, require remediation..
- 6.4** It is considered that a decision to release the information beyond the Regulatory Services section, which is qualified to consider the data, would dissuade not only Exxon but also other landowners from adopting such a co-operative approach to the development of solutions, and will damage the Council's ability to have early and fruitful discussions with some landowners, without providing any meaningful benefit.
- 6.5** The Pre-Application Notice (PAN) consultation event took place at Bowling Town Hall on 5th and 6th May 2017. The PAN consultation feedback report will be presented as part of the planning process, however a number of elements will be of interest to the Council.
- 6.6** The PAN consultation event attracted 52 participants and 223 questionnaires were completed and returned in total with 93% living in the local area. There were a number of positive supporting comments including:
- *Welcome proposal for the area which is long overdue. It will be of huge benefit to the entire community;*
 - *It will be an improvement to the village and surrounding area;*
 - *The area has to be progressive and forward thinking;*
 - *Welcome jobs for local people;*
 - *Wish it had been done years ago; and*
 - *It will really benefit residents in Bowling and Milton.*
- Comments not supporting the development included the following:
- *Proposals are not well thought out. The access roads will cause more delays;*
 - *The development is not needed. There are vacant premises for these types of development already on other sites locally; and*
 - *Not an appropriate location for storage and industrial units particularly beside a Charles Rennie Mackintosh building.*
- 6.7** 83% of respondents did not support the development with the principal reason for not supporting (73%) being related to the access road going through a 3rd Party owned land currently utilised for horses. A petition related to this third party land entitled 'Save our Field' had 234 online signatures and 184 separately signed petition sheets were handed in at the event.

- 6.8** The PAN consultation has highlighted a number of main issues in consideration of development of the masterplan including:
- Review of the western access to further consider other options for:
 - access through 3rd Party land including land used for horses; and
 - access and egress to properties north of the A82 at Milton.
 - Amendment of the Masterplan to include an extension of the proposed footpath from Dunglass Castle towards Bowling train station.
 - Consideration of options for enhancing Dunglass Castle.
- 6.9** In terms of engagement with the 3rd Party landowners the Council has engaged extensively with all landowners related to the Exxon Development. The position for a number of the landowners is very positive and they appreciate the improvements being pursued through this development, however there are still landowners who have concerns with the development. The current position with each Landowner is as follows:
- **Arnold Clark**
This party has recently engaged and had the overall scheme explained to their property personnel and local management. As a result both divisions of the organisation appreciate the advantages in the overall project and of being inclusive and wish to continue a dialogue and engage in negotiations regarding the acquisition by the Council of any land required to complete the development.
 - **J & H Filshie and Family**
This party own 3 tranches of property two to the north of the A82 and one to the south of the new distributor road through the Exxon site. The two properties to the north comprise the Milton Inn and the Filshie Fabrication works and are affected by the road proposal. The site to the south is unaffected by the proposals. Meetings have been conducted with all representatives of the family and they are keen to discuss how their access to and from the A82 can be improved and solutions to existing access issues can be mitigated.
 - **Susan Dick**
Ms Dick has had meetings with senior officers of the Council and representatives of the design team to explore and explain the design process and the various options that were considered in arriving at the solution that is currently proposed. These meetings have included discussions during the PAN process. The party has expressed her opposition to the project and is not inclined to engage in further discussion towards the acquisition of the land required to complete the development. The party currently has an online campaign in opposition to the acquisition.
 - **Chivas Brothers Limited**
This party have fully engaged with the Council from the outset of discussions and provided the proposals do not affect their current bonded stores they are happy to negotiate a settlement. To facilitate

further discussions the company has appointed property agents to advise them on their rights and a positive initial meeting with their representatives has taken place.

- William Thompson & Son (Dumbarton) Limited.
Meetings between Council officers and representatives of the design team have taken place to ensure that the access to the quarry operation at the Dunglass roundabout interchange is improved and allowances are made for the future expansion and development in the area. The company have confirmed that they are happy to continue this dialogue with a view to negotiating the acquisition of appropriate rights by the Council.

- 6.10** The key concern from the PAN event was in relation to the access through the 3rd party land currently owned by Ms Dick. From the very early design concepts of providing a relief road for the A82 dating back to 2011 a number of options have been considered and informed by further evidence, in particular from statutory bodies including SEPA and Transport Scotland as well as key stakeholders such as Scottish Water and Network Rail. These design concepts have been tested and taken through a number of iterative steps by professional engineering consultants and experts in roads design. They have been informed by the particular challenges of flooding and site topography in determining a particular route for the access road on both the eastern and western access point to the Exxon site.
- 6.11** For an alternative A82 road within the vicinity of Milton to be achieved within the financial constraints on publicly supported infrastructure projects a route through the 3rd Party field currently utilised for horses is essential from a technical design position. Some adjustment could reasonably be made to marginally reduce the land required for the access road at this location, however a significant amount of land will still be required to enable this project to proceed as planned through the Strategic and Outline Business Case approved by Council and City Deal Cabinet.
- 6.12** Site investigations have identified land within the Exxon site itself which has not previously been used by Exxon. This land has been investigated as a potential location offering a larger and enhanced compensatory site for horses with good connections and in close proximity to Ms Dick's Land. The site investigative works have now been completed and have identified a larger site than the field currently utilised for horses which the Council believe will provide an enhanced alternative. It may also be possible that some of the existing site could still be utilised for the horses after completion of the roadworks. Steps taken to explore a suitable alternative field demonstrates the importance the Council places on addressing the issues of concern raised through the PAN process, and in making all reasonable attempts to minimise disruptions in the community.

- 6.13** Estimates for the cost of making the new site available, should the landowners be in agreement to the proposed suggestion, would need to be calculated, however it is considered that the costs would not be considerable and would be budgeted from the existing Exxon project budget of £27.89m.

7. People Implications

- 7.1** There are a number of senior officers involved in the City Deal initiative across services of the Council and as part of the project board.
- 7.2** The PMO have secured a new director of the City Region Economy and they took up this post on 1 August 2017.

8. Financial Implications

- 8.1** As at 31 Jul 2017 the total project Capital expenditure was £0.766m. Members should be aware that officers will only spend available budget where it is necessary for members to make informed decisions regarding this project. For example the purchase of the land from Exxon will require a full Environmental Impact Assessment (EIA) to be completed and it is therefore appropriate that the budget will be spent on a full EIA report which will assist members to make an informed decision in regard to the purchase of the site.
- 8.2** The anticipated spend on the City Deal Exxon project for the following financial years are as follows:
- 2017/18 £1.198m; and
 - 2018/19 £1.750m.

9. Risk Analysis

- 9.1** As with all large scale asset acquisitions, there is risk in respect of ongoing liabilities in respect of the Exxon site. The project team will seek to reduce such risks through a twin track approach of assessing all available information and seeking the best possible terms and conditions for the land transfer. No commitment to acquire the site from Exxon will be made before presenting Council with a full report on the proposed terms of the acquisition, at which point Elected Members will have the opportunity to question officers before deciding whether or not to proceed with the site acquisition.
- 9.2** There are a number of project risks associated with the development at the Exxon site contained as part of the Outline Business Case. These will be developed as the project moves towards a Final Business Case stage.

10. Equalities Impact Assessment

- 10.1** An updated Equalities Impact Assessment will be developed as part of the Final Business Case.

11. Consultation

- 11.1** Consultation with all key stakeholders is progressing as we are working towards the Full Business Case.
- 11.2** The Pre-Application Notice (PAN) consultation event took place as discussed at section 6.

12. Strategic Assessment

- 12.1** This report contributes to the Council's Strategic Priorities of economic growth and employability.

Jim McAloon
Strategic Lead, Regeneration
Date: 17 August 2017

Person to Contact:	Michael McGuinness- Manager, Economic Development, Council Offices, Garshake Road, Dumbarton, G82 3PU. Telephone: 01389 737415 e-mail: michael.mcguinness@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	Glasgow City Region City Deal – Council updates on the following dates: 28 June 2017, 26 April 2017, 22 February 2017, 21 December 2016, 26 October 2016, 31 August 2016, 29 June 2016, 27 April 2016, 24 February 2016, 16 December 2015, 25 August 2015.
Wards Affected:	All

West Dunbartonshire Council
Report by the Strategic Lead - Resources
Council: 30 August 2017

Subject: Treasury Management Annual Report 2016/2017

1. Purpose

- 1.1** The purpose of this report is to provide Members with an update on treasury management during 2016/17.

2. Recommendations

- 2.1** Members are requested to:

- (a) Note the treasury management stewardship information within the report, and
- (b) Note the 2016/17 actual prudential indicators as advised within the report (Tables 2, 3, 4 and 5 within Appendix 1).
- (c) Agree that a copy of this report is remitted the Audit and Performance Review Committee to ensure further scrutiny takes place.

3. Background

- 3.1** In accordance with the Treasury Policy governing the Council's treasury management activities during 2016/17, the Strategic Lead - Resources is required to provide an Annual Report to Members regarding the Treasury function.
- 3.2** The Audit and Performance Review Committee is responsible for ensuring effective scrutiny of the treasury management strategy and policies and this report will be reported to a future meeting of that Committee for further scrutiny.

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. The report also details the movement in the loans fund

advances account in the year and the anticipated repayment profile of balances held at 31 March 2017.

- 4.3** The Council undertook new borrowing of £144.709m for the approved capital plans (£57.565m) and the replacement of naturally maturing debt (£87.144m) during 2016/17.
- 4.4** Consideration was given to available interest rates, and therefore a mixture of short, medium and long term borrowing has been utilised to finance the current capital programme.
- 4.5** External borrowing has increased from £321.958m at the beginning of the year to £379.523m at the end of the year. This is due to new borrowing required to fund the capital programmes. Maturing debt has been renewed along with debt rescheduling of a £5m market loan and overall there was a reduction in the average interest rate on long-term debt from 3.64% to 2.99%.
- 4.6** Investments have decreased from £11.436m at the beginning of the year to £11.256m at the year-end in line with treasury management planned activity. The average interest rate on these investments as at 31 March 2017 decreased from 0.43% to 0.37%, due to market conditions and is in line with that anticipated within the 2017/18 budget.
- 4.7** All year end actual indicators advised within Appendix 1 of this report are within the limits previously agreed by Council.

5. People Implications

- 5.1** There are no personnel issues.

6. Financial and Procurement Implications

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

7. Risk Analysis

- 7.1** 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 and Performance Review 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.

8. Equalities Impact Assessment

- 8.1** No equalities impact assessment was required in relation to this report.

9. Consultation

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

10. Strategic Assessment

- 10.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan.
- 10.2** 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: 16 August 2017

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Appendix: Annual Report 2016/17 – Treasury Management and Actual Prudential Indicators

Background Papers: Loans register and portfolio;
Debt rescheduling schedules;

Prudential Indicators 2016/17 to 2025/26 and
Treasury Management Strategy 2017/18 to
2025/26 (Council 22 February 2017);
Treasury Management Annual Report
2015/2016 (Council 31 August 2016)

Wards Affected:

No wards directly affected.

Annual Report 2016/17

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 2016/17);
 - 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 the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code 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.
- 1.3** During 2016/17 the minimum reporting requirements were that the Council receive an annual treasury strategy in advance of the new financial year, a mid-year report 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 2016/17;
 - The Council's treasury position at 31 March 2017;
 - The main Prudential Indicators and compliance with limits;
 - A summary of the economic factors affecting the strategy over 2016/17;
 - The Treasury activity during 2016/17;
 - Performance indicators set for 2016/17;
 - Disclosure regarding the repayment of loan Fund advances for 2016/17; and
 - Risk and Performance.

2. A Summary of the Strategy Agreed for 2016/17

- 2.1** The expectation for interest rates within the treasury management strategy for 2016/17 anticipated low but rising Bank Rate and gradual rises in medium and longer term fixed borrowing rates during 2016/17. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding levels of investments and to reduce counterparty risk.

During 2016/17 there was some volatility in PWLB rates as shown in the graph at 5.2 with rates falling during quarters 1 and 2 to reach historically very low levels in July and August, before rising significantly during quarter 3, and then partially easing back towards the end of the financial year.

3. The Council's Treasury Position at 31 March 2017

- 3.1** During 2016/17, the Strategic Lead – Resources, in line with the treasury strategy to postpone borrowing, managed the debt position with the use of internal funds as well as external borrowing, and the treasury position at 31 March 2017 compared with the previous year was:

Table 1

Treasury position	31 March 2017		31 March 2016	
	Principal	Average Rate	Principal	Average Rate
Fixed Interest Rate Debt	£379.523m	2.99%	£321.958m	3.64%
Variable Interest Rate Debt	£0.000m	0.00%	£0.000m	0.00%
Total Debt	£379.523m	2.99%	£321.958m	3.64%
Total Investments	£11.256m	0.37%	£11.436m	0.43%
Net borrowing position	£368.267m		£310.522m	

- 3.2** From the above table, it can be seen that the average interest rate on debt held on 31 March 2017 has reduced from 3.64% to 2.99%. At the same time the average interest rate has decreased on the investments held on 31 March 2016 to 2017 from 0.43% to 0.37%.
- 3.3** The external debt figures included within Table 1 includes both short term and long term debt. This 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 364 days. During 2014/15 Members approved investment in Hub West Scotland for a period greater than 364 days, however this investment was not drawn down until 2016/17.

3.5 Table 2 shows the actual upper limits set per debt type and maturity as at 31 March 2017.

Table 2

	2016/17 Actual	2016/17 Indicator	
Upper limits on variable interest rates (<i>against maximum position</i>)	0%	50%	
Upper limits on fixed interest rates (<i>against maximum position</i>)	100%	100%	
Maturity structure fixed rate borrowing (%)	Year end Position	Max	Min
Under 12 months	46.0%	50%	0%
12 months to 2 years	8.7%	50%	0%
2 years to 5 years	6.4%	50%	0%
5 years to 10 years	4.5%	50%	0%
10 years to 20 years	3.4%	50%	0%
20 years to 30 years	0.5%	50%	0%
30 years to 40 years	8.9%	50%	0%
40 years to 50 years	13.2%	100%	0%
50 years to 60 years	8.2%	100%	0%
60 years to 70 years	0.0%	100%	0%
Maximum principal funds invested >364 days	£0.501m	£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 reduction in total capital expenditure between revised estimate and actual as noted below in Table 3 is due to expenditure which slipped from 2016/17 into the 2017/18 capital programme, together with resources. The indicators for 2017/18 will be revised in line with this.

Table 3

	2016/17 Actual	2016/17 Revised Estimate
Total capital expenditure	£88.667m	£96.156m
Resourced by:		
Capital receipts and grants	£18.011m	£14.479m
Revenue	£5.910m	£2.603m
Capital expenditure - additional need to borrow	£64.746m	£79.074m

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 (2016/17) plus the estimates of any additional capital financing requirement for the current (2017/18) 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 2017/18.

4.1.3 The Strategic Lead - Resources reports that the Council has complied with this indicator in 2016/17 and this can be seen by comparing the gross debt figure at 31 March 2017 with the anticipated CFR at 31 March 2020 as detailed in Table 4 below.

Table 4

	2016/17 Actual	2016/17 Revised Indicator
Gross borrowing position per Table 1	£379.523m	£389.543m
PPP long term liability	£84.316m	£84.316m
Adjusted gross borrowing position	£463.839m	£473.860m
Capital Financing Requirement	£464.275m	£478.566m

	2016/17 Actual
CFR at 31 March 2017	
2016/17 Actual	£464.275m
Estimated Movement in CFR	
2017/18	£56.255m
2018/19	£21.524m
2019/20	£28.070m
Anticipated CFR at 31 March 2020	£570.124m
Gross Debt at 31 March 2017 (as above)	£463.839m

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 2016/17 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 2016/17 the Council has maintained gross borrowing within its Operational Boundary.

4.1.6 Incremental Impact of capital investment decisions

This indicator identifies the impact of the actual capital outturn compared to the projected impact of the General Services Capital Plan Refresh and the HRA Capital Plan Update as approved by Members in February 2016, measured against Band D council tax and weekly housing rents. Table 5 shows that the final position for 2016/17.

The indicator shows a lower cost than forecast due to the actual capital spend in 2016/17 requiring a lower level of prudential borrowing than projected at February 2016. This is due to expenditure which slipped from 2016/17 into the 2017/18 capital programme, together with resources. The indicators for 2017/18 will be revised in line with this.

4.1.7 Actual financing costs as a proportion of net revenue stream

This indicator shows the actual impact of capital expenditure in 2016/17 compared to the projected impact of the General Services Capital Plan Refresh and the HRA Capital Plan Update as approved by Members in February 2016. The financing cost of capital is described as loan charges within the revenue budgets. Table 5 shows the final position for 2016/17 and shows the increase or decrease for every band D equivalent and weekly rent levels arising from the actual outturn.

Table 5

	2016/17	
Revised Indicator - Authorised Limit	£568.632m	
Revised Indicator - Operational Boundary	£521.246m	
Maximum gross borrowing position during 2016/17	£379.523m	
Minimum gross borrowing position during 2016/17	£315.958m	
	Estimated	Actual
Incremental Impact of capital investment decisions:		
Council Tax (excluding year-end flexibility)	-£1.13	-£31.48
Rent	£0.61	-£1.10
Financing costs as a proportion of net revenue stream:		
Non housing	8.73%	8.81%
Housing	30.88%	31.52%

5. Summary of the Economic Factors affecting Interest Rates over 2016/17

5.1 Interest Rates

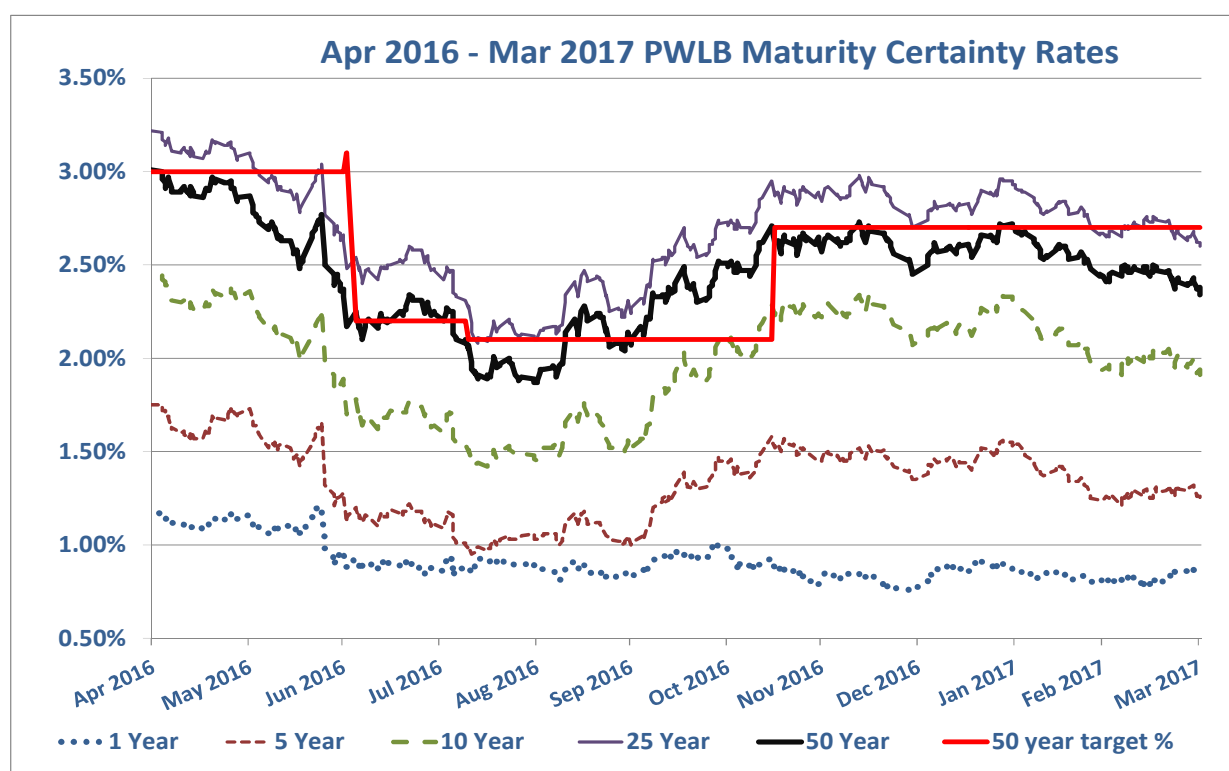
The two major landmark events that had a significant influence on financial markets in the 2016/17 financial year were the UK EU referendum on 23 June and the election of President Trump in the USA on 9 November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4 August 2016 meeting, the Monetary Policy Committee

(MPC) cut the base Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth.

In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing start to the year the annual growth for 2016 overall, compared to 2015, of no less than 1.8%, was very nearly the fastest rate of growth of any of the G7 countries. This meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum. By the end of March 2017, sterling was down against the dollar and the euro. In February 2017, the latest CPI inflation figure had risen to 2.3%, above the MPC's inflation target of 2% leading to market expectations for the first increase in Bank Rate being moved forward to quarter 3 2018 by the end of March 2017 in response to increasing concerns around inflation.

5.2 Borrowing Rates in 2016/17

The graph below shows PWLB rates for a selection of maturity periods and highlights how PWLB certainty rates have fallen to historically very low levels during the year.



6. Treasury Activity during 2016/17

6.1 Borrowing – The Council raised new long term loans of £20m and new short term loans of £124.709m during 2016/17 for the replacement of naturally maturing debt and to finance the Council's capital programme.

- 6.2 Rescheduling** – On 23 December 2016 the Council repaid a £5m market loan paying interest at 3.53% with a £5m PWLB loan at an interest rate of 2.43% resulting in total savings of £0.407m over the period to 31 March 2029. In addition 5 LOBO loans which were held with Barclays Bank were converted to straightforward fixed rate loans with no change to the interest rate applied.
- 6.3 Repayment** – The Council repaid naturally maturing debt of £87.144m.
- 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 2.99%.
- 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 included in the annual treasury strategy approved by Council on 30 March 2013. 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 decreased from £11.436m at the beginning of the year to £11.256m at the end of the year with an average balance of £13.302m and received an average return of 0.37% 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 £0.501m as at 31 March 2017 as detailed in table 2 above. On 23 November 2016 Council agreed in principle to invest up to £6m towards the District Heating Network at Queens Quay, none of which was drawn down at 31 March 2017.
- 6.8** Economic factors for 2016/17 (see 5.1 above) resulted in low interest rates during this period impacting adversely on investment returns.

7. Performance Indicators set for 2016/17

- 7.1** Security, liquidity and return benchmarks were first introduced for 2010/11. Return benchmarks are currently widely used to assess investment performance.
- **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. The Strategic Lead - Resources can report that all investments within the Council's portfolio were repaid on their due dates with no defaults of the principal sums recorded.

- 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 The Strategic Lead - Resources can report that 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
 - Liquid short term deposits of at least £5.000m available on an overnight basis.
- Return** – The Strategic Lead – Resources can report that investment return averaged 0.37% which is a year on year decrease of 0.06%. Table 6 illustrates that the average return of 0.37% was slightly below the Council's investment account but higher than the LIBID rates 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 2015. 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 at 0.50%

Table 6

Benchmark	Benchmark Return	Average Return
Internal returns above the 7 day LIBID rate	0.11%	0.37%
Internal returns above the 1 month LIBID rate	0.13%	0.37%
Internal returns above the Council investment account	0.50%	0.37%

8. Disclosure regarding the repayment of Loan Fund advances for 2016/17

- 8.1 Table 7 shows the movement in the level of loan fund advances between 1 April 2016 and 31 March 2017.

Table 7

	Non Housing	Housing
Opening Balance at 1 April 2016	£148.082m	£173.927m
New Advances in 2016/17	£56.726m	£8.020m
Repayments in 2016/17	£4.885m	£6.093m
Closing Balance at 31 March 2017	£199.923m	£175.854m

- 8.2 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 2017.

Table 8

Future Repayment Profile	Non Housing	Housing
Under 12 months	£5.195m	£5.960m
2 years to 5 years	£20.282m	£26.121m
5 years to 10 years	£22.939m	£35.865m
11 years to 15 years	£17.953m	£31.802m
16 years to 20 years	£19.805m	£31.091m
21 years to 25 years	£20.879m	£21.531m
26 years to 30 years	£24.316m	£18.516m
31 years to 35 years	£18.121m	£4.241m
36 years to 40 years	£15.786m	£0.691m
41 years to 45 years	£4.344m	£0.024m
46 years to 50 years	£6.474m	£0.004m
51 years to 55 years	£9.962m	£0.006m
56 years to 60 years	£13.867m	£0.001m
Total	£199.923m	£175.854m

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.
- 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 – Communications, Culture & Communities****West Dunbartonshire Council : 30th August 2017**

Subject: Annual Report and Year-end Performance 2016/17**1 Purpose****1.1** The purpose of this report is to

- summarise the Council's progress in meeting the strategic priorities and specific objectives of the Strategic Plan 2012/17, for the period 1 April 2016 to 31 March 2017
- summarise year end performance against the full suite of Council Performance Indicators

2 Recommendations**2.1** It is recommended that members:

- review the content of this report
- note that the annual report and suite of performance information will be published as part of annual public performance reporting by the end of September 2017.

3 Background**3.1** Audit Scotland's Direction and Guide sets out the public performance reporting (PPR) requirements for local authorities to be published by March 2018 for the financial year ending 31 March 2017.**3.2** The annual report fulfils part of the Council's requirement to produce a Public Performance Report. However it is designed to ensure it is relevant and easy to read for a wide audience. In addition to the annual report, a detailed year-end performance report on both the SPI suite and Strategic Plan indicators is also prepared and published.**3.3** A clear commitment has been made to publish a comprehensive suite of information on delivery against strategic priorities through PPR duties, including all information considered by Council today along with additional service specific data.

3.4 The Direction and Guide advise that Councils publish a range of performance information in relation to:

- responsiveness to communities,
- revenues and service costs,
- employees,
- assets,
- procurement,
- sustainable development,
- equality and diversity,
- benefits administration,
- community care,
- criminal justice social work,
- cultural and community services (covering at least sport and leisure, museums, the arts and libraries),
- planning (both environmental and development management),
- education of children,
- child protection and children's social work,
- housing and homelessness,
- protective services (including environmental health and trading standards),
- roads and lighting, and
- waste management services.

3.5 In addition to this comprehensive suite of data, all Scottish councils are required to report performance on a range of specified indicators in the Local Government Benchmarking Framework (LGBF). This suite of PIs enables councils to compare performance, identify best practice, and learn from each other to drive improved performance. Due to the timing of publication of this suite from Improvement Service, 2016/17 data will not be available until November 2017 so is not included in this report. The most recent publication, covering 2015/16 was considered by Audit and Performance Review Committee in March 2017.





4 Main Issues

4.1 The current Annual Report approach, developed in 2013/14, is a more comprehensive and refined version of the previous approach to reporting performance. Alongside updating on progress towards delivery of the strategic priorities it details the key achievements made across support areas such as finance, ICT, assets and people. The Annual Report also details the key mechanisms for gathering feedback from our citizens and communities.

4.2 The Annual Report for 2016/17, attached as appendix 1, is one element of a comprehensive approach to public performance reporting for the Council. The performance page of the Council website also hosts a comprehensive suite of PPR material. This allows anyone who wishes more information on areas highlighted in the Annual Report to drill down to a significant level of detail.

Statutory Performance Indicators




- 4.3** The 2016/17 outturn for our Statutory PI suite summarised in Table 1 below. For comparison purposes 2015/16 performance has been added as an additional column in the table.

Status	2015/16 performance	2016/17 performance
Met or exceeded target 	37 (53%)	51 (69%)
Narrowly missed target 	28 (40%)	18 (24%)
Significantly missed target 	5 (7%)	5 (7%)
Not yet available (not included in % performance) 	10	3
Not applicable (not included in % performance)	3	0
Total	83	77

- 4.4** The 5 PIs which significantly missed target are detailed below, with full commentary available in appendix 2:
- Planning applications (major developments) – average number of weeks to decision
 - % of council rent that was lost due to houses remaining empty
 - Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year
 - Number of people (all ages) killed in road accidents
 - Tonnage of biodegradable municipal waste landfilled

Strategic Plan

- 4.5** Throughout 2016/17, services have been implementing their annual plans to deliver the strategic objectives of Council and meet the PI targets set for the year. Table 2 below summarises the status of the Strategic Plan PIs, with a full breakdown attached at appendix 3. As with the SPI suite, there has been an upward trend in the performance against target. Data for the 4 PIs marked as not yet available will be added between August 2016 and February 2017 as published.

Status	2015/16 performance	2016/17 performance
Met or exceeded target 	12 (44%)	17 (61%)
Narrowly missed target 	11(41%)	6 (21%)
Significantly missed target 	4 (15%)	5 (18%)
Not yet available (not included in % performance)	5	4
Total	32	32

- 4.6** The 5 PIs which significantly missed target are detailed below:
- % of employees who express satisfaction with the Council as a place of work (this is a historical result from the biannual survey)
 - Sickness absence days per employee (excluding teachers)
 - Sickness absence days per teacher
 - Current tenants' arrears as a % of total rent due
 - Gross rent arrears (all tenants) as at 31 March each year as a % of rent due for the reporting year

- 4.7** Following establishment of the West Dunbartonshire Health and Social Care Partnership (HSCP), 8 PIs related to services delivered by the HSCP are now reported through the HSCP annual performance report and not through Council as was done in previous years. A summary of these PIs is attached as appendix 4 to this report.

5 People Implications

- 5.1** There are no people implications resulting from this report.

6 Financial Implications

- 6.1** There are no direct financial implications associated with this report. However, there may be financial implications resulting from implementing appropriate remedial actions to address the performance issues identified in this report.

7 Risk Analysis

- 7.1** This report demonstrates that the Council has robust processes in place to manage and improve performance.

8 Equalities Impact Assessment (EIA)

- 8.1** An EIA is not appropriate for this report. However, in developing policies and actions to deliver the strategic objectives, services must consider the impact they may have on equalities groups.

9 Consultation

- 9.1** All departments were consulted to in the preparation of the annual performance report.

10 Strategic Assessment

- 10.1** The Strategic Plan sets out the strategic priorities and specific objectives to be delivered over the period to 31 March 2017. The performance indicators that comprise SPI 1 and SPI 2 are reviewed annually in conjunction with departments to ensure that they provide appropriate measures across all strategic priorities and objectives (together with the PIs prescribed under SPI 3).

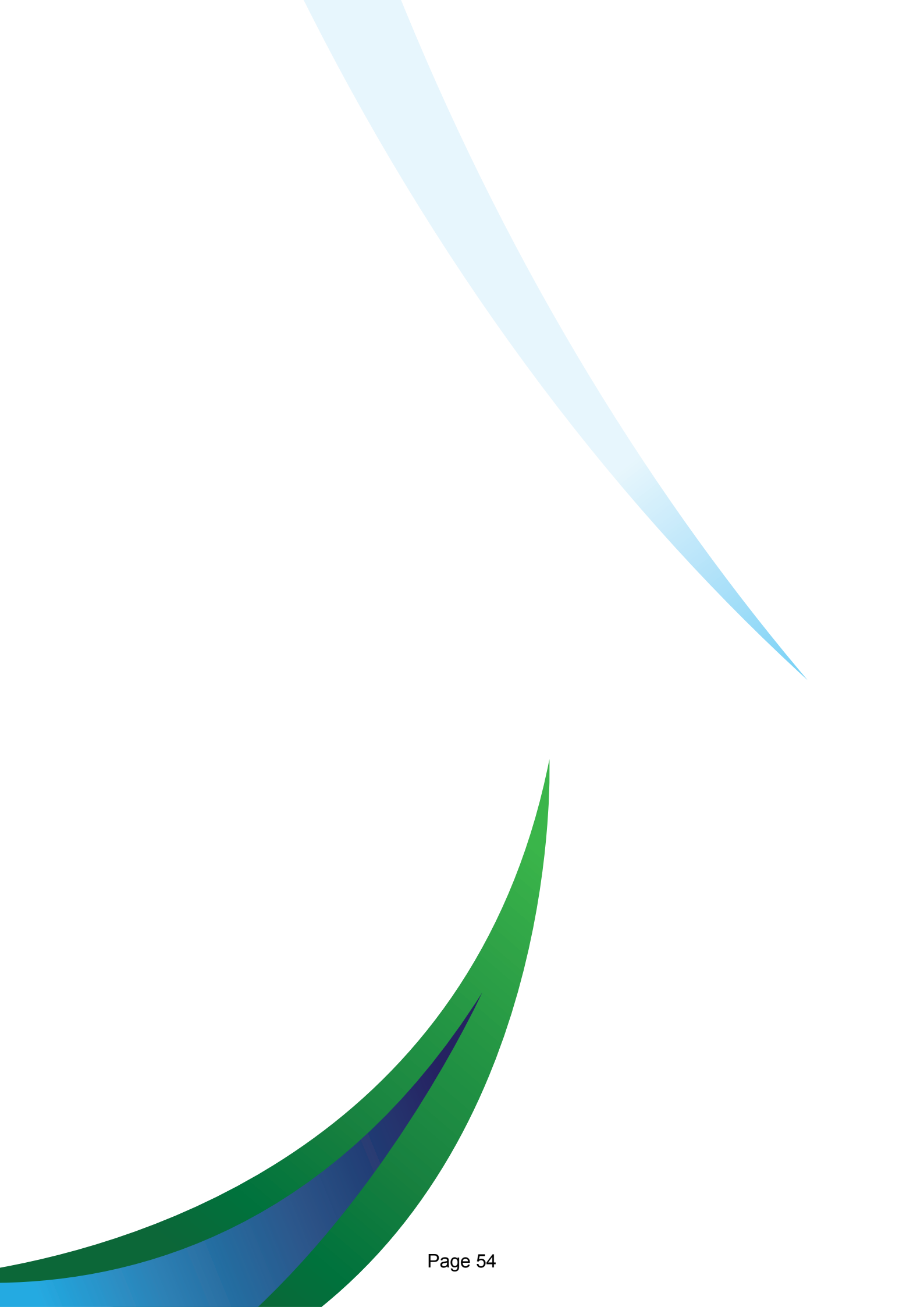
Malcolm Bennie
Strategic Lead
Date: 1 August 2017

Person to Contact:	Amanda Coulthard E-mail: amanda.coulthard@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Annual Report 2016/17 Appendix 2 – Year End Report SPI 2016/17 Appendix 3 – Year End Report Strategic Plan 2016/17 Appendix 4 – HSCP Strategic Plan PIs 2016/17
Background Papers:	none
Wards Affected:	All wards

WEST
DUNBARTONSHIRE
COUNCIL

2016
17

Annual report



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Our strategic priorities

- 6 Improve economic growth and employability
- 7 Improve life chances for children and young people
- 8 Improve care for and promote independence with older people
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our vision

“ a prosperous
West Dunbartonshire
recognised as a dynamic
area within a successful
Scotland ”

The five priorities are:

- improve economic growth and employability
- improve life chances for children and young people
- improve care for and promote independence with older people
- improve local housing and environmentally sustainable infrastructure
- improve the wellbeing of communities and protect the welfare of vulnerable groups

This report provides information on what was achieved in 2016/17 to contribute to these priorities. It also outlines how well the Council operated during the same period.

Our strategic priorities

Improve economic growth and employability

To improve employability we have:

- Supported 953 residents through employability services
- Helped over 400 residents into jobs
- Supported 30 Employability Fund places
- Supported 78 Modern Apprentices
- Worked to integrate Working4U service provision with targeted housing support
- Provided 4259 residents, of all ages, with learning opportunities, leading to almost 1000 qualifications

To encourage economic growth we have:

- Provided 113 businesses with grant support
- Supported 150 business employees with a training grant
- Provided 56 businesses with a start-up grant
- Supported 194 businesses with start-up advice
- Provided 43 start-ups with growth potential with one-to-one advice
- Supported 27 people back into employment
- Provided 45 businesses with growth advice
- Supported 4 new Social Enterprises to launch

To regenerate communities we have:

- Secured £620,000 funding to help transform the former St Eunan's Primary site in Clydebank
- Secured £2m from Sustrans to improve Dumbarton Road, Clydebank, to create better links between the town centre and Queens Quay
- Obtained planning permissions for infrastructure works to prepare Queens Quay for major redevelopment
- Demolished old buildings in Mitchell Way Alexandria to prepare for redevelopment
- Progressed plans for a waterfront path between Dumbarton town centre and Dumbarton Rock and Castle
- Completed feasibility studies to investigate new uses for the listed Glencairn House in Dumbarton High Street and Balloch Castle
- Developed an outline business case for the City Region City Deal project at the former Exxon Mobil site in Bowling
- Worked with Scottish Canals to deliver major proposals for Bowling Basin including a bridge, road infrastructure and housing
- Developed the Balloch Village Squares project put forward by the community as part of the Balloch Charrette

Improve life chances for children and young people

To support our young people to achieve and attain we have:

- Secured £2.8m funding from the Scottish Attainment Challenge Fund
- Designed and implemented a strategy for assessment in schools to ensure we are able to deliver the ambition of the National Improvement Framework
- Improved book knowledge of children in their pre-school year to 88.4%
- Increased the number of young people gaining awards at level 6 by 3%
- Increased the number of young people from our most deprived communities gaining awards at level 6 by 4%
- Developed and delivered, in partnership, a range of skills programmes, Youth Achievement Awards, and community projects in schools

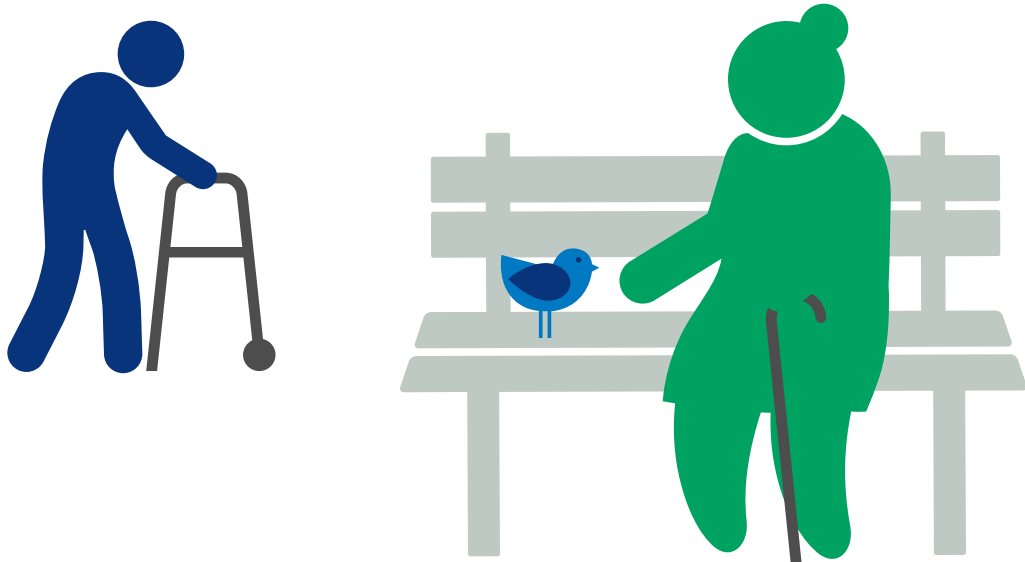
To support children, young people and families we have:

- Implemented learning from our two-year tailored healthy weight lottery programme into core West Dunbartonshire Leisure programmes
- Supported 272 parents with pre-5 children through Sports Development information sessions and community events
- Provided a range of parenting opportunities to all parents within our communities, such as access to programmes, for example, Triple P
- Provided support from the Youth Mentoring Scheme
- Delivered in partnership with Y-Sort-It, a Peer Mentoring Programme working with care-experienced young people as mentors and as mentees
- Supported the Youth Alliance to secure funding for a joint summer programme for 80 young people
- Achieved a positive report from the Care Inspectorate following a joint inspection of Children's Services
- Worked to deliver the Child Health programme locally, ensuring that we meet the key milestone of 85% of children reaching expected developmental milestones by their 27-30 month health review
- Created the corporate parenting champions board, to support our young people who must be cared for away from home

Improve care for and promote independence of older people

To provide the best care to our older residents we have:

- Reduced the number of acute bed days lost to delayed discharge for West Dunbartonshire residents by 47%
- Developed the Hospital Discharge Liaison service to ensure a smooth transition between community and acute services
- Increased out of hours' provision; including care at home, respite and district nursing services, resulting in a reduction in unnecessary hospital admissions
- Completed 5,042 Out of Hours District Nursing Service visits, 41% of which were unscheduled
- Maintained our first in Scotland ranking for the proportion of adults who rated the care or support received as excellent or good
- Delivered a re-ablement programme to older people in their own homes to maintain independence and support them living at home
- Provided 8,321 hours of home care per week to residents aged 65 and over, an increase on 2015/16
- Developed an innovative respite service offering flexible options to carers, through a respite booking bureau
- Achieved a 98% client rating for those who stated that their contact with Home Carers had improved their quality of life
- Achieved a 99% client rating for those who agreed or strongly agreed that their Home Carers treated them with dignity and respect.



Improve local housing and environmentally sustainable infrastructure

We have:

- Delivered investment of more than £14m to meet the ambitions of the Local Housing Strategy
- Delivered 121 new Council homes for rent through housing led regeneration of communities
- Delivered an improvement programme to the accommodation and surroundings at the Dennystoun Forge Gypsy Travellers site
- Increased sustainment and reduced abandoned tenancies, with a 36% reduction in abandoned properties
- Increased tenant satisfaction by over 2% to 86.6%

In our drive to make West Dunbartonshire a better place to live, work and visit we have:

- Increased our recycling rate to almost 48%, higher than the national average
- Secured £245k from SPT for improving access to public transport and active travel
- Completed our refurbishments programme at 6 Primary Schools, including installation of energy efficient boilers and solar energy systems where necessary
- Opened the new Clydebank Town Centre Office to make services more accessible to residents and bring more people to the town centre
- Reduced the consumption of paper and the footprint of our office estate
- Implemented energy projects including draught proofing and insulation across 15 WDC properties and installed LED lighting in various schools

Improve the wellbeing of communities and protect the welfare of vulnerable people

We have:

- Strengthened and widened partnership activity to focus on child welfare
- Introduced an early and effective intervention approach to domestic abuse, ensuring a co-ordinated approach to both victims and perpetrators
- Delivered a 9% increase in extra-curricular sessions for school aged children through West Dunbartonshire Leisure Trust - a total of 5,304 sessions
- Delivered a 10% increase in sessions, including an increase in both primary school and secondary school sessions
- Increased the number of local sports clubs linked to schools, delivering an 86% increase in school-club links
- Secured European funding for a project to support residents with debt and money management, maximise benefits and provide access to learning and employment opportunities
- Supported over 3,000 local residents to claim over £9.9m in benefits



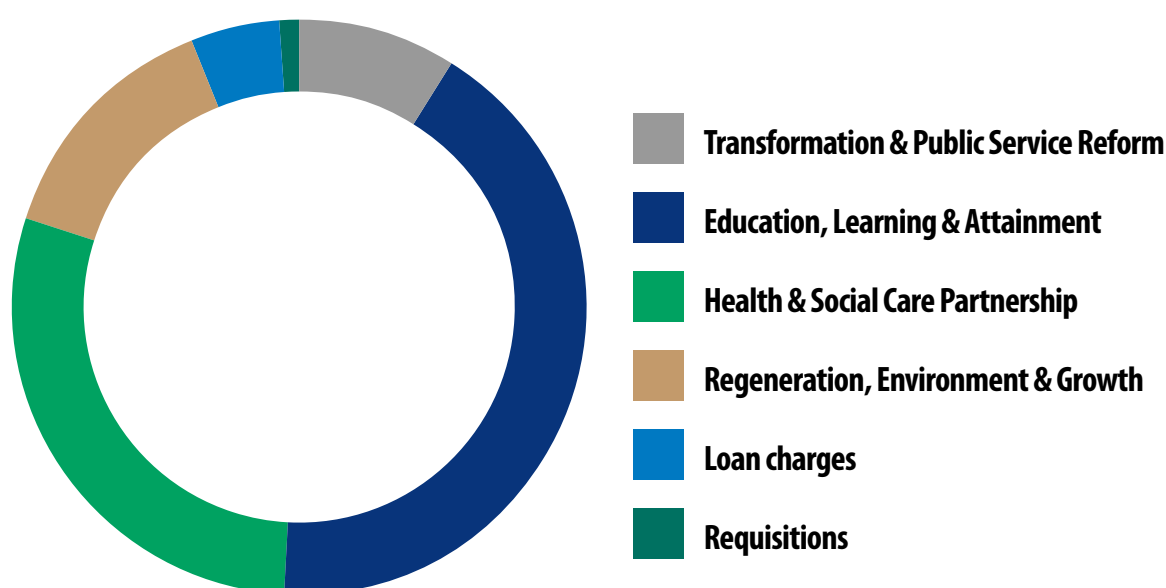
How we use our resources

Strong financial governance and sustainable budget management

To ensure that the Council can continue to fund the valuable services it provides while also identifying opportunities for investments in key priorities such as education and housing it sets out a budget annually, detailing how it will manage finances over the coming year. In 2016/17:

- Officers successfully controlled expenditure to deliver a general services account underspend of £1.93m
- Collected 95% of Council Tax owed
- Invested £214m in running Council services, excluding Council housing
- Provided Council housing to 10,500 households, funded from rental income from tenants of around £39m
- Invested £89m of capital expenditure to improve roads, lighting, schools, leisure facilities and regenerate the local area.

The chart below shows a breakdown of how we spend each pound across the service areas.



Fit-for-purpose estate and facilities

We recognise that our property needs to be effectively and efficiently managed. To support this, we continue to review all our operational accommodation, identifying problems at an early stage and prioritise repairs and other works.

In 2016/17 we have:

- Increased the proportion of operational buildings in satisfactory condition by over 6% to 70%
- Continued our substantial investment of over £27m in both our tenants' homes and building new Council homes for rent
- Continued to meet the Scottish Housing Quality Standard (SHQS) for all of our residents
- Continued our programme of maintenance and upgrade of Council estate and facilities to ensure it is fit-for-purpose to deliver for our residents, with 44,000 housing repairs and 3,000 repairs to public buildings

Innovative use of information technology

The Council's continued investment in IT has been a key enabler for many changes.

In 2016/17 we have:

- Ensured responsive IT solutions to support developments such as the new Clydebank Town Centre Office, Bridge St and Municipal buildings; as well as the new Care Home and Leisure Centre
- Upgraded networks in all Council locations, to ensure services are available to support residents
- Increased our social media reach with a total audience equivalent to 24% of West Dunbartonshire population
- Provided the technology and equipment required to deliver more mobile and flexible working to respond best to the needs of residents



Committed and dynamic workforce

During 2016/17, the Council continued to work proactively in partnership with our trades unions to develop and implement a wide range of policies, schemes and employee centred initiatives aimed at creating a positive, engaged workforce.

This includes:

- Introduction of a Bereavement Scheme
- Introduction of an Enhanced Leave Scheme
- Introduced a range of actions informed by the last employee survey in 2015, ensuring employees are more informed and able to access the support and development needed to carry out their role
- Delivered training and development supports including a new middle manager development programme and new 30 minute training sessions open to all employees
- Delivered a range of masterclass opportunities for employees to develop and build their skills
- Provided a range of professional HR supports, leading to an 11.3% reduction in absence

Feedback and satisfaction

Gathering feedback from the people who use our services gives us valuable information about their quality and helps us identify areas for improvement as well as areas of best practice. We have expanded and developed the ways we gather this feedback, making better use of online tools and social media while still maintaining a strong focus on the individual views gathered by services on a daily basis.

During 2016/17 our residents told us:

- 90% of residents feel the Council is efficient and well run
- 93% are satisfied with the services received overall
- 86% of residents feel that the Council and partners listen to what they tell us in surveys when developing services
- 92% of residents regard their neighbourhood as a very good/ good place to live
- 80% of those claiming a housing related benefit were satisfied with the helpfulness of staff
- 95% of residents feel public transport is accessible in West Dunbartonshire and
- 92% rate it as safe or very safe

We are committed to providing high-quality services but occasionally things go wrong and it's important that we act quickly to resolve them. In 2016/17, 87% of complaints were resolved at stage 1. In line with national best practice, we made the decision that all complaints should be resolved at stage 1 where possible. This has led to a different way of working and an improvement in the way we work to resolve at the first stage of the process.

Your Community

Your Community is a new model of delivering services in local areas and working with local communities to get involved in improving their area including developing community led action plans. In 2016/17 the Council committed £1m of capital funding to support the aspirations of Your Community over a two year period. In 2016/17 much of this activity has focused on delivering a programme of community budgeting across our 17 neighbourhoods. This approach sees local residents decide on which local projects are supported by small grants. The first phase of this work was delivered in November 2016 and saw just over £90,000 of funding allocated to 64 individual projects across West Dunbartonshire.

Overview of performance

This Annual Report is supplemented by detailed performance information in relation to three specific areas: our Strategic Plan; key performance indicators covering corporate management and service performance; and the Local Government Benchmarking Framework (LGBF), a range of indicators measured by all Scottish Councils. Full details are available from our website and a brief overview of our performance is set out below.

Strategic Plan Performance

Progress towards our Strategic Plan objectives is measured using a range of performance indicators (PIs), some of which we have highlighted in previous sections of this Annual Report. Based on all the Strategic Plan PIs we measured in 2016/17, 17 met or exceeded their targets, a further 6 narrowly missed their target, and 5 significantly missed their targets. You can read more about this on our website.

Statutory Performance Indicators

We monitor and manage key performance indicators for a range of areas defined by Audit Scotland such as revenue and service costs, community care, housing, education and waste management. In 2016/17, 51 of our key performance indicators met or exceeded their targets, a further 18 narrowly missed their targets and 5 significantly missed their targets.

Local Government Benchmarking Framework (LGBF)

All 32 Scottish local authorities are participating in the Local Government Benchmarking Framework. This Framework is a set of indicators covering a wide range of services including education, housing, social work, and leisure, as well as costs and customer satisfaction.

Using the same indicators across all 32 local authorities allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do. The most current data available relates to 2015/16; data for 2016/17 will be available around February 2018. Of the 77 indicators in LGBF for 2015/16, the Council performed above the Scottish average for 25 performance indicators and below for 51.

For more information about the Local Government Benchmarking Framework and to view our performance data, please visit the website:

www.improvementservice.org.uk/benchmarking

Awards and recognition

In 2016/17 West Dunbartonshire Council was recognised nationally for its services in the following ways:

- The Working4U service won a national COSLA Gold Award in the Service Innovation and Improvement category in recognition of their innovative approach.
- At the Scottish Qualification Star Awards, Working4U was Highly Commended for its Lifelong Learning Centre and its partnership working with WDC Work Connect.
- Scotland's Learning Partnership recognised Working4U for its work with the Syrian Families Summer Programme. The service was awarded the 25th Anniversary Family Learning Award.
- Burnside House were awarded the Scottish Institute for Residential Child Care's Residential Child Care Team of the Year award 2016, after children living at Burnside Children's House nominated them. They were also part of the wider Looked After Children's Services team who were finalists in Scottish Association of Social Work (SASW) awards Team of the Year category 2016.
- OD and Change team won an HR Excellence 2016 Award for the Most Successful Change Management Strategy.
- Winners of 'Best for Carers and Eldercare' category (2016 UK Top Employers for Working Families Awards).
- Winners of 'Best Public Sector Organisation' category and shortlisted in 'Best for Carers and Eldercare' category (2017 Scottish Top Employers for Working Families Awards).
- Shortlisted for 'Health and Wellbeing' category (HR Excellence 2017 Awards).
- Achieved Level 2 accreditation under the Disability Confident Scheme.
- A COSLA Bronze award was achieved for the use of social media to support customer service.
- CIPR Scotland Best Publication award for Housing News.
- APSE best performing Council status in relation to environmental health, street cleansing and parks, open spaces and horticultural services.
- Society of Information Technology and Management rated the Council website at the highest level of 4*
- Winners of the Learning for Sustainability Award at the Scottish Education Awards.
- Winner of Cycling Scotland's Cycle Friendly Employer Award.

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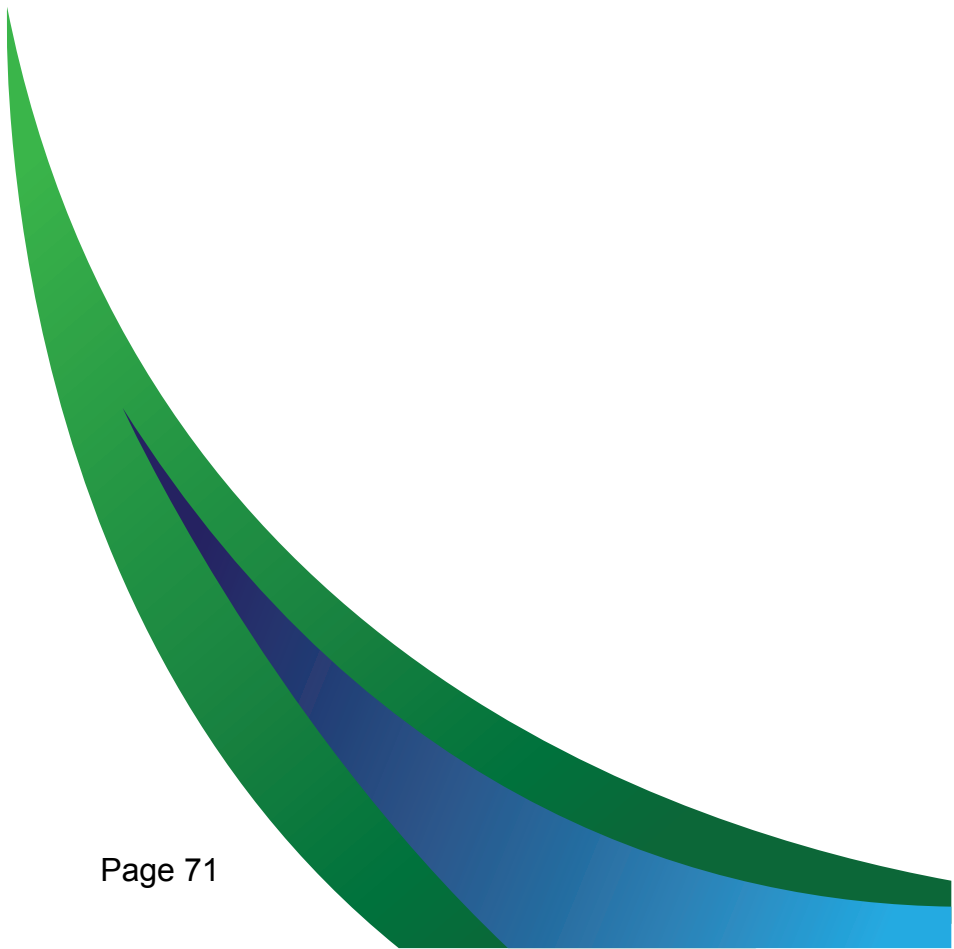
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Contact us

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Email: **wdcpp@west-dunbarton.gov.uk**

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2016-17 Year-end Report



Statutory Performance Indicators

Priority Responsiveness to Communities								
Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Complaints received per 1000 of population	8.5	8.5	8.9	8.9	5	8.9	✓	5 complaints received per 1,000 of population on an estimated population of 90,000 citizens is a significant decrease on 2015/16.
Percentage of all ICT calls (incidents and requests) raised during the year that were fixed by first line support	64%	64%	69%	65%	77%	66%	✓	Target met. Of the 20,907 calls raised in 2016/2017 (since LANDesk became live helpdesk system) 16,274 have been closed by 1st line support and call handlers (77%) up 8% on last year
Percentage of Citizens' Panel (CP) respondents who agree that there is evidence that the Council and its partners listen to what they tell us in surveys on developing and changing the way we provide services	79%	78%	86%	79%	86%	80%	✓	Continued positive progress and target exceeded.
Percentage of citizens who are satisfied with the Council website	82%	82%	91%	82%	75%	85%	⚠	Disappointingly the satisfaction level has decreased for 2016/17. This is despite the Council receiving the top 4* rating from SOCITM for its website and undertaking comprehensive improvement activity across service areas. To better understand and respond to the decrease we have included additional questions in the monthly telephone survey.
Percentage of complaints received by the Council that are resolved at Stage 1	82%	60%	94%	65%	87%	70%	✓	Following national guidance on complaint management in conjunction with the Scottish Public Service Ombudsman's office, 87% of complaints were resolved at stage 1 and exceeded our target.
Percentage of ICT helpdesk calls fixed with half day of being logged.	18.75%	80%	18%	35%	31%	35%	⚠	In the last year, we have moved to a new helpdesk system, LANDesk, which has led to an increase on previous year but is slightly below target. 31% of the total 21,010 incidents were closed within target.
The star rating received by the Council from SOCITM for the Council website	3	3	4	4	4	4	✓	The Council was one of only six in Scotland to receive the top 4* rating from SOCITM for its website. This achievement will be maintained through an extensive cross-Council improvement project led by the digital team.




Priority Revenues and Service Costs								
Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Amount of free reserves as a percentage of the prudential reserve target - General services	136%	100%	111%	100%	112%	100%		Target exceeded.
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	100%	100%	100%	100%	100%		Target met.
Cost of collecting council tax per dwelling £	£11.79	£13.75	£10.26	£11.50	N/A	£10.25		Figure for 2016/17 will be available by end of August 2017
Percentage of income due from council tax received by the end of the year %	95%	94.75%	94.45%	95.1%	95.21%	95.2%		Collection rate improved from 15/16 with an increase of 0.76%. Council Tax action plan is being reviewed and one area for improvement will be Council Tax Reduction.
Revenue budget net of contingency fund compared to actual outturn at year end for General Services	99.42%	100%	100.31%	100%	99.11%	100%		Target of 100% spend against budget marginally missed, resulting in a slight underspend against budget.
Revenue budget net of contingency fund compared to actual outturn at year end for HRA	97.6%	100%	96.51%	100%	98.16%	100%		Target met.
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	55.54%	49%	66.5%	38%	47.25%	57%		Target met following streamlining of processes and further review will be carried out in June 2017 with action plan being created to monitor progress.

Priority Employees								
Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Percentage of Council employees who agree or strongly agree that morale is good	N/A		63%	70%	63%	70%		The 63% figure is historic, from the employee survey carried out in 2015. Since then we have sought to improve employee morale by introducing a number of recognition activities and support measures. The impact of these and other factors will be measures in the 2017 survey.
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	N/A	60%	64%	75%	64%	75%		A number of improvement actions and initiatives to recognise and value employees have been introduced. All of these have received positive feedback from employees. Impact of the activities will be measured by the 2017 Employee Survey.
Percentage of staff who have an agreed annual personal development plan	92%	90%	95.5%	95%	99.6%	100%		This is the highest performance the Council has ever achieved on PDPs. This will be the last year of this PI as PDP was replaced with Be the Best conversations from April 2017



Priority Assets

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Proportion of internal floor area of operational buildings in satisfactory condition %	61.7%	56%	64.04%	61%	70.4%	67%		The target was exceeded by 3 %. The use of our new scoring matrix to inform the Building Upgrades Capital Programme has resulted in a targeted approach to improving building condition.
Proportion of operational buildings that are suitable for their current use %	88.6%	88%	89.9%	85%	91%	91%		The Buildings Upgrade Programme amalgamated with closures and the co-location of schools contributed to the general improvement in this indicator




Priority Procurement

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Annual Cash Savings target achieved	£703,184	£600,000	£1,060,112.87	£332,000.00	£1,271,089.10	£332,000.00		Savings are calculated from the Benefits tracker of the current year contracts, as well as continuing savings from contracts placed in previous years. Based on the performance achieved, targets for 2017/18 and beyond will be reviewed.
Annual spend with all contracted suppliers as a percentage of core spend	65.53%	40%	66.8%	60%	79.39%	75%		On contract spend increased due to greater use of contracts, framework agreements and quick quotes meant the % went up from 66.8% to 79.39%.
External assessment of procurement - PCIP score (Procurement and Commercial Improvement Programme)	New measure	New measure	New measure	New measure	64%	25%		The target was significantly exceeded due to three reasons: 1. PCIP is a new assessment and the initial assessment was based on an unknown measure of scoring. 2. Following feedback from the mock assessments, Scotland Excel clarified their assessment criteria to include work in progress and planned initiatives that dealt with shortcomings. 3. The completion and roll out of the category strategies demonstrated improvement in a number of assessment areas.




Priority Sustainable Development

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Percentage of educational establishments achieving Eco-Schools Green Flag award	57%	70%	68%	68%	N/A	70%		The 2016/17 figure not available until September 2017.
Tonnage of carbon dioxide emissions from Council operations and assets	31,409	32,072	32,228	31,452	N/A	28,385		The 2016/17 figure will be available by end of August 2017.




Priority Equalities and Diversity

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	55%	53%	88.4%	57%	89%	89%		The percentage of council buildings in which all public areas are suitable for and accessible to disabled people increased in 2016/17 to 89%, achieving the target set for the year.
Percentage of Council employees who think the Council has a good or very good level of commitment to promoting equality and diversity	N/A	N/A	75%	80%	75%	80%		This PI is measured only every 2 years. The 75% performance for 2016/17 is based on the latest published information and will be updated following the 2017 survey now underway. A number of supportive actions have been undertaken following the previous survey and the success of these will be measured through the 2017 survey.
The percentage of the highest paid 5% employees who are women	56.4%	50%	56%	50%	57.08%	50%		The Council continues to achieve this target. This success demonstrates the Council's ongoing commitment to ensure females are represented across all positions and indicates that there are no evidenced barriers to females entering this group.







Priority Benefits Administration

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Gross administration cost per housing benefit case	£24.50	£24.50	£23.09	£24.40	£22.61	£23.00		Target met
The time for processing applications for new claims from the date of receipt of the application to the day on which the claim is decided.	25.21	29	27.87	25	26.4	27		Target met and we will benchmark our performance and processes against other LA's.
The time for processing applications for notifications of changes of circumstances from the date of receipt of the application to the day on which the claim is decided.	7.38	7	5.66	6	5.11	6		Target met and we will benchmark our performance and processes against other LA's.









Priority Planning


Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Planning applications (householder) - average number of weeks to decision	6.7		7.2	7	7.5	7		The determination of householder applications was close to target at just over 7 weeks which is good and is consistent with the Scottish national average.
Planning applications (local development, excluding householder) - average number of weeks to decision	10.9		10.8	14	10.5	14		Local development was well within target.
Planning applications (major developments) - average number of weeks to decision	19.8		24.6	20	30.5	20		There were a number of developments which required complex issues to be resolved to allow a favourable recommendation. These developments were important for the ongoing regeneration of the area.

Priority Cultural & Community Services




Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Number of attendances per 1,000 population to all pools	4,107	4,228	4,213	4,294	4,137	4,360		The figures are lower than the target set and compared to the previous year. The Playdrome was closed late February with the loss of 32 days of trading. The new Clydebank Leisure Centre opened on 31 March, the last day of the financial year, however the original targets were set based on the new facility opening late January. With the new Aquatics Strategy being introduced in the summer, it provides an exciting platform to grow and develop new and existing programmes.
Number of attendances per 1,000 population for indoor sports and leisure facilities	4,966	4,980	4,829	5,179	4,563	5,018		The figures are lower than the target set and compared to the previous year. The Playdrome was closed late February with the loss of 32 days of trading. The new Clydebank Leisure Centre opened on 31 March, the last day of the financial year, however the original targets were set based on the new facility opening late January.
Number of visits to/usages of council funded or part funded museums per 1000 population	1,095	960	1,580	980	1,233	1,000		There has been a change in reporting of online visits this year which has resulted in a decline in the number of virtual "hits." From April this will be amended to ensure that visits are recorded from more appropriate access points on the corporate website. This should increase figures and targets will be closely monitored to ensure that they remain appropriate.
Number of visits to/usages of council funded or part funded museums that were in person per 1000 population	609	115	575	115	542	500		Successful exhibitions, school, family and community programmes and activities have combined to build success this year beyond our target.
Number of Library visits per 1000 population	9,482	7,100	9,962	7,100	8,794	7,100		performing ahead of target though both physical visits and virtual visits to libraries are in decline. New counter devices went live in April 2017, which are more accurate in recording visits. For 2017/18 we will be reporting both our physical and virtual visits with much greater accuracy
Percentage of the resident population who are borrowers from public libraries	20.58%	22%	19.5%	22%	19.12%	22%		While the year-on-year decline is disappointing it is a reflection of the position nationally as the use of libraries change from simply borrowing books to a range of other uses. The Council remains in the top quartile for this PI and has seen a lower drop than most other authorities. We have an action plan in place for 2017/18 to halt the decline including consultation with users, branch improvement plans, pop-up libraries and loyalty card incentives.

Priority Housing: Estate Management





Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
% of council dwellings that meet the Scottish Housing Quality Standard	87.9%	87%	85.91%	90%	88.19%	87.6%		Target exceeded at 88.19%. Properties in abeyance have dropped from 864 to 682
Average length of time taken to complete emergency repairs	3.84		3.81		3.91	3.8		Although performance marginally worsened within the period; this remains a good achievement and compares well with peer groups and similar organisations. In 2017/2018 we will review procedures, introduce any necessary changes ensuring we have the best opportunity of achieving the 2017/2018 target.
Average length of time to re-let properties	47.24	56	50.29	45	46.1	47		Target achieved. A comprehensive review of how services focus on allocating properties as well as the time properties are under physical repair, with a revised re-let standard, should further reduce average time for next year.
Average time taken to complete non-emergency repairs	9.55	8	10.58	8	7.17	8		Target achieved. We have changed the way in which we categorise repair orders, work processes, methods and practice, and reiterated the importance of completing works by appointment dates or prior to or by target dates. This has resulted in significant improvement on performance which we are confident will continue in future.
Number of new supply social housing for rent	102	70	91	80	91	80		During 2016/17 we added 91 new units for social renting within West Dunbartonshire. This consisted of 87 new build homes for social rent in Central Alexandria and Renton (Caledonia HA and Dunbritton HA) as well as 4 properties bought back via our Buy Back Scheme.
Percentage of council houses that are energy efficient %	100%	100%	93.94%	95%	100%	95%		Council housing stock meets the Energy Efficiency standard for SHQS, element 35. The HRA Capital Investment programme incorporates measures to meet the standard by 2020.
Percentage of reactive repairs carried out completed right first time	95.72%	90.63%	94.45%	96%	87.81%	95%		Performance is based on all reactive repairs completed by Building Services and all external contractors including the Council's Gas Maintenance contractor. Unfortunately whilst BS performance within the period was over 96%, data from the gas contractor shows a high percentage of recalls. We are meeting with the gas contractor to review how they record recalls as it appears they are recording data incorrectly. We anticipate performance will improve in 2017/2018 where recorded data is reflective of the actual performance achieved.
Percentage of repairs appointments kept	94.31%	93.01%	92.33%	96.9%	85.39%	94.3%		We operate a partial appointment system due to current system capabilities. This means only a relatively low level of response repairs are officially appointments on systems. Performance is further

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
								compounded by completion dates being different from appointment dates for multi trade repairs. This mean although we attended the first appointment as arranged; systems can't evidence this. Therefore, multi trade works completed over a number of days are now included within failures which significantly adversely impacted on reported performance in 2016/2017. Reported performance is likely to be poor until the new IHMS systems have been fully implemented.
Tenancy Sustainment levels in West Dunbartonshire are increased	87.3%	89%	86.8%	90%	88.4%	89.1%		Tenancy sustainment has improved from 86.8% in 15/16 to 88.4% in 16/17 however we narrowly missed the annual target of 89.1%. Contributing to this improvement was a change in how we investigate abandoned properties. This has led to a reduction in the number of abandonments from 132 in 15/16 to 94 in 16/17. A joint approach between housing operations and the homeless services team will be taken to progress improvements further.










Priority Housing: Rent Management








Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
% of council rent that was lost due to houses remaining empty	1.02%	1.3%	1.47%	1%	1.05%	0.86%		Target was not achieved however a reduction in overall rental loss was achieved. Hard to let and no demand properties remain the focus for next year.
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	9.55%	6.6%	10.89%	6.6%	10.15%	7.6%		Target not met however this includes arrears that were written off during 16/17 and for ARC return, must be added back in. Excluding the written off figures, it would be 7.68% and figures in Q1 will reflect the amended amount.
Rent collected as a % of total rent due	97.41%	99.8%	102.38%	98.1%	100.22%	100%		Target met and processes will be reviewed following introduction of new technologies in June.

Priority Housing: Homelessness





Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
% of all homeless cases issued with notification of decision within 28 days of initial presentation	96%	100%	86.2%	98%	99%	95%		Excellent performance achieved in 2016/17 with 99% of all homeless presentations issued with a decision within the 28 day target. Performance continues to be monitored closely and if any drop in performance is identified, reasons for this will be assessed and appropriate improvement actions implemented.
% of all homeless cases re-assessed within 12 months (repeat homelessness)	10.1%	5.3%	10.5%	5.5%	5.6%	8%		The level of repeat homelessness has been a key focus for the service during 2016/17 and a number of improvement actions were identified and implemented during the year. This has resulted in a reduction in repeat homelessness from 10.5% in 2015/16 to 5.6% in 2016/17, well below our target of reducing the rate to 8%.
The number of incidences of homelessness in West Dunbartonshire is reduced - presentations	1,250	1,282	1,122	1,218	1,135	1,157		Our strategic and operational approach to tackling homelessness continues to deliver positive results, with the incidences of homelessness in West Dunbartonshire reducing by 18% over the 3-year period. Our new strategy "More than a Roof" was approved by the Housing and Communities Committee in February 2017 and covers the period 2017-20.
The number of incidences of youth homelessness in West Dunbartonshire is reduced	382	400	381	380	360	350		The number of incidences of youth homelessness in West Dunbartonshire fell in 2016/17 for the sixth successive year. We narrowly failed to reach our annual target however and youth homelessness continues to be a priority in terms of ensuring that it continues to reduce.

Priority Protective Services



Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
% of air quality monitoring stations complying with the national objective for nitrogen dioxide at the nearest building façades of residential properties , schools, hospitals and care homes (40ug/m3 NO2)	100%	100%	100%	100%	100%	100%		100% of our monitoring stations complied with the national air quality objective of 40ug/m3 during the year at the nearest receptor (i.e. building facades of residential properties, schools, hospitals and care homes).
Air Quality: PM10 Concentration	N/A	18	10	18	9	18		The ratified annual average PM10 level for the 2015 calendar year was 9 ug/m3. Despite stringent targets the National Air Quality Objective for PM10 has not been exceeded.
Average time between time of noise complaints and attendance on site (hours) (including both those dealt with and not dealt with under the Anti Social Behaviour Scotland Act 2004)	0.4	2	0.46	2	0.54	2		The Noise Enforcement Team was disbanded after the 4th July 2016 when responsibility for investigating domestic noise at night was transferred to Police Scotland. Environmental Health continue to respond to daytime domestic noise complaints. There were a total of 43 domestic noise complaints where attendance was required.
Food Safety: Percentage of premises in the highest risk category (6 monthly inspections by Food & Business Group) that were inspected on time	100%	100%	100%	100%	100%	100%		target achieved and public health protection measure delivered for WDC area citizens and visitors
Food Safety: Percentage of premises in the high risk category (12 monthly inspections by Food & Business Group) that were inspected on time	98%	100%	100%	100%	100%	100%		All B risk inspections carried out within the period. Public Health protection measure delivered for WDC area citizens and residents.
Percentage of business advice requests first responded to within two working days	96%	95%	93%	95%	97%	95%		Target exceeded.
Percentage of businesses and activities regulated by environmental health and trading standards who are substantially compliant with legislative requirements	90%	80%	81%	82%	86%	85%		Target exceeded and performance has improved over the previous year.
Percentage of businesses satisfied or very satisfied with the service they received from environmental health and trading standards	100%	97%	98%	97%	100%	97%		An outstanding effort from the groups has been rewarded with these fantastic figures.
Percentage of consumer complaints first responded to within two working days	91.7%	92%	83%	92%	91.8%	92%		Target marginally missed. Some slippage was recognised during the year and addressed at Team and individual meetings resulting in significant improvement which is anticipated to continue

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Percentage of residents satisfied or very satisfied with the service they received from environmental health and trading standards	84%	86%	86%	86%	84.72%	88%		We didn't achieve the improvement we hoped for and in fact dropped back a little. To improve performance in 2017/18 we will: introduce staff development days; and review communications to improve how residents are kept informed of the progress of their service requests and clarify understanding about the services environmental health provides. We believe that our communications review and focus on being the best will improve our performance.
Percentage of highest priority pest control service requests responded to within 2 working days	94%	95%	95%	95%	95%	95%		1297 requests received and 1237 responded to within target.
Percentage of highest risk businesses inspected during the year which are fully compliant by the end of the year	100%	100%	100%	100%	100%	100%		Target met.
Percentage of lower priority pest control service requests responded to within 5 working days	98%	95%	99%	95%	97%	95%		261 service requests received and 254 responded to within target giving a 97% achievement rate.
Percentage of upper medium risk businesses inspected during the year which are fully compliant by the end of the year	100%	100%	100%	100%	100%	100%		Target met.
Percentage of trading standards consumer complaints that were dealt with within 14 days of receipt	73.5%	70%	71%	71%	72.2%	72%		Target met.
Percentage of trading standards business advice requests that were dealt with within 14 days	96.3%	97%	97%	97%	100%	97%		Target exceeded.

Priority Roads & Lighting

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Number of people (all ages) killed in road accidents	2	3	1	2	3	2		The figures are based on Police Scotland Statistics from 1st January - 31st December 2016. We continue working towards our vision of no road deaths in West Dunbartonshire.
Percentage of White Light Source Street Lanterns	41.02%	41%	99%	99%	100%	99%		Target exceeded. LED replacement scheme now complete.
Overall percentage of road network that should be considered for maintenance treatment	34.6%	33%	35.43%	35%	29.1%	35%		Target exceeded due to improved use of the Road Asset Management Plan and increased use of innovative road surfacing technology.
Percentage of all street light repairs completed within 7 days	98.1%	98.5%	91.5%	98.5%	99%	99%		Target met. All lantern stock is now LED resulting in fewer repairs and an increased performance over previous year.



Priority Waste Management

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Tonnage of biodegradable municipal waste landfilled	13,052	12,500	13,513	12,300	14,154	12,100		The target set for 2016/17 was not achieved as there was an increase in the total waste managed of 938 tonnes, a proportion of which (641 tonnes) was biodegradable municipal waste.
Number of complaints per 1,000 households regarding the household waste collection service	2.07	20	1.91	20	1.53	20		69 complaints were made about the service. As a result, we exceeded our target and recorded the best performance since this PI was introduced in 2003/4.




2016-17 Year-end Performance Report Strategic Plan





Social Mission





Improve economic growth and employability

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Number of businesses given advice and assistance to start up through Business Gateway	216	250	181	200	194	200		During 2016/17, 194 start-up businesses were supported through the Business Gateway service, which is slightly less than the target set for the year.
Percentage of all people aged 16-64 years in employment	66%	68%	72.3%	69%	N/A	71.5%		Updated national figures will not be available for until September 2017. The most up to date figure for January 2016-December 2016 is 75.4%.

Objective Improve life chances for children and young people





Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Percentage of children tested in their pre-school year achieving 5 and above in book knowledge	87.3%	83%	88.4%	84%	N/A	85%		Data for this indicator is not available until the end of August 2017.
Percentage of educational establishments receiving positive inspection reports	100%	100%	100%	100%	100%	100%		Two establishments have been inspected in the current school session, St Martin's and Goldenhill Primary Schools. Both inspections have resulted in positive inspection reports.
Percentage of pupils entering positive destinations	89.4%	92.8%	92.2%	91.5%	N/A	92%		2016-17 data will not be available until 2018

Objective Improve local housing and environmentally sustainable infrastructure								
Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
% of total household waste that is recycled	44.3%	52%	46.39%	53%	48.8%	53%		As a result of a number of waste management improvements implemented during 2016/17 the level of recycling increased from 46.39% last year to 48.8% in 2016/17. In 2017/18, using the results of the residual waste analysis carried out in 2016/17, a targeted householder communications campaign is planned for locations where householder participation in utilising the recycling services provided requires to improve. The identified locations for the campaign are Faifley, Haldane, Renton and Whitecrook.
Number of new supply social housing for rent	102	70	91	80	91	80		During 2016/17 we added 91 new units for social renting within West Dunbartonshire. This consisted of 87 new build homes for social rent in Central Alexandria and Renton (Caledonia HA and Dunbritton HA) as well as 4 properties bought back via our Buy Back Scheme.
Overall percentage of road network that should be considered for maintenance treatment	34.6%	33%	35.43%	35%	29.1%	35%		Target exceeded due to improved use of the Road Asset Management Plan and increased use of innovative road surfacing technology.
The number of incidences of homelessness in West Dunbartonshire is reduced - presentations	1,250	1,282	1,122	1,218	1,135	1,157		Our strategic and operational approach to tackling homelessness continues to deliver positive results, with the incidences of homelessness in West Dunbartonshire reducing by 18% over the 3-year period. Our new strategy "More than a Roof" was approved by the Housing and Communities Committee in February 2017 and covers the period 2017-20.




Objective Improve the wellbeing of communities and protect the welfare of vulnerable people								
Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Number of attendances per 1,000 population for indoor sports and leisure facilities	4,966	4,980	4,829	5,179	4,563	5,018		The figures are lower than the target set and compared to the previous year. The Playdrome was closed late February with the loss of 32 days of trading. The new Clydebank Leisure Centre opened on 31 March, the last day of the financial year, however the original targets were set based on the new facility opening late January.
Percentage of businesses and activities regulated by environmental health and trading standards who are substantially compliant with legislative requirements	90%	80%	81%	82%	86%	85%		Target exceeded and performance has improved over the previous year.
Percentage of local people with increased or sustained income through reduced debt liability/debt management	78%	85%	71%	80%	75%	80%		The percentage of people engaging with the service has increased by 4% during 2016/17. Working4U Money and the wider Advice Partnership continue to successfully support residents with routes out of debt, improving financial health and stability.
Percentage of people with increased or sustained income through Benefit Maximisation	90%	80%	89%	85%	86%	85%		Working4U Money continues to successfully support residents with in and out-of-work benefit claims. The team have reported an increase in the frequency with which they provide Appeals Representation which is linked to ongoing welfare reforms.



Organisational Capabilities







Objective Committed and dynamic workforce

Performance Indicator	2014/15		2015/16		2016/17		Status	Note
	Value	Target	Value	Target	Value	Target		
Percentage of employees who express satisfaction with the Council as a place of work	N/A		73%	82%	73%	82%		To improve satisfaction with the workplace a number of initiatives have been introduced. Impact of the activities will be measured by the 2017 Employee Survey.
Percentage of staff who have an agreed annual personal development plan	92%	90%	95.5%	95%	99.6%	100%		Highest % the Council has ever achieved on PDPs. This will be last year of this PI as PDP was replaced with Be the Best Conversations
Sickness absence days per employee (excluding teachers)	14.01	9	13.06	8	11.6	7		Sickness absence among non teaching staff improved by 11% compared to 15/16, however failed to meet the Council's ambitious target of 7 FTE days lost per employee.
Sickness absence days per teacher	6.57	5	6.78	5	5.77	5		Teachers' absence significantly improved from last year's result with a 15% improvement, however failed to reach the Council's target of 5 FTE days lost per employee.

Objective Fit for purpose estate and facilities





Performance Indicator	2014/15		2015/16		2016/17		Status	Note
	Value	Target	Value	Target	Value	Target		
% of council dwellings that meet the Scottish Housing Quality Standard	87.9%	87%	85.91%	90%	88.19%	87.6%		Target exceeded at 88.19%. Properties in abeyance have dropped from 864 to 682.
Proportion of internal floor area of operational buildings in satisfactory condition %	61.7%	56%	64.04%	61%	70.4%	67%		The target was exceeded by 3 %. The use of our new scoring matrix to inform the Building Upgrades Capital Programme has resulted in a targeted approach to improving building condition.
Tonnage of carbon dioxide emissions from Council operations and assets	31,409	32,072	32,228	31,452	N/A	28,385		The 2016/17 figure will be available by end of August 2017.

Objective Innovative use of information technology								
Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Percentage of Council information technology desktop hardware that meets ICT's agreed minimum software specification	80%	100%	99.5%	100%	100%	100%		Remaining devices updated/replaced.
Percentage of schools with optimal data communication network band width in operation	83%	100%	93%	100%	100%	90%		100% of schools and nurseries now have bandwidth in line with optimal requirements.

Objective Strong financial governance and sustainable budget management								
Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Amount of free reserves - General Services	£5.725m	£4.18m	£4.665m	£4.14m	£4.582 m	£4.104m		Target met.
Amount of free reserves - HRA	£0.821m	£0.767m	£0.885m	£0.877m	£0.846 m	£0.846m		Target met.
Current tenants' arrears as a percentage of total rent due %	10.13%	9%	11.81%	8.9%	12.66%	8.8%		This figure is the gross rent to be collected (total rent less HB received), which has been impacted by Welfare Reforms and other reductions to Housing Benefit. Although the target was not met, the rate of increase from previous years has reduced. We are introducing new technologies and have an action plan in place to improve performance in this area.
External assessment of procurement - PCIP score (Procurement and Commercial Improvement Programme)	New measure	New measure	New measure	New measure	64%	25%		Target exceeded.
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	9.55%	6.6%	10.89%	6.6%	10.15%	7.6%		Target not met however this includes arrears that were written off during 16/17 and for ARC return, must be added back in. Excluding the written off figures, it would be 7.68% and figures in Q1 will reflect the amended amount.
Percentage of income due from council tax received by the end of the year %	95%	94.75%	94.45%	95.1%	95.21%	95.2%		Collection rate improved from 15/16 with an increase of 0.76%. Council Tax action plan is being reviewed and one area for improvement will be Council Tax Reduction.










Legitimacy and support

Objective Positive dialogue with local citizens and communities

Performance Indicator	2014/15		2015/16		2016/17			
	Value	Target	Value	Target	Value	Target	Status	Note
Percentage of Audit Scotland-led Shared Risk Assessment and Improvement Plans areas assessed as having no significant risk	100%	85%	100%	90%	100%	100%		Target achieved. The annual shared risk assessment undertaken by a local area network (all scrutiny bodies who engage with the Council) did not identify any specific areas from the risk assessment where specific scrutiny was required, other than scrutiny that was nationally directed or part of a planned programme of work.
Percentage of Citizens' Panel (CP) respondents who agree that there is evidence that the Council and its partners listen to what they tell us in surveys on developing and changing the way we provide services	79%	78%	86%	79%	86%	80%		Continued positive progress and target exceeded.
Percentage of citizens who are satisfied with the Council website	82%	82%	91%	82%	75%	85%		Disappointingly the satisfaction level has decreased for 2016/17. This is despite the Council receiving the top 4* rating from SOCITM for its website and undertaking comprehensive improvement activity across service areas. To better understand and respond to the decrease we have included additional questions in the monthly telephone survey.
Percentage of complaints received by the Council that are resolved at Stage 1	82%	60%	94%	65%	87%	70%		Following national guidance on complaint management in conjunction with the Scottish Public Service Ombudsman's office, 87% of complaints were resolved at stage 1 and exceeded our target.

HSCP Strategic Plan PIs 2016/17 Year-end

Code & Short Name	2014/15	2015/16	2016/17					Note
	Value	Value	Value	Target	Status	Long Trend	Short Trend	
Balance of Care for looked after children: % of children being looked after in the Community	89.1%	89.8%	90.4%	90%	✓	↑	↑	Of the 425 looked after children at the end of March 2017, 384 were looked after in the community. As part of our equalities monitoring, 82% of looked after children who are from a black ethnic minority (BME) community were looked after in the community at the end of March 2017. Although this is lower than the overall figure, the numbers involved are very small, meaning the percentage fluctuates more significantly.
Percentage of adults with assessed Care at Home needs and a re-ablement package who have reached their agreed personal outcomes	55%	61.5%	66%	65%	✓	↑	↑	Of the 610 people who received a reablement intervention during 2016/17, 403 reached all of their agreed personal outcomes. As part of our equalities monitoring, 65% of men and 67% of women who received an intervention reached their outcomes.
Percentage of people aged 65 years and over assessed with complex needs living at home or in a homely setting	97.9%	97.8%	97.7%	98%	⚠	↓	↓	835 people with complex needs were supported to live at home or in a homely setting as at the end of March 2017. A change in the 2015/16 guidance for the collection of Continuing Care data will affect comparability with previous figures. Scottish Government are currently examining options to resolve this and this may result in an update to the data presented here.
Percentage of carers who feel supported to continue in their caring role	87%	80.2%	99%	90%	✓	↑	↑	As part of their Carer Support Plan assessment, 204 out of the 206 people asked felt supported to continue in their caring role during 2016/17.
Percentage of child protection investigations to case conference within 21 days	94.5%	83%	81.8%	95%	⚠	↓	↓	Of the 192 case conferences held during 2016/17, 157 were within 21 days. There has been a significant rise in Child Protection referrals which has meant the number of case conferences held in 2016/17 was almost double the 100 held in 2015/16. This increase has had an impact on meeting timescales.

Code & Short Name	2014/15	2015/16	2016/17					Note
	Value	Value	Value	Target	Status	Long Trend	Short Trend	
Percentage of HSCP Home Care services which are graded 5 or above	67%	67%	100%	100%				The WDC Strategic Plan target is for all HSCP-operated home care services to be graded at 5 or above by 2017. Care at Home, Sheltered Housing and Community Alarm services all received grade 5s (Very Good) in the latest Care Inspectorate inspection in March 2017.
Percentage of HSCP-operated children's houses which are graded 5 or above	50%	33%	67%	100%				The WDC Strategic Plan target is for all HSCP-operated children's houses to be graded at 5 or above by 2017. Of our 3 children's houses, Blairvadach received a grade 5 (Very Good), Burnside a grade 6 (Excellent) and Craigellachie a grade 4 (Good) in their latest Care Inspectorate inspections.
Percentage of HSCP operated older people's residential care homes which are graded 5 or above	0%	17%	50%	100%				The WDC Strategic Plan target is for all HSCP-operated older people's residential care homes to be graded at 5 or above by 2017. Of the 6 care homes in operation at March 2017, 3 received grade 5s (Very Good) in their most recent inspection. Crosslet House is a new purpose built care home in Dumbarton which replaces the existing 3 Dumbarton homes and was registered with the Care Inspectorate on 30 th May 2017. This new facility aims to transform the lives of its residents and their families, providing a well-staffed and equipped 'Home for Life' for our residents with access to a range of health and care services for our day care users, including therapeutic and rehabilitative facilities as well as social and recreational activities.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead People & Technology

Council: 30 August 2017

Subject: Automatic External Defibrillators (AED)

1. Purpose

- 1.1** The purpose of this report is to provide an update on the current provision and to consider options for most effective use of defibrillators across West Dunbartonshire establishments. Following Councillor Gail Casey's motion to Council on 26 April 2017, the report also considers the potential expansion of defibrillator provision to public and private establishments such as workplaces, shopping centres, leisure centres and schools.

2. Recommendations

- 2.1** It is recommended that Council:

- Note the current provision of defibrillators;
- Agree that, in comparison with other local authorities, our provision is adequate;
- Agree that the existing defibrillators located in Garshake be redistributed to Clydebank Townhall (Sept 2017), New Dumbarton Office (Jan 2018); and
- Agree that the Strategic Lead People & Technology, with advice from Section Head Health, Safety and Risk, explore options to relocate the final Garshake defibrillator in the Old Kilpatrick area.

3. Background

- 3.1** Evidence from the European Resuscitation Council firmly upholds the theory that the use of AEDs in the management of sudden cardiac arrest outside of a hospital setting at work and in public places saves strongly improves a victim's chance of survival.
- 3.2** Heart disease is one of the UK's greatest killers, with British Heart Foundation (BHF) statistics estimating that more than 60,000 sudden cardiac arrests take place each year outside of a hospital environment. Research has shown that this amounts to approximately 74% of the total cardiac arrests in the UK.
- 3.3** In December 2015, the Corporate Health and Safety Committee agreed to explore funding for AEDs. Consequently in March 2016, the good idea fund

provided money to purchase 6 additional AED units for Main Council Buildings at a cost of £5,000 (this included a negotiated discount). This included familiarisation training in the use of the 'Talk Through' units for 40 people. The Health & safety team worked closely with our partners, The Scottish Ambulance Service (SAS), to ensure that our provision was appropriate both in terms of the device purchased and the overall provision across the locality.

- 3.4** Historically schools have sourced and purchased defibrillator units from locally held budgets. The existing units across the school estate are located in a mixture of Primary and Secondary establishments.

4. Main Issues

- 4.1** The Scottish Ambulance Service is committed to increasing the number of known public access defibrillators (PAD) sites within Scotland. It is important they:

- Know where these defibrillators are located;
- That they are in good working order;
- Understand who the custodians are; and
- That PADs are registered with the Scottish Ambulance Service through their PAD registration system.

The scheme is designed to on receipt of a 999 call give first responders and bystander's information on the nearest AED. The scheme is an SAS database and used primarily by paramedics and ambulance crew. All defibrillators registered in the West Dunbartonshire area are those owned by West Dunbartonshire Council.

- 4.2** All of the Council AEDs are registered with the SAS and are included in their database. A full list of all Council and Leisure Trust AEDs and their location is detailed below (see map at Appendix 1):

Defibrillator Locations			
Garshake Road	Ground floor	Reception	1
Garshake Road	Third Floor	Main Stairwell	1
Garshake Road	Third Floor	CHCP corridor	1
Aurora House	Ground Floor	Reception Area	1
Clydebank Town Centre Office	Ground Floor	Reception Area	1
Cochno St	Main Door	Reception Area	1
Bridge Street	Ground Floor	Reception Area	1
Gavinburn Primary	Ground floor	Reception Area	1
Linnvale Primary	Ground floor	Reception Area	1
Carleith Primary	Ground floor	Reception Area	1
Our Lady of Loretto	Ground floor	Reception Area	1
Clydebank High School	Ground floor	Reception Area	1

Saint Peter the Apostle	Ground floor	Reception Area	1
Vale of Leven Academy	Ground floor	Reception Area	1
Our Holy Redeemers	Ground floor	Reception Area	1
Vale of Leven Pool	Ground Floor	Reception Area	1
Meadow Sports Centre	Ground floor	Reception Area	1
Clydebank Leisure Centre	Ground floor	Reception Area	1
		Total	18

4.3 Given the planned closure of Garshake it would be prudent to relocate the 3 AEDs currently located in the building. Consideration has been given to the revitalisation of Clydebank Townhall, the opening of the New Dumbarton Office and the absence of a unit in the Old Kilpatrick area. This would ensure a more even geographical spread and ensure that each of the main office buildings had a unit in situ. Additionally, a review will be undertaken by Health & Safety in partnership with Education colleagues to assess the rationale for the locations across the schools estate.

4.4 In order to provide Council with a comparison, a benchmarking exercise was undertaken with other authorities. The results are set out below and indicate that our AED provision is more than adequate for the size of authority.

Local Authority	Registered with SAS	Number of units
West Dunbartonshire Council	All registered with SAS	18 units located at various locations
Inverclyde Council	Not registered with SAS	8 units in local schools
Renfrewshire Council	Work underway to check registration with SAS	25 units in main buildings, town halls and leisure centres
North Lanarkshire Council	Not registered with SAS	17 units in main council buildings and schools
South Lanarkshire Council	Not yet registered with SAS report being prepared for council.	Exact number not yet known.

4.5 As a result of discussions with our SAS partners, council officers will work with the Ambulance Service marketing team to raise awareness of the importance of registration, specifically focusing on local government and our partners.

5. People Implications

5.1 There are no direct personnel issues in connection with this report. However, all current AEDs have on-going training and refresher obligations. The Royal Environmental Health Institute recommends that after initial user training, refresher training should take place on a 6 monthly basis.

- 5.2** Although the more modern AED units are “talk through”, i.e. they take the user through stage by stage operation, the Health and Safety Executive recommends that where an AED is installed within the workplace, then training in its’ use should be given. The approximate cost of this training is £50 per person and is part of three day or one day first aid training.

6. Financial and Procurement Implications

- 6.1** There are on-going maintenance and replenishment costs associated with the provision of AEDs and, for the purposes of this report we have assumed that these are within existing service budgets. The table below outlines the different elements for each unit:

Phillips Heartstart AED	Cost per unit	£1000 (one off cost per unit purchased)
Additional Battery	Cost per unit	£120 (as required, linked to use/age)
Additional AED pads	Cost per unit	Between £50 and £150 (as required, linked to use)
Training on unit use	Cost per person, to be undertaken bi-annually	£50 (£100 p.a. per person)

- 6.2** Additionally there is a technical maintenance requirement to test and record the results of each AED on a monthly basis, which is a simple check to ensure that the battery is operational. If the AED has been used, there is a cost of £100 as it needs to be reset by the manufacturer. Again if the AED is used then new chest pads will also be required with a cost ranging between £50 (suitable for children) to £150 (adult size) per set depending on type and size. Given the infrequent and ad hoc nature of such usage, any additional budgetary impact would be managed within the respective Strategic Lead budget. It is worth noting that, as far as we are aware, none of our current defibrillator units have been used.
- 6.3** While this report sets out the current AED provision and recommended actions to maximise impact, the Council are advised that any decision to increase the number of AED’s would require the requisite level of funding. No budget provision currently exists for any increase in units, training or on-going maintenance.

7. Risk Analysis

- 7.1** The installation of AEDs within council premises, if used correctly, is likely to increase the likelihood of an individual surviving cardiac arrest. The location of

devices in areas of higher population and public footfall also increases the positive impact that these devices would have.

8. Equalities Impact Assessment (EIA)

- 8.1** A screening has been carried out and determined that there is no equalities impact.

9. Consultation

- 9.1** Consultation on the proposals contained within this report has taken place with the Strategic Leads for Resources and Regulatory. Any actions arising from consideration by Council will be remitted to the Joint Health and Safety Committee for discussion with our Trades Union partners.

Victoria Rogers

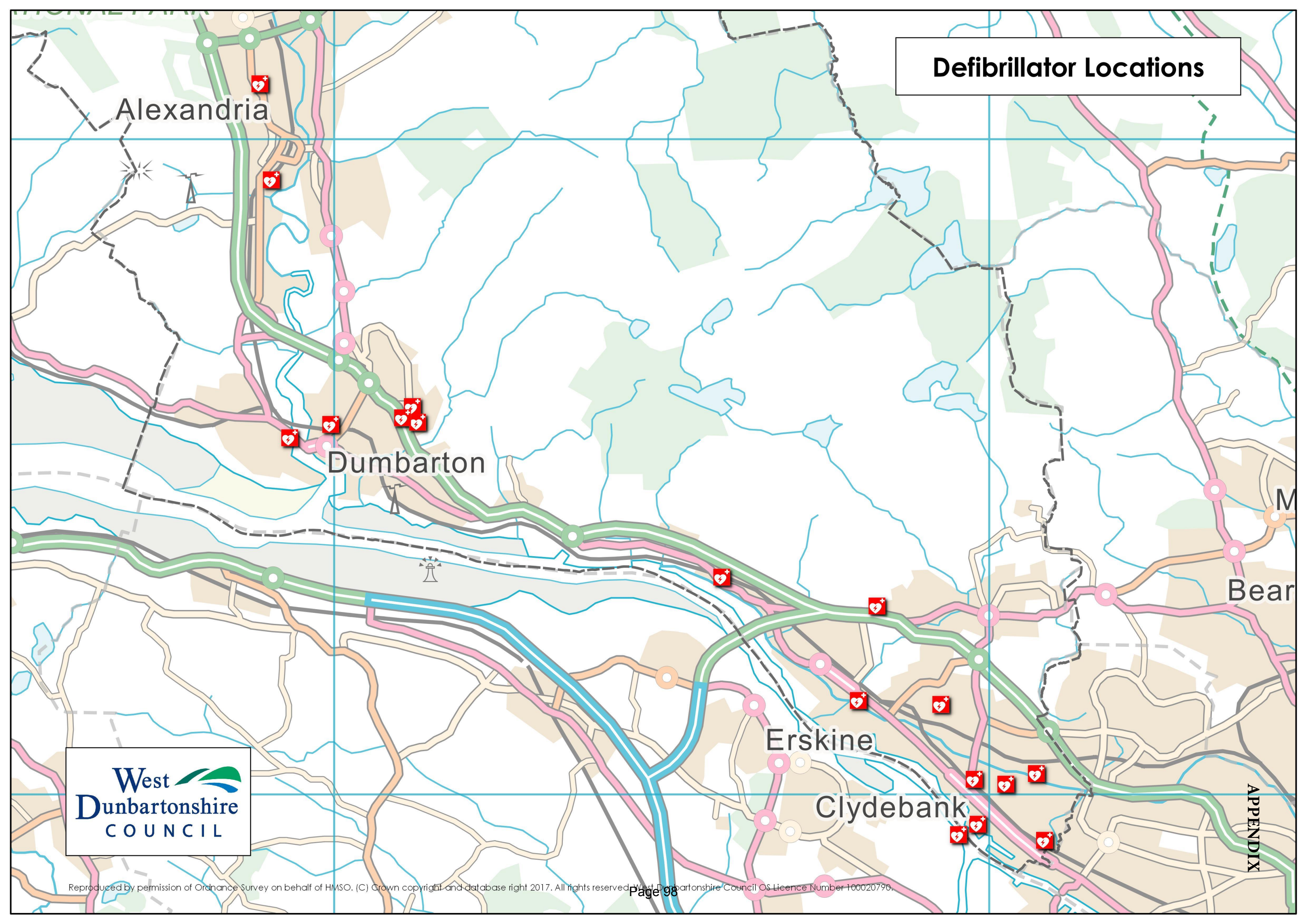
Strategic Lead – People & Technology

Date: 15 August 2017

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Appendix: Appendix 1 – AED location map

Defibrillator Locations



WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead Environment & Neighbourhood****Council: 30 August 2017**

Subject: Clydebank Community Sports Hub Update**1. Purpose**

- 1.1** The purpose of this report is to provide members with an update on the progress of the delivery of the Clydebank Community Sports Hub and request additional funds to deliver the project.

2. Recommendations

- 2.1** It is recommended that Council:

- (i) notes the progress of Clydebank Community Sports Hub project;
- (ii) approves additional capital funding up to a maximum of £850,000 to allow the project to proceed with the current scope of deliverables, with a clear understanding that every effort will be made to minimise costs, where possible; and
- (iii) notes, assuming recommendation (ii) is agreed, that the contract will be awarded to the preferred bidder, under the delegated authority noted at 3.1.

3. Background

- 3.1** Delegated authority to tender and award the contract for this project was approved by the Infrastructure, Regeneration and Economic Development (IRED) Committee on 16 September 2015 and then again on 14 September 2016. Council on 22 February 2017 approved the updated capital plan which included a budget of £2,992,000 to deliver the project.
- 3.2** Clydebank Community Sports Hub is an ambitious project that has been developed over the past 4 years. It plans to deliver improved sporting facilities and community regeneration at its Dean Street location in Whitecrock, Clydebank.
- 3.3** Sports clubs in Clydebank came together to create Clydebank Community Sports Hub because they believe that sport is a catalyst for change. Working together rather than individually will fundamentally change the local community by improving well-being, enhancing social opportunities and increasing aspirations through engagement. The Clydebank Community Sports Hub vision is:

- To be a centre of Excellence in West Dunbartonshire for Sport and Community;
- To have the best facilities for the community in Whitecrook, that will bring the community together, enhance learning, address disadvantage and ensure social, environment and economic development;
- To promote participation in all sports particularly by traditionally disengaged people including girls, young people with poor health and people with disabilities;
- To engage the whole local community in a grand vision, using sport for holistic change;
- To be a key social meeting place for community clubs; and
- To be aspirational and ambitious.

3.4 The Community Sports Hub model is the preferred delivery method for community sports activity and community participation and engagement by Sportscotland and the Scottish Government. This project is an exemplar use of the Community Sports Hub model, illustrated by the £2,130,000 of external funding attracted.

3.5 In addition to the investment from the Council, there are 8 external funders committed to delivering this project, each with specific deliverables associated with their financial contribution.

3.6 The funding package which has been negotiated with a range of external bodies to assist in delivering the project includes multiple external grants and capital contribution from West Dunbartonshire Council as follows:

Funding Body	Funding Provided
Sportscotland	£500,000
Gaelic Athletic Association	£300,000
The Robertson Trust	£20,000
Scottish Rugby Union	£40,000
Clydebank Community Sports Hub	£100,000
Scottish Government Regeneration Capital Grant Fund	£1,000,000
Cashback for Communities	£150,000
Scottish Landfill Communities Fund	£20,000
Total funding to delivery project	£2,130,000

In addition to the above the Council has committed £885,000 to the project bringing the total funding currently available to £3,015,000. The Council funding comprises the following, as agreed at IRED Committee on 14 September 2016:

- £500,000 allocation from Capital Plan;
- £120,000 from the Community Sports Fund;
- £230,000 from the Sports Pitch Capital Upgrades fund; and
- £35,000 allocation from Improvement to Open Spaces and Community Access, Environment fund.

As a result of the external funding, together with Council funding, as noted above the total funding available to the project is £3,015,000 rather than the £2,992,000 identified in the capital plan.

- 3.7** Each of the grant offers have detailed conditions attached to them which require close monitoring through the life of the project to ensure they are met. Timescales for providing status updates to funding Stakeholders are clearly established and must be reported timeously.
- 3.8** The project is being delivered through the Council's Capital Investment Team utilising the Project Board governance model which has successfully delivered a range of projects from the Council's strategic investment plan.
- 3.9** Through the project board process the design, delivery method, procurement method and cost planning process was agreed and scrutinised. This led to the project being progressed to tender stage. The contract proposed for use is the Scottish Building Contracts Committee Limited (SBCC) Traditional with Quantities 2011, with standard amendments and elements of Contractor Design Portions.

When the decision was taken by the Project Board to proceed to tender, the cost plan produced by the Project Cost Consultant gave appropriate confidence around the cost affordability, within the available funding for this project of £3,015,000.

- 3.10** Following the publication of the Invitation to Tender through the Public Contracts Scotland portal, 5 tender submissions were received. All 5 tenders are in excess of the available £3,015,000 funding and as such the Council were not in a position to enter into a contract.
- 3.11** The target date to award the construction Contract was 30 March 2017 to align with the Scottish Government Regeneration Capital Grant (RCGF) deadline of 31 March 2017, however, this was not achieved as all 5 tenders were in excess of the available £3,015,000 funding. In accordance with the West Dunbartonshire Council Standing Orders and the delegated authority approved, the Strategic Director was not in a position to enter into a Contract.
- 3.12** In the interim period, the sports clubs decanted from the existing Dean Street facility in early January 2017 and continue to use alternative training and competition venues. The existing public utilities have been disconnected and asbestos strip works were completed in early February 2017.

4. Main Issues

- 4.1** Since the tender returns were received at the end of February 2017, the Project Team, working in conjunction with the Design Consultants, has been reviewing the project scope and deliverables in an attempt to identify potential cost savings. Consideration continues to be given to possible savings whilst avoiding significant material changes to the scheme given the negative implications this would have on the planning consent secured in June 2016. An essential consideration relates to the grant conditions of the various external funders and the key deliverables built within the Clydebank Community Sports Hub Business Plan that will sustain and futureproof the project once in operational.
- 4.2** The primary external funders (Scottish Government and Sportscotland) have been provided with on-going status updates following the tender returns. Both funders have acknowledged the ongoing process and are aware of the inherent challenges and continue to work with the Council and Clydebank Community Sports Hub to progress the project. The full complement of external funders will be provided with a status update following the outcome of this Council meeting.
- 4.3** A meeting was held with the Scottish Government on 30 March 2017, as a primary financial stakeholder, and in light of the position following the tender returns. During this meeting, representatives of the Council and Clydebank Community Sports Hub were verbally informed that there was potential to carry over the £1,000,000 grant. Subsequently a letter from the Scottish Government was received, dated 2 August 2017, confirming that the funding of £1,000,000 will be available during 2017/18. Officers continue to liaise with the Scottish Government and are due to provide a further status update by means of a monitoring and claim form by 31 August 2017. The update must offer assurances that the project will now progress sufficiently in order to be in a position to draw down the grant in full.
- 4.4** Sportscotland was informed of the project status following the tender returns; following this the Council has been advised that a later programme for the drawdown of Sportscotland funds is advantageous and assists with their management of project funding pipeline commitments. Sportscotland has phased the availability of the £500,000 from 1 April 2018 onwards.
- 4.5** The project team have completed the technical and commercial review of the tender returns but as yet has not formally moved to preferred bidder status therefore final total project costs are not fully defined at present and are indicative. Potential value engineering has been explored and this will continue to be a point of reference to minimise costs, where possible. As stated above, all 5 bids received are in excess of the £3,015,000 funding available.
- 4.6** When the Invitation to Tender was published, it was envisaged that the likely cost would be in the region of £2,600,000, which with the addition of the estimated development costs (professional fees, survey costs etc), totals in the region of £3,015,000. For works contracts, the threshold at which the

European Procurement regime applies is c £4.1m, accordingly we are applying National rather than European rules and regulations.

- 4.7** Given the conditions set by each of the grant funders together with the values of bids received being higher than the funding currently available, officers have undertaken an options appraisal on the range of available options open to the Council at this stage. This option appraisal is provided in Appendix 1. The table below summarises the options examined.

Options	Description	Rank	Option Appraisal score
1. Terminate project	<p>Project does not proceed. Capital investment required to make good the existing building following intrusive surveys, asbestos removal and utility disconnections so the building can come back into use. CCSH Business Plan is not delivered and there are abortive development costs for professional & statutory fees and survey costs. Current tender activity is terminated and no construction contract is awarded. Low level of procurement risk as the development does not proceed. CCSH move back into the existing facility following remedial work with no tangible betterment to the facilities. Significant reputational damage to the Council.</p> <p>From a Procurement perspective terminating the contract mitigates any potential Procurement risk.</p>	2nd	12
2. Project scope reduced to fit within available £3,015,000 funding	<p>Proceed with the project but with a significantly reduced scope that is deliverable within the funding available.</p> <p>Due to funding conditions attached to the various external funding packages there is a significant risk that the costs reduced would be at least matched by offsetting reductions or withdrawal of external funding.</p> <p>Project scope would be based on the provision of the Gaelic football sized synthetic pitch, sports changing facilities, making good the balance of the existing facility with some community provision, where funds allow.</p>	3rd	9

	<p>This option would require to be re-tendered and therefore involves programme delay. As noted the Scottish Government RCGF requires agreement from the Council by 31 August 2017 that the project is proceeding and fully funded. Such a re-tendering process would make this impossible and this funding would be removed.</p> <p>There is a risk that, even after seeking to reduce costs through scope changes, that the costs may still be higher than the available funds. This risk is heightened due to cost inflation between existing tender prices and a pricing at a future date.</p> <p>There is also a risk that a reduced scope project being introduced to the market may not be as successful at attracting a similar high quality of bidder. The project could become impossible to deliver.</p> <p>As we are dealing with National Procurement legislation there is less of a regimented procurement regime and it is unlikely that there would be significant scope for challenge on the grounds of an increase in the overall project value, given the determining factor in driving the actual cost is the specification of the Works.</p> <p>If the specification were to be extensively and materially altered to work within the available funding, there would be a significantly greater procurement risk.</p>		
3. Project scope proceeds as tendered with an additional £850,000 capital investment	Proceed on the basis of the currently tendered scheme. This would require further capital investment of £850,000. No material changes to the scheme that would impact on the Planning consent, external funding outcomes or the ability to achieve the CCSH Business Plan objectives. Current funders are not able to provide further funding towards the project. As a result the Council	1st	57

	<p>contribution to project would require to increase to £1,735,000 (£885,000 & £850,000). Total budget required to deliver the project would increase to £3,865,000.</p> <p>As noted above, whilst there is some risk arising from the change in value, we can demonstrate from the bids that this is the real cost of the delivery of the facility rather than a change of scope.</p> <p>This option would continue with the current tender activity and the procurement risks are considered low.</p>		
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- 4.8** With reference to Option 2 (Project scope reduced to fit within £3,015,000 funding), this would be an iterative process subject to further design development and appraisal to fully assess the impact of reducing the scope to get the spend within available funds. This option would require the assessment of potential cost reduction approaches and in turn how each would affect the various funding streams.

One example of a cost reduction approach would be the removal of the community garden and allotments. If this was to be progressed, Scottish Government RCGF funding for these elements would be lost with the potential loss of the full £1,000,000 as this forms an essential grant outcome.

Another cost reduction approach would be to reduce the specification or size of the synthetic pitch. If this was to be progressed, this would risk the funding from a number of the sporting agencies such as Sportscotland, Gaelic Athletic Association and Scottish Rugby Union and in addition would have a negative impact on the CASH Business Plan objectives and income generation targets.

As noted above, whilst it is permissible to alter the scope to a limited extent, it should not be altered to such an extent that the outcome materially departs from that which was tendered, without a re-tender being considered.

- 4.9** The option appraisal exercise identifies Option 3 as the favoured option to be progressed (refer to the table within 4.7 above). Option 3 maintains grant funding secured to date, maintains the scope largely as originally bid, ensuring the key deliverables are met, protects the ambition of the CASH Business Plan, mitigates against further programme delay and also reduces the risk of inflation on construction costs. The other options considered bring risks that cannot be fully quantified at this point.

5. People Implications

- 5.1** There are a number of senior officers involved in the project across services of the Council and as part of the Project Board.

- 5.2** As a significant Capital Investment Team project, further time from existing staff will be involved with the project development and subsequent delivery for the duration of the construction and beyond to support the transition into operation in line with the approved project management approach.
- 5.3** West Dunbartonshire Leisure Trust has representatives as part of the Project Board and also continues to provide technical support to the CCSH Committee for funding and operational matters.

6. Financial and Procurement Implications

Financial

- 6.1** As noted above the budget approved for this project at Council on 22 February 2017 was £2,992,000, however since then external funding has been clarified increasing the funding available to £3,015,000, as detailed at 3.6 above.
- 6.2** On the basis of the tender returns and taking account of the combined results of the technical and commercial evaluations, there is a funding gap currently identified of £850,000.
- 6.3** As noted above through the options appraisal it is recommended that the project should proceed, however this requires additional capital investment of £850,000. Also as noted above, the current external funders are not able to provide any additional funding, so the recommendation is therefore that the Council provides the funding required.
- 6.4** Based on the current project spend plan the additional capital funding is required in financial year 2018/19.
- 6.5** Should Council agree to provide the additional funding then this will be added to the capital plan from 2018/19 and have a revenue implication in relation to loan charges of around £50,000 per year over a 25 year period.

Procurement

- 6.6** The procurement exercise was conducted in accordance with the agreed contract strategy, produced by the Corporate Procurement Unit in conjunction with the Capital Investment Team and Legal Services officers within the provisions of the Councils Standing Orders and Financial Regulations and the terms of the procurement route identified as detailed above.

The provision of the new Community Sports Hub will contribute to the delivery of the Council strategic priorities through a primary opportunity to invest and regenerate Whitecrook and provide the local community with purposes built facilities. Through the contract provisions, additional benefits will be achieved that will deliver a positive social, economical and environmental impact for West Dunbartonshire, of which it is intended to include sessions with the adjacent primary school.

7. Risk Analysis

- 7.1** The tender process embarked upon required bidders to keep their tenders open for consideration for a period of three calendar months from the date of submission. The lodgement date was 28 February 2017 and the three months period ended on 28 May 2017. The 5 bidders have all agreed to hold their tendered prices for an additional 4 months up until 28 September 2017 (a total of 7 months open for consideration). There is a risk that any further delay will result in bidders no longer holding their prices. Based on the recommendation to proceed to award, on the basis of additional funding, this risk would be minimised.
- 7.2** Should the project be re-tendered on a revised scope of deliverables or to incorporate savings, this could negatively affect the ability to attract bidders of quality, lose time with no guarantee the project costs will reduce to meet the budget given external factors such as Brexit and inflation.
- 7.3** Delay to programme with associated implications for CCSH with extended period of decant to alternative facilities, reputational impact, potential increase to costs and delay in the ability for CCSH to deliver their Business Plan and generate projected income through operation. Programme delay may also impact on the ability to maintain external funding to support the project, particularly in relation to the Scottish Government RCGF grant.
- 7.4** If the project does not proceed, the existing facility would require further financial investment to make good following the asbestos strip works and bring it back to an operational state. A cost estimate of approximately £225,000 would be required made up of the following;
- £135,000 expenditure to date; and
 - £90,000 to address the basic remedial works required.
- 7.5** There is a risk of additional professional fees from the Design Consultants to deliver the project through the remaining development phase and thereafter during construction and to completion.
- 7.6** Potential increased costs of utility connections generated by programme delay and inflation.
- 7.7** The Scottish Government RCGF funding of £1m has been carried over from financial year 2016/17 to 2017/18 but this is on the basis that the contract is awarded as soon as possible and definitely within this financial year.

8. Equalities Impact Assessment (EIA)

- 8.1** Council policy requires CCSH, as tenant, to undertake an Equalities Impact Assessment screening. This is available as a background paper.

9. Strategic Environmental Assessment (SEA)

- 9.1** A strategic environmental assessment is not necessary for decisions related to this report. Environmental considerations continue to be addressed through the project development phase and the approach will be governed by the Council Regulatory Authority consultation and approvals.

10. Consultation

- 10.1** Discussions have taken place with statutory consultees and regulatory Authorities including Planning, Roads and Transportation and Environmental Health. A number of public consultation sessions were done in support of the Planning Application.
- 10.2** CCSH and the Council seek to continue dialogue with the local Community, Centre 81, partners and funders to ensure project priorities are delivered through the revised proposals.

11. Strategic Assessment

- 11.1** This proposal will contribute to improving economic growth and employability; and improving local housing and environmentally sustainable infrastructure.

Ronnie Dinnie

Strategic Lead – Environment & Neighbourhood

Date: 17 August 2017

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Appendices:

Appendix 1 High Level Analysis of Options
Appendix 2 Existing Location Plan
Appendix 3 Proposed Site Plan

Background Papers:

Infrastructure, Regeneration and Economic Development (IRED) Committee, 16 September 2015, Item 7

Infrastructure, Regeneration and Economic Development (IRED) Committee, 14 September 2016, Item 5

Design & Access Statement

Equalities Impact Assessment

Wards Affected:

4, 5 and 6



OPTIONS	DESCRIPTION
Option 1 Terminate project	<p>Project does not proceed. Capital investment required to make good the existing building following intrusive surveys, asbestos removal and utility disconnections so the building can come back into use. CCSH Business Plan is not delivered and there are abortive development costs for professional & statutory fees and survey costs. Current tender activity is terminated and no construction contract is awarded. Low level of procurement risk as the development does not proceed. CCSH move back into the existing facility following remedial work with no tangible betterment to the facilities. Significant reputational damage to the Council.</p> <p>From a Procurement perspective terminating the contract mitigates any potential Procurement risk.</p>
Option 2 Project scope reduced to fit within available £3,015,000 funding	<p>Proceed with the project but with a significantly reduced scope that is deliverable within the funding available.</p> <p>Due to funding conditions attached to the various external funding packages there is a significant risk that the costs reduced would be at least matched by offsetting reductions or withdrawal of external funding.</p> <p>Project scope would be based on the provision of the Gaelic football sized synthetic pitch, sports changing facilities, making good the balance of the existing facility with some community provision, where funds allow.</p> <p>This option would require to be re-tendered and therefore involves programme delay. As noted the Scottish Government RCGF requires agreement from the Council by 31 August 2017 that the project is proceeding and fully funded. Such a re-tendering process would make this impossible and this funding would be removed.</p> <p>There is a risk that, even after seeking to reduce costs through scope changes, that the costs may still be higher than the available funds. This risk is heightened due to cost inflation between existing tender prices and a pricing at a future date.</p> <p>There is also a risk that a reduced scope project being introduced to the market may not be as successful at attracting a similar high quality of bidder. The project could become impossible to deliver.</p> <p>As we are dealing with National Procurement legislation there is less of a regimented procurement regime and it is unlikely that there would be significant scope for challenge on the grounds of an increase in the overall project value, given the determining factor in driving the actual cost is the specification of the Works.</p> <p>If the specification were to be extensively and materially altered to work within the available funding, there would be a significantly greater procurement risk.</p>
Option 3 Project scope proceeds as tendered with an additional £850,000 capital investment	<p>Proceed on the basis of the currently tendered scheme. This would require further capital investment of £850,000. No material changes to the scheme that would impact on the Planning consent, external funding outcomes or the ability to achieve the CSH Business Plan objectives. Current funders are not able to provide further funding towards the project. As a result the Council contribution to project would require to increase to £1,735,000 (£885,000 & £850,000). Total budget required to deliver the project would increase to £3,865,000.</p> <p>As noted above, whilst there is some risk arising from the change in value, we can demonstrate from the bids that this is the real cost of the delivery of the facility rather than a change of scope.</p> <p>This option would continue with the current tender activity and the procurement risks are considered low.</p>

GREEN	HIGH CONTRIBUTION TOWARDS SUCCESS CRITERIA (SCORE VALUE OF 2)		
AMBER	MODERATE CONTRIBUTION TOWARDS SUCCESS CRITERIA (SCORE VALUE OF 1)		
RED	LIMITED/ NO CONTRIBUTION TOWARDS SUCCESS CRITERIA (SCORE VALUE OF 0)		
	Options	1. Terminate project	2. Project scope reduced to fit within available £3,015,000 funding
			3. Project scope proceeds as tendered with an additional £850,000 capital investment
Success Criteria			
1. Overall Capital Investment	2	1	0
2. Risk to external funding	0	1	2
3. CCSH Business Plan objectives achievable - more than just a home for sport, an inclusive community regeneration facility	0	1	2
4. Deliver revenue generation as identified in the CCSH Business Plan	0	1	2
5. SportsScotland grant outcomes achievable	0	0	2
6. Gaelic Athletic Association grant outcomes achievable	0	0	2
7. The Robertson Trust grant outcomes achievable	0	0	2
8. Scottish Rugby Union grant outcomes achievable	0	0	2
9. Clydebank Community Sports Hub loan funding requirements achievable	0	0	2
10. Scottish Government RCGF grant outcomes achievable	0	0	2
11. Cashback for Communities grant outcomes achievable	0	0	2
12. Scottish Landfill Communities Fund grant outcomes achievable	0	1	2
13. Reputational risk exposure	0	0	1
14. Minimise disruption and use of alternative facilities for CCSH & Community during development and construction	2	0	2
15. Provision of accessible facilities with greater community use	0	1	2
16. Managing expectations of CCSH, WDC & Community	0	1	2
17. Investment required to make good existing facility if project does not proceed	0	0	2
18. Risk of challenge during tendering process	2	0	2
19. Bringing substantial investment to the Whitecrook area and regeneration and enhancement of the existing facility	0	1	2
20. Community benefit potential to Whitecrook Nursery	0	0	2
21. Community benefit potential to Whitecrook Primary School	0	0	2
22. Maintaining compliance with Conditional Planning Consent	0	0	2
23. Maintain Building Warrant submission as an extension under 2013 Regulations	0	0	2
24. Minimise Programme delay	2	0	2
25. Business continuity for CCSH & Clubs	2	1	2
26. Ability to proceed to award contract based on current tender process	0	0	2
27. Be a centre of excellence in WDC for sport and community	0	0	2
28. Ensure social, environment and economic development	0	0	2
29. To be aspirational and ambitious	0	0	2
30. Additional professional fees for re-design	2	0	2
OVERALL SCORE	12	9	57

SCORING MATRIX	
OPTION	POSITION
1	2nd
2	3rd
3	1st

Clydebank Community Sports Hub

Option Summaries	Option 1	Option 2	Option 3
	Terminate project	Project scope reduced to fit within available £3,015,000 funding	Project scope proceeds as tendered with an additional £850,000 capital investment
WDC Contribution to date	£885,000	£885,000	£885,000
External Funding to date	£2,130,000	£2,130,000	£2,130,000
Funding to date	£3,015,000	£3,015,000	£3,015,000
Target saving to be achieved	N/A	£841,500 (or more if partial external funding loss occurs)	N/A
Estimated Project Cost	£225,000	£3,015,000 (or less if partial external funding loss occurs)	£3,856,500
Estimated Funding Gap	N/A	N/A	£850,000
New WDC Capital Required	N/A	N/A	£850,000
Notes	Project costs would be capital expenditure to date and the additional cost of making good the existing facility to bring back into use. WDC budget underspend. External grant funding would be lost. No benefit to WDC, CCSH or community.	Delivering within the available funds would mean substantial material changes and therefore will fall short on grant outcomes. Funding actually likely to reduce below £3,015,000 due to missed objectives and loss of some external funding. This option would require negotiation with the external funders to establish how much of the current funding would remain. This option is likely to incur additional Design Consultant fees & inflationary increase due to the delay in Programme to rework an affordable scheme.	Level of investment based on indicative costs and overall estimated development costs noted below.

Estimated total project costs are based on indicative costs from tender return prices and development costs as follows;

Indicative construction costs	£3,454,950.00
Indicative development costs	£401,550.00

Indicative total project costs	£3,856,500.00
--------------------------------	---------------

Option description:

Project does not proceed. Capital investment required to make good the existing building following intrusive surveys, asbestos removal and utility disconnections so the building can come back into use. CCSH Business Plan is not delivered and there are abortive development costs for professional & statutory fees and survey costs. Current tender activity is terminated and no construction contract is awarded. Low level of procurement risk as the development does not proceed. CCSH move back into the existing facility following remedial work with no tangible betterment to the facilities. Significant reputational damage to the Council.

From a Procurement perspective terminating the contract mitigates any potential Procurement risk.

OPTION 1	PROS	CONS
Terminate project		No benefit delivered to WDC, CCSH or community.
		Sports clubs have been decanted from the property since early Jan 2017 and will move back in significantly later with no improvement to their facilities. They have had to deal with inconvenience and disruption and will be disappointed that the project does not proceed.
		CCSH Business Plan will not be achieved and the projected income will not be forthcoming.
		No community benefits or regeneration delivered.
		Significant reputational risk if project does not progress with community, wider public & with external funders.
		WDC would experience a capital budget underspend.
		Abortive spend estimated to be £225,000 would not deliver value.
		Project would lose external funding.

Clydebank Community Sports Hub

Option description:

Proceed with the project but with a significantly reduced scope that is deliverable within the funding available.

Due to funding conditions attached to the various external funding packages there is a significant risk that the costs reduced would be at least matched by offsetting reductions or withdrawal of external funding.

Project scope would be based on the provision of the Gaelic football sized synthetic pitch, sports changing facilities, making good the balance of the existing facility with some community provision, where funds allow.

This option would require to be re-tendered and therefore involves programme delay. As noted the Scottish Government RCGF requires agreement from the Council by 31 August 2017 that the project is proceeding and fully funded. Such a re-tendering process would make this impossible and this funding would be removed.

There is a risk that, even after seeking to reduce costs through scope changes, that the costs may still be higher than the available funds. This risk is heightened due to cost inflation between existing tender prices and a pricing at a future date.

There is also a risk that a reduced scope project being introduced to the market may not be as successful at attracting a similar high quality of bidder. The project could become impossible to deliver.

As we are dealing with National Procurement legislation there is less of a regimented procurement regime and it is unlikely that there would be significant scope for challenge on the grounds of an increase in the overall project value, given the determining factor in driving the actual cost is the specification of the Works.

If the specification were to be extensively and materially altered to work within the available funding, there would be a significantly greater procurement risk.

OPTION 2	PROS	CONS
Project scope reduced to fit within available £3,015,000 funding	No additional WDC funding required.	Loss of some of the external funding.
		Risk of losing £1,000,000 Scottish Government RCGF money if programme delay prevented the contract award within 17/18.
		Would need to negotiate with and manage the expectations of the external funders.
		Council would have to reduce expected outcomes for the project as a result of not being able to afford the full scope that the tender is based upon.
		Negative impact on the ability of CASH to achieve their full Business Plan and projected incomes.
		Reduced benefit to the community with less facilities.
		Programme delay as time is required for further design development and cost planning exercises.
		Reputational risk to stakeholders as project would not continue in the form that achieved planning consent and was the basis of the substantial external funder investment.
		Programme delay as project would require to be re-tendered.
		Increased development stage costs for additional Design Team fees for re-design.
		Project risk relating to ability to attract quality bids from the market for a reduced scheme.
		Risk that the cost savings are not sufficient to bring the reduced scheme project within budget.
		Risk to conditional planning consent as savings required would require material changes to the current design proposals.

Clydebank Community Sports Hub

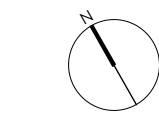
Option description:

Proceed on the basis of the currently tendered scheme. This would require further capital investment of £850,000. No material changes to the scheme that would impact on the Planning consent, external funding outcomes or the ability to achieve the CCSH Business Plan objectives. Current funders are not able to provide further funding towards the project. As a result the Council contribution to project would require to increase to £1,735,000 (£885,000 & £850,000). Total budget required to deliver the project would increase to £3,865,000.

As noted above, whilst there is some risk arising from the change in value, we can demonstrate from the bids that this is the real cost of the delivery of the facility rather than a change of scope.

This option would continue with the current tender activity and the procurement risks are considered low.

OPTION 3	PROS	CONS
Project scope proceeds as tendered with an additional £850,000 capital investment	Will not generate a potential challenge through the procurement process.	Additional capital investment required.
	Will deliver the external grant funding objectives.	
	Will deliver the CCSH Business Plan.	
	No requirement to re-tender.	
	Programme delay is mitigated by proceeding with the current tender.	
	Greater confidence that the £1,000,000 Scottish Government RCGF money will be drawn down in 17/18 as Programme delay is mitigated.	
	This option would allow Council to award the contract and commence on site in 2017.	
	No requirement for re-design and associated additional design fees.	
	Project will progress in accordance with the approved conditional planning consent.	
	Will protect the interests of stakeholders and external agencies involved with funding.	
	Maximises the potential for regeneration.	
	Maximises the potential for sports and community use.	



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KEY:
--- Boundary of site to which Building Warrant application relates
--- Area owned by West Dunbartonshire Council

Road markings:
--- "School - Keep Clear"

Landscaping:
● Existing tree

0 5 10 15 20 25 M

Drawing formerly titled: DC-J002

IN ASSOCIATION WITH:
SAC
CONSULTANTS
www.sac.co.uk

Rev. Description Drawn Date
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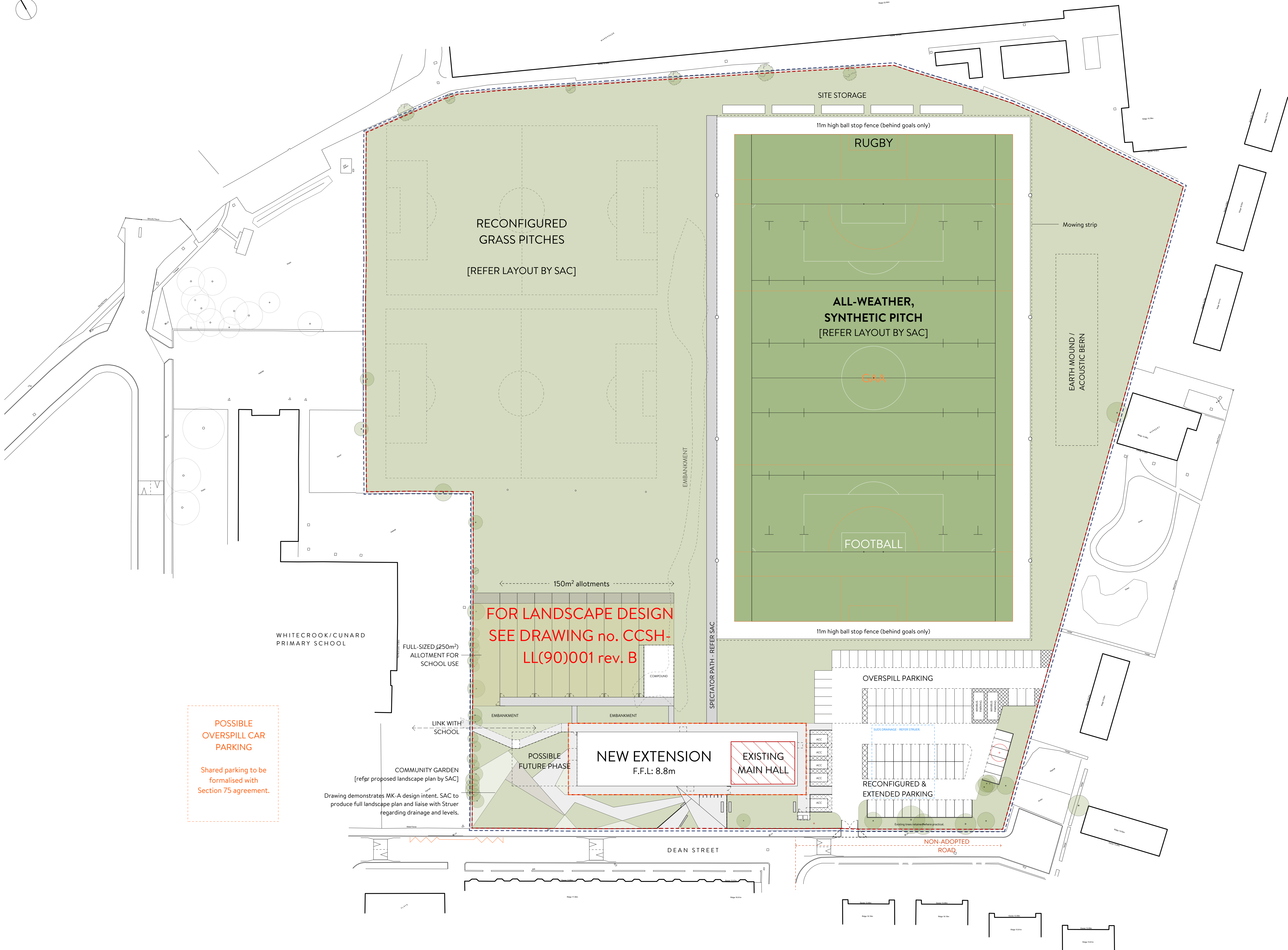
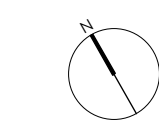
Project
Clydebank Community Sports Hub (CCSH)
Client
CCSH / WDC

Drawing description
Existing Location Plan

Drawn by Date Scale
MK-A 04.01.2017 1:500@A1

Project no. Drg. no. Revision
105 (90)AP001

Drawing status
TENDER



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KEY:
--- Boundary of site to which Building Warrant application relates
--- Area owned by West Dunbartonshire Council

Road markings:
--- "School - Keep Clear"

Landscaping:
● Existing tree
○ Existing tree (removed)

Pitch markings (refer SAC drawings):
--- GAA
--- Rugby
--- Football

0 10 20m

Drawing formerly titled: DC-1010

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A WIP stamp removed. Landscape design dwg reference added
Rev. Description Drawn Date

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Project
Clydebank Community Sports Hub (CCSH)

Client
CCSH / WDC

Drawing description
Proposed Site Plan

Drawn by
MK-A

Date
04.01.2017

Scale
1:500@A1

Project no.
105

Drg. no.
(90)API01

Revision
A

Drawing status
TENDER

APPENDIX 3