

Agenda



Meeting of West Dunbartonshire Council

Date: Wednesday, 28 March 2018

Time: 14:00

Venue: Council Chambers,
Clydebank Town Hall, Dumbarton Road, Clydebank

Contact: Christine McCaffary
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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: 15 March 2018

WEST DUNBARTONSHIRE COUNCIL

WEDNESDAY, 28 MARCH 2018

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

3 MINUTES OF PREVIOUS MEETING 7 - 64

Submit for approval as a correct record, the Minutes of meeting of West Dunbartonshire Council held on 5 March 2018.

4 MINUTES OF AUDIT COMMITTEE To follow

Submit for information and where necessary ratification, the Minutes of Meeting of the Audit Committee held on 21 March 2018.

5 OPEN FORUM

Andrew Muir, Dumbarton – Christie Ward, Vale of Leven Hospital

The Christie Ward at the Vale of Leven Hospital was open from 1997 to 2010 to care for people with mental health issues. Will the council please ensure that an investigation takes place to determine whether any patients in the Christie Ward suffered inhuman or degrading treatment taking due account of the judgment in the case of Gorobet v Moldova. In that judgment the European Court of Human Rights ruled that forced treatment which had not been shown to be a medical necessity could amount at least to degrading treatment within the meaning of Article 3 of the Convention which prohibits in absolute terms such treatment irrespective of the circumstances and the victims' behaviour.

6 CASUAL AND SUPPLY WORKERS 65 – 72

Submit report by the Strategic Lead – People and Technology providing information in response to the motion agreed by Council on 20 December 2017.

7/

- 7 SHARED SERVICES IMPLEMENTATION – ROADS AND TRANSPORTATION 73 - 112**
- Submit report by the Strategic Director - Transformation & Public Service Reform on the above.
- 8 GENERAL SERVICES – BUDGETARY CONTROL REPORT To follow PERIOD 11**
- Submit report by the Strategic Lead – Resources on the above.
- 9 HOUSING REVENUE ACCOUNT – BUDGETARY CONTROL To follow REPORT – PERIOD 11**
- Submit report by the Strategic Lead – Housing & Employability on the above.
- 10 REVISING THE INTEGRATION SCHEME 113 - 116**
- Submit report by the Interim Head of Strategy, Planning and Health Improvement on new duties to support the implementation of the Carers (Scotland) Act 2016.
- 11 DC17/140: MIXED USE DEVELOPMENT INCORPORATING To follow FOOTBALL STADIUM AND ASSOCIATED USES (INCLUDING RESTAURANT, HOSPITALITY AND FUNCTION SUITES), RESIDENTIAL DEVELOPMENT, COMMERCIAL AND TOURISM DEVELOPMENT, FLOODLIT SPORTS PITCHES, ACCESS, PARKING, AND LANDSCAPING ON LAND AT YOUNG’S FARM, RENTON ROAD, DUMBARTON BY DFC COMMUNITY STADIUM COMPANY LTD**
- Submit report by the Strategic Lead – Regulatory informing Council of the outcome and recommendation of the Planning Committee on 21 March 2018.
- Note:** All documents relating to this planning application are available to view on the Planning e-portal via this link: [DC17/140](#)
- 12 NOTICES OF MOTION**
- (a) Motion by Councillor Jim Bollan – Our Lady & St. Patrick’s High School – 4G Pitch**
- A report with costs for the undernoted proposals should be brought to the next cycle of appropriate Committees for consideration.

Council is minded to provide free access to the OLSP 4G football pitch in Bellsmyre and to all other Council owned synthetic football pitches for all local school children who are not members of organised Clubs.

The OLSP facility should be available Mon - Fri from 7pm to 10pm, which is after school hours use, subject to Club bookings of the facility. Access times and conditions for all other synthetic football pitches should be the same as OLSP, unless different local arrangements are agreed on a case for case basis. This facility is state of the art and use of it should be maximised to ensure positive activities for local school children in terms of healthy exercise and sports development. Council requests the Leisure Trust to provide the same free access and arrangements for all synthetic football pitches they manage for WDC.

(b) Motion by Councillor Jonathan McColl – Communications, Museums & Cultural Development Committee

Council agrees that the Communications, Museums and Cultural Development Committee will be renamed the Cultural Committee.

WEST DUNBARTONSHIRE COUNCIL

At the Meeting of West Dunbartonshire Council held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Monday, 5 March 2018 at 2.00 p.m.

Present: Provost William Hendrie, Bailie Denis Agnew and 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, John Mooney, Lawrence O'Neill, Sally Page and Martin Rooney.

Attending: Joyce White, Chief Executive; Angela Wilson, Strategic Director - Transformation & Public Service Reform; Richard Cairns, Strategic Director – Regeneration, Environment & Growth; Beth Culshaw, Chief Officer, West Dunbartonshire Health & Social Care Partnership; Peter Hissett, Strategic Lead – Regulatory; Stephen West, Strategic Lead – Resources; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Victoria Rogers, Strategic Lead – People and Technology, Ronnie Dinnie, Strategic Lead – Environment & Neighbour, Jim McAloon, Strategic Lead – Regeneration; Gillian McNeilly, Finance Manager and Christine McCaffary, Senior Democratic Services Officer.

Also in Attendance: Carol Hislop, Senior Audit Manager and Zahrah Mahmood, , Senior Auditor, Audit Scotland.

Apologies: An apology for absence was intimated on behalf of Councillor Brian Walker.

* arrived later in the meeting.

Provost William Hendrie in the Chair

MINUTE'S SILENCE

The Provost advised the meeting of the sudden death of Stuart Gallie, a member of his civic team who regularly assisted him and other Elected Members to facilitate Council business.

A minute's silence was then observed as a mark of respect.

LEADER OF THE COUNCIL'S REMARKS

The Leader of the Council, Councillor McColl, referred to the recent extreme weather that had affected the area and on behalf of the Council expressed thanks to staff of West Dunbartonshire Council, the Health & Social Care Partnership and other partners who had excelled in continuing to provide essential services to the community, and in particular to the most vulnerable residents.

He acknowledged the extra efforts of Roads' staff who had worked all hours to keep main routes clear which had greatly assisted the emergency services in their responses.

Councillor Rooney was also heard in similar terms, and the Council agreed unanimously with the appreciations expressed.

URGENT ITEM OF BUSINESS RENTON CRAIGANDRO FOOTBALL CLUB

The Provost advised that he had received and agreed to a request from Councillor McColl for an urgent item of business to be considered, and invited Councillor McColl to provide further detail.

Councillor McColl advised that he had been contacted by Renton Craigandro FC regarding their plans to take over the Wylie Park site in Renton. The Club were currently in negotiations with funders and required an urgent decision from the Council to allow the discussions to progress.

The Provost advised that the item would be considered at the end of the business of the agenda.

VARIATION IN ORDER OF BUSINESS

After hearing Provost Hendrie it was noted that the order of business was varied as hereinafter recorded.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of West Dunbartonshire Council held on 20 December 2017 were submitted and approved as a correct record.

MINUTES OF MEETING OF AUDIT COMMITTEE HELD ON 13 DECEMBER 2017

The Minutes of Meeting of the Audit Committee held on 13 December 2017 were submitted for information and where necessary ratification.

OPEN FORUM MRS ROSE HARVIE – PLASTIC WASTE

Provost Hendrie advised that an Open Forum question had been received from Mrs Rose Harvie in connection with plastic waste.

Mrs Harvie read out her question:-

Context

There has been a great deal of national and international concern expressed recently about the problem of plastic waste, which if not re-cycled, can end up in rivers and subsequently the sea. It can then be inadvertently consumed directly by fish and other marine creatures, often causing death or serious injury; or it is absorbed by plankton and can then enter the human food chain in fish.

As consumers, we are all being urged to support both a reduction in the use of non-recyclable plastic, and to correctly re-cycle plastic items that we do buy.

As a responsible local authority, what measures will WDC consider to help reduce this problem?

While I accept that many council meetings do use cups and saucers for tea and coffee –

May I suggest:

1. A total ban on the purchase and use of plastic straws, single use plastic drink bottles, and single use cardboard coffee cups with plastic linings, for **all** council premises, including schools, leisure centres, libraries etc.
2. Separation of street litter so that plastic bottles (and aluminium drink cans) can be re-cycled.
3. An assurance that as much plastic as possible is actually re-cycled.
4. Purchase of recycled plastic items when available or economically possible e.g. plastic trays and pots for greenspace and parks departments.

Councillor McLaren provided the following response:-

1. Suitable alternative materials/options are currently being explored with our suppliers through Scotland Excel and our Procurement team. It is known that, in the case of school milk, suppliers are carrying out detailed research into the replacement of the plastic straw however at this time a paper alternative that is robust enough to be transported and pierce the carton has not been identified. For future tenders a key stipulation will be that the products listed will be non-compliant where a suitable alternative can be made available.
2. All Street Litter is taken to the Auchencarroch Landfill site that is operated by Barr Environmental. There is a materials recycling facility on site that treats/sorts waste prior to landfill to remove the recyclable element that includes plastic bottles and aluminium cans. Officers from the Environment and Neighbourhood team would be happy to arrange a site visit to demonstrate to Ms Harvie the process carried out.
3. Our mixed recyclate is treated and sorted locally by Greenlight Environmental. The percentage of recyclate has significantly increased since engaging with Greenlight and again, Environment & Neighbourhood Team would be happy to arrange a visit although we are aware that Ms Harvie is a Director with Greenlight.
4. As part of our procurement Strategy we will condition, where possible, that recycled plastic items are purchased where economically viable.

I would also add that the Corporate Procurement Unit are working on a new Social Issues in Procurement Policy, which will be taken to the management group on 27 March, and if approved will go to a future Council meeting.

As a supplementary question, Mrs Harvie asked if the Council would consider giving formal support to the Scottish Government with regard to the proposed introduction of a deposit scheme for the sale of single use plastic bottles, and also for drinks cans.

Councillor McLaren advised Mrs Harvie that she would receive a written response to her questions in due course.

The Provost thanked Mrs Harvie for attending.

NOTICE OF MOTION

(a) Motion by Councillor Jim Bollan – Plastic Free Coastlines

Councillor Bollan moved:-

Council agrees to support the initiative called “Plastic Free Coastlines” promoted by Surfers Against Sewage. To provide practical support to this critical environmental issue WDC agrees to commit to ditching single use plastic items (disposable plastic items which are designed to be used only

once) across all departments and services, like replacing plastic coffee stirrers with wooden ones or dispensing with single use condiment sachets for example. Council asks officers to take immediate steps, within existing budgets, to reduce the use of single use plastics and to bring a report back to August Council outlining what has been done to reduce use of these plastics, the detail of what single use plastics are still being procured and a plan to entirely remove their use by the Council. The report should indicate any financial consequences that cannot be met from existing budgets.

In the UK 250M plastic toothbrushes are discarded each year. 100B plastic eating utensils are discarded in the World every year. Plastic cotton buds are the 6th most common item found on the World's beaches. Billions of plastic straws are discarded each year. Council also agrees to promote the "Plastic Free Initiative" using all media outlets at our disposal. Council agrees to register and join "Plastic Free Initiatives" and if a local steering group is set up to nominate an officer representative.

Councillor Bollan accepted as an addendum from Councillor McColl that the Council agrees to support the Scottish Government in its proposed introduction of a deposit scheme for single use plastic bottles.

The Council agreed the motion with addendum.

2018-19 BUDGET CONSULTATION RESULTS

A report was submitted by the Strategic Lead – Communications, Culture & Communities providing an overview of the consultation process for the proposed budget saving options for 2018-19 as presented to Council on 20 December 2017, and summarising key results and feedback.

After discussion and having heard the Strategic Lead - Communications, Culture & Communities in answer to Members' questions, the Council noted the contents of the report.

GENERAL SERVICES REVENUE ESTIMATES AND COUNCIL TAX – FINANCIAL YEARS 2018/19 TO 2020/21

A report was submitted by the Strategic Lead – Resources providing Council with sufficient information to allow them to consider the General Services Revenue Estimates from 2018/19 to 2020/21 and to set the Council Tax for 2018/19.

Councillor Dickson moved:-

Council thanks our staff and communities for the massive, constructive response to our budget consultation.

The Administration have listened and changed our original draft budget. Thanks to staff and community input, we can successfully deliver a budget

that helps deliver our Strategic Plan, investing in Education, Roads and other frontline services while at the same time protecting the Health and Social Care Partnership budget.

Based on your feedback, Council:

- Notes the budget report and the updates of projections for 2017/18 and the next 3 financial years for revenue, capital and reserves;
- Sets the band D council tax level for 2018/19 will be £1,198, which represents a 3% increase and assumes a collection rate of 97.25%;
- Agrees the Capital Plan at Appendices 2 and 3 of the report including the recurring projects for 2018/19 and projects within the capital plan as detailed at 4.5.2 and 4.5.3 in this report, together with changes made within the Administration budget;
- Agrees the appended Administration budget for 2018/19 (attached as appendices 1 and 2 to these minutes)
- Agrees to establish a new 'Community Empowerment Steering Group', to be chaired by the Spokesperson for Community Empowerment and consult with the Spokesperson with a view to bringing a report to a future Council meeting to agree its role, remit and membership; the main purpose of this group will be to drive the Administration's Community Empowerment agenda forward.

Thanks to public and staff feedback, the SNP Administration's budget has been able to do the following things:

- Prioritise Education and increase the Raising Attainment Budget.
- Reverse the management decision to have pupils cleaning food prep areas in schools.
- Invest more than £7 million in our roads network.
- Protect local Care Services, reversing the proposed £1.56 million cut to the HSCP.
- Create a £1 million apprenticeship fund.
- Promote the Fresh Start 100% business rates relief programme, to bring industry and commerce back to West Dunbartonshire.

and

- Promote Community Empowerment and make Council decision making more open and transparent.

As an amendment Councillor Rooney moved:-

This Council notes that according to the Scottish Governments own data; West Dunbartonshire Council is one of the most economically deprived areas of Scotland.

The Scottish Government, HMRC, Child Poverty Action Group and West Dunbartonshire Council have also confirmed the negative impact of poverty on our citizens.

West Dunbartonshire Council has seen its budget for local services being cut year on year by the Scottish Government, with additional burdens and costs placed on the Council by both the Scottish Government and the UK Government.

We have also seen cuts to social care services with another £1.56m planned each of the next three years resulting in a cut of £4.68m.

This year the cuts have included:

- Slashing the Council's successful Care of Garden Scheme;
- Deleting customer service posts from our one-stop-shops, reducing library hours and closing the Social Work office in Alexandria;
- A 26% cut in library opening hours and a loss of staff. Consequential reduction in staffing; and
- Cutting free school milk at lunchtime in our schools.

This Council believes that the decade of cuts by the SNP must end.

Therefore, this Council rejects ALL the proposed budget cuts from the recent public consultation as attached to this motion.

This Council calls on the Scottish Government to fully fund West Dunbartonshire Council in order to protect local services and to properly reward our staff.

Labour Councillors are putting fairness and tackling poverty at the heart of our budget.

- The SNP want to cut the School Clothing Grant for our poorest pupils – but a Labour budget will increase the Clothing Grant from £100 to £130 per child an increase of 30%;
- The SNP want to cut the number of cleaning staff but the Labour Budget will protect them;
- The SNP have cut the Care of Garden Scheme for 800 pensioners but Labour intends to seek to reverse this when able and will create a fund to allow this to happen should this be agreed in the future;
- The SNP have cut opening hours and jobs in our Libraries but Labour intends to seek to reverse this when able and will create a fund to allow this to happen should this be agreed in the future; and
- The SNP have decided to introduce Needs Assessments and fees for musical instruments; Labour intends to seek to reverse this when able

and will create a fund to allow this to happen should this be agreed in the future.

As well as this, Labour will set aside funding to support a free meal initiative for vulnerable children following the North Lanarkshire model.

Furthermore, the Labour Budget will help to stabilise the H&SC Partnership Budget by providing £1.56m of support this year in order to protect vital social care services for our resident.

Given the above, this Council agrees to note the recommendations in the report at 2.1 of the report in relation to:

(i) new information since December 2017; (ii) the Cabinet Secretary's letter; (iii) the projected outturn for capital including re-profiling of projects; (iv) the updated projections at 4.6; (v) the updated draft provisions and reserves position at 4.7; and (v) notes the update provided in relation to the Council motion agreed at Council on 20 December 2017.

In addition the Council agrees the following:

- To endorse the updated capital plan from 2018/19 as detailed in Appendices 2 and 3 to this report including the recurring projects for 2018/19 and projects within the capital plan as detailed at 4.5.2 and 4.5.3 in this report;
- To set the band D council tax level for 2018/19 at £1,198 which represents a 3% increase and assumes a collection rate of 97.25% thereby generating £33.448m, exclusive of Council Tax Reduction Scheme (CTRS) and net of other discounts; and
- Agree the General Services Revenue Estimates for 2018/19 as set out in the attached Budget document (attached as appendix 3 to these minutes).

Councillor O'Neill asked Councillor Rooney if he would be willing to accept as an addendum to his amendment that £400,000 capital be set aside for the creation of two multi-use games areas (MUGAs) at Edinbarnet Primary School and St Joseph's Primary Schools, Faifley. Councillor Rooney confirmed his acceptance to the addendum.

Following a request from the Provost, Councillor Dickson's motion was seconded by Councillor McColl and Councillor Rooney's amendment was seconded by Councillor McBride.

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

On a vote being taken, 8 Members, namely Councillors Bollan, Casey, Lennie, McBride, Millar, Mooney, O'Neill and Rooney voted for the amendment and 12 Members, namely Provost Hendrie, Bailie Agnew and Councillors Brown, Conaghan,

Dickson, Docherty, Finn, Caroline McAllister, McColl, McLaren, McNair and Page voted for the motion which was accordingly declared carried.

HOUSING REVENUE ACCOUNT (HRA) ESTIMATES 2018/19 2018/19

A report was submitted by the Strategic Lead – Housing & Employability seeking approval in respect to setting the housing revenue budget for 2018/19 and the level of weekly rent increase for 2018/19 which is sufficient to fund the revenue budget for 2018/19 and the associated capital investment programme.

A copy of 'More Homes Better Homes 2018-2019' was circulated, a copy of which is shown as Appendix 4 to these minutes.

Following discussion the Council agreed:-

- (1) to note the outcome of the tenant consultation process, detailed in Appendix 1 of the report;
- (2) to note the progress made, as per Appendix 2 to the report, in the HRA Housing capital programme for the period 2017/18 as approved by Members at the Council meeting of 22 February 2017;
- (3) the five year capital programme of work set out in Appendix 3 to the report inclusive of the Council's new house building programme and the overall resources to fund;
- (4) to update the 2017/18 HRA Capital spend programme as detailed in 4.1.5 of the report;
- (5) the revenue budget for 2018/19 as detailed in Appendix 4 to the report;
- (6) the weekly rent increase for 2018/19 at an average £1.53 on a 52 week basis (£1.69 on a 47 week basis), equating to 2% to meet the planned net revenue HRA budget as detailed in Appendix 4 to the report;
- (7) to increase rents at the Gypsy Travellers site by the same percentage;
- (8) to maintain the existing level of lock up rent levels at £5.55 per week on a 52 week basis (£6.02 on a 47 week basis) at the same levels as for 2017/18; and
- (9) to note the increase in the prudential reserve target for 2018/19 (from £0.830m to £0.846m).

GLASGOW CITY REGION CITY DEAL – UPDATE

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

Following discussion and having heard officers in answer to Members' questions, Councillor Bollan moved:-

Because we now know there are dozens of heavy toxic contaminants on this site, including lead and asbestos which was found in 25 samples and can kill by ingesting one fibre, Council agrees to make it a core condition of proceeding with this proposal any further that full and rigorous decontamination of the whole site is undertaken and paid for by Esso before WDC proceed with this project which has already cost the Council Taxpayer £3m.

The decontamination work also needs to be monitored independently of Esso.

The Council has a responsibility, if we agree to purchase this site, to ensure the site is safe for people to walk and work on and anything other than full decontamination will not deliver this security for local people and site workers.

As an amendment Councillor McColl moved the recommendations in the report, namely:-

That Council notes the progress of the Glasgow City Region City Deal and the progress with the Council's project for the Exxon site.

At this point in the meeting, Councillor Rooney seconded Councillor McColl's amendment and Councillor Lennie seconded Councillor Bollan's motion.

ADJOURNMENT

The Provost adjourned the meeting for a short period to allow copies of Councillor Bollan's motion to be circulated to Members.

The meeting reconvened at 4.25 p.m. with all Members noted in the sederunt present.

On a vote being taken, 17 Members voted for the amendment and 1 for the motion. The amendment was accordingly declared carried.

GENERAL SERVICES BUDGETARY CONTROL REPORT TO 31 JANUARY 2018 (PERIOD 10)

A report was submitted by the Strategic Lead – Resources on the progress of both the General Services revenue budget 2017/18 and the approved capital programme for the period to 31 January 2018.

After discussion and having heard officers in answer to Members' questions, the Council agreed:-

- (1) to note that the revenue account currently shows a projected annual favourable variance of £0.272m (0.13% of the total budget); and

- (2) to note that the capital account shows a projected annual favourable variance of £42.887m (45.65% of the budget) and a projected project life adverse variance of £2.493m (0.80% of project life budget); and
- (3) that an application be made for emergency financial assistance from the Bellwin Scheme following the demands on the Council as a result of the recent extreme weather conditions.

Note: Councillor McNair left the meeting at this point.

HOUSING REVENUE ACCOUNT (HRA) BUDGETARY CONTROL REPORT TO 31 JANUARY 2018 (PERIOD 10)

A report was submitted by the Strategic Lead – Housing & Employability providing an update on the financial performance to 31 January 2018 (Period 10) of the HRA revenue and capital budgets.

Following discussion, the Council agreed:-

- (1) to note the projected favourable revenue variance of £0.263m (0.6%); and
- (2) to note the position advised in relation to the capital budget which is currently projecting an in-year favourable variance of £11.184m (36.6%), of which £11.326m (37.0%) relates to project re-phasing and an in-year overspend of £0.142m (0.4%).

PRUDENTIAL INDICATORS 2017/18 TO 2025/26 AND TREASURY MANAGEMENT STRATEGY 2018/19 TO 2025/26

A report was submitted by the Strategic Lead – Resources seeking approval of the proposed Prudential Indicators for 2017/18 to 2020/21 and Treasury Management Strategy (including the Investment Strategy) for 2018/19 to 2020/21.

The Council agreed:-

- (1) the following Prudential Indicators and Limits discussed in Appendix 1 and set out in Appendix 6 to the report for the period 2018/19 to 2020/21:

Capital Expenditure and Capital Financing Requirements (Tables A and B);

Forecast and estimates of the ratio of financing costs to Net Revenue Stream (Table D);

- (2) to approve the policy for loans fund advances discussed in Appendix 1, section 3.3 of the report;
- (3) to approve the Treasury Management Strategy for 2018/19 to 2020/21 (including the Investment Strategy) contained within Appendices 2 to 6 of the report;

- (4) the following Treasury Prudential Indicators and Limits discussed in Appendix 2 and set out within Appendix 6 to the report for the period 2018/19 to 2020/21:

Operational Boundaries (Table F);

Authorised Limits (Table G);

Counterparty Limits (Table J); and

Treasury Management Limits on Activity (Table L);

- (5) to note the draft Prudential and Treasury Management Indicators for the period 2021/22 to 2025/26 discussed in Appendices 1 and 2 and set out within Appendix 6 to the report;
- (6) to approve the statement by the Section 95 Officer regarding the gross debt level in comparison to the Capital Financing Requirement (Appendix 2 - Point 2.3 of the report refers);
- (7) to approve the Treasury Management Policy Statement set out in Appendix 7 of the report;
- (8) to approve the Treasury Management Clauses to be formally Adopted set out in Appendix 8 of the report;
- (9) to note the Treasury Management Role of the Section 95 Officer set out in Appendix 9 of the report; and
- (10) to refer this report to the Audit Committee to ensure further scrutiny takes place.

DUMBARTON COMMON GOOD BUDGET 2018/19

A report was submitted by the Strategic Lead – Resources providing an update on the Dumbarton Common Good budget and seeking approval for a revised budget for 2018/19 to 2022/23.

The Council agreed:-

- (1) to note the probable outturn for the budget 2017/18, as set out in the Appendix to the report;
- (2) to approve the revised 2018/19 to 2022/23 budget as set out in the Appendix to the report;

- (3) to note the projected balances carried forward of £0.515m at 31 March 2018 and £0.337m at 31 March 2019 (based upon the draft revised budget 2018/19); and
- (4) to note that in the interim years to 2022/23 annual updates will be provided to Council.

SHARED SERVICES IMPLEMENTATION – ROADS AND TRANSPORTATION

A report was submitted by the Strategic Director on the above.

Councillor McColl moved that Council agree the recommendations contained in the report.

Following discussion as an amendment Councillor McBride, seconded by Councillor O'Neill moved:-

That due to East Dunbartonshire Council's withdrawal from the joint project that the item be continued to allow an Elected Members' Seminar to be held to provide Members with more information.

Councillor Bollan moved a second amendment at this point in the meeting.

ADJOURNMENT

Provost Hendrie adjourned the meeting for a period of 5 minutes.

The meeting reconvened at 5.15 p.m. with those Members noted in the sederunt in attendance with the exception of Councillor McNair. Councillor Douglas McAllister, was now in attendance, having arrived during the adjournment.

Councillor McColl advised that he was happy to withdraw his motion and support Councillor McBride's amendment, which then became the motion.

Councillor Bollan having failed to obtain a seconder for his amendment asked that his dissent be recorded in the minutes.

Accordingly, Councillor McBride's motion was agreed.

NOTICE OF MOTION

(b) Motion by Councillor Caroline McAllister – Dumbarton Football Club

Council congratulates Dumbarton FC in reaching their first cup final in over 100 years, beating Welsh Champions The New Saints 2-1 in the semi-final. We wish them well and know they will do the town proud later this month when they meet Inverness Caledonian Thistle in the final.

The Council agreed the above motion.

**URGENT ITEM OF BUSINESS
RENTON CRAIGANDRO FOOTBALL CLUB**

Councillor McColl moved:-

That Council approve the lease of the site and pavilion known as Wylie Park, Renton to Renton Craigandro Football Club and proceed to enter into negotiations with the group for a 25 year lease for £1 if asked, with all necessary conditions to safeguard the Council's position in relation to any future disposal. There will be an option to purchase once full funding is in place and a revised business plan is presented for approval by the Community Asset Transfer assessment group.

The Council agreed the above motion.

The meeting closed at 5.17 pm.

			"FREE" RESERVES PROJECTION @ 31/3/18	2018/19 BUDGET POSITION	2019/20 BUDGET POSITION	2020/21 BUDGET POSITION
SUMMARY*						
POSITION AS REPORTED TO MARCH 2018 COUNCIL			-1,110,000	-671,000	7,091,000	12,972,000
ASSUMPTION ADJUSTMENTS:						
Reverse Funding reduction assumption for HSCP				1,560,000	1,560,000	1,560,000
Reverse the Management Adjustment to ensure that pupils are not responsible for cleaning food prep areas				6,000	12,000	15,000
ADJUSTED POSITION AFTER ASSUMPTION ADJUSTMENTS			-1,110,000	895,000	8,663,000	14,547,000
SNP GROWTH OPTIONS TO BE IMPLEMENTED			1,110,000	186,500	198,900	498,900
SAVINGS OPTIONS TO BE TAKEN			0	-1,081,500	-1,215,500	-1,239,500
FINAL POSITION			0	0	7,646,400	13,806,400
<i>*Budget subject to an equalities impact assessment and consultation with the Trade Unions as appropriate. All figures for 2019/20 and 2020/21 are indicative.</i>						
SNP Growth Options	Title	Comments	Impact on Reserves	Revenue Impact 2018/19	Revenue Impact 2019/20	Revenue Impact 2020/21
SNP G1	Winter Maintenance	Consultation responses have shown a willingness from residents to 'Grit Their Bit'. To support this resilience in our communities, seasonal staff will be employed or overtime authorised for existing staff to assist with the winter maintenance programme; £50,000 of revenue will be targeted to ensure community based grit bins are kept topped up. We will also use £10,000 from reserves to purchase a further 50 grit bins for placement as identified by our communities.	£10,000	£50,000	£50,000	£50,000
SNP G2	Cultural Events	£25,000 of seed money will be available to the Cultural Committee with a view to attracting events of cultural significance and bring inward investment into the local economy.		£25,000	£25,000	£25,000
SNP G3	Heritage Capital Fund	This Administration is committed to investing in its cultural and heritage infrastructure in order to unlock regeneration, increase tourism and raise the reputation of the area. In the next five years we expect the waterfront at Clydebank to be transformed and this creates the perfect opportunity to undertake bold and exciting projects that revitalise Council assets and change the way people look at our area. This approach will focus upon renewing the historic Town Hall making it a venue that residents can be proud of, renovating the Bruce Street Baths into a regional exhibition and contemporary events space, and identifying and repurposing Council buildings to provide cultural workshops and gallery space, and consider further opportunities for the Fund to revitalise other Council assets. To achieve this ambitious vision Council will earmark £4 million of capital funding to enhance our assets during the life of the current Administration. Officers are asked to develop detailed proposals for this funding, and attempt to lever the maximum external funding possible to ensure that we make the most of this opportunity. Officers should bring reports to a future Cultural Committee detailing full business cases for discussion for these planned investments.		£0	£0	£240,000

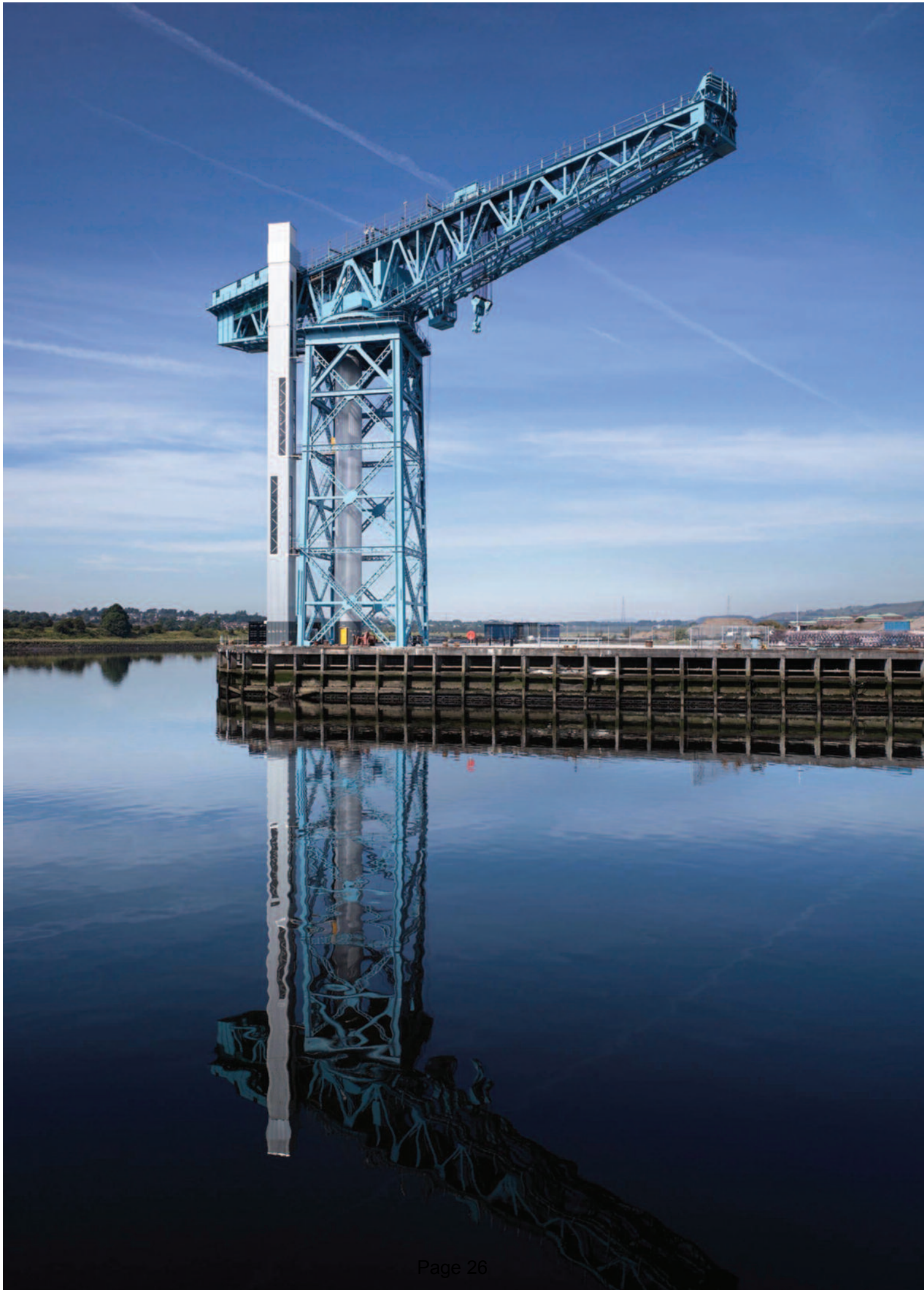
SNP G4	Openness & Transparency	The SNP will deliver our election pledge to livestream and record Council & Committee meetings, starting with a one year pilot to run from August 2018. We will record and livestream full Council, IRED, Housing & Communities, Educational Services, Corporate Services, Community Empowerment Forum, Community Planning Partnership (subject to the agreement of the CPP Management Board), HSCPIJB (subject to the agreement of the HSCPIJB) and Cultural Committee. Council may choose to add or subtract from this list at any time (subject to the six month rule). By agreeing this budget, Council has provided officers with written authorisation for the recording and livestreaming of Council and Committee meetings, meeting the requirements of Standing Order 12.	£3,500	£3,900	£3,900	£3,900
SNP G5	Education	We will increase the raising attainment budget to allow the Educational Services Committee to consider pilot projects we can fund for schools to reduce the poverty related attainment gap.		£100,000	£0	£0
SNP G6	Roads Maintenance	We will earmark an extra £3,000,000 in the Capital Plan, on top of the figures included within the officer's report, to more than double the investment in road resurfacing. Furthermore, a report will be brought to a future IRED Committee with options for a pilot scheme to use recycled plastic materials in our roads; this has the potential to be more environmentally sustainable and more resilient in extreme temperatures.	£0	£0	£120,000	£180,000
SNP G7	New Apprenticeship Fund	We will invest £1,000,000 to create a new apprenticeship fund for the remainder of the term of this Administration.	£1,000,000	£0	£0	£0
SNP G8	Fresh Start Scheme	From April 2018, the Scottish Government is enhancing the 'Fresh Start' business rates relief scheme. This scheme will allow qualifying businesses who occupy premises that have been empty for the previous six months or more to access 100% rates relief. This modest allocation of cash will allow the Council, through our Working4Business team, to publicise this scheme and attract new businesses to open up across West Dunbartonshire, providing goods, services and employment for our citizens.	£1,500			
SNP G9	Change Fund	We will increase the Change Fund for the purpose of spend to save activities.	£60,000	£7,600	£0	£0
SNP G10	Biodiversity - Seeds & Plaques	The Council will purchase and spread wildflower seeds to create habitats suitable for bees and other pollinating insects. We will also put in place informative plaques at our prominent biodiversity areas, informing people of the wildlife these new habitats support.	£5,000			
SNP G11	Community Empowerment Steering Group	This enabling fund will allow a new Community Empowerment Steering Group (to be Chaired by the Spokesperson for Community Empowerment) to recommend measures to Council and Committees to enhance the Council's interaction with our citizens and promote Community Empowerment across the authority. Officers will work with the Administration to bring a report to a future Council meeting to agree the membership and role of this steering group.	£30,000			
	SNP Growth Options		£1,110,000	£186,500	£198,900	£498,900

SAVINGS OPTIONS TO BE TAKEN						
Option Number	Title	Comments	Impact on Reserves	Revenue Impact 2018/19	Revenue Impact 2019/20	Revenue Impact 2020/21
1	Reduce the Curriculum for Excellence budget	Curriculum is now embedded within our schools and the Scottish Government provides funding for standardised assessments, therefore this budget is no longer required.		£42,000	£42,000	£42,000
4	Reduce payments to Parent Councils	This option received significant public support and will see a return to normal funding for Parent Councils.		£75,000	£75,000	£75,000
5	Remove Additional Educational Maintenance Payments	West Dunbartonshire Council will continue to provide an enhanced rate of EMA payments to eligible pupils, 50% higher than the Scottish standard.		£82,000	£82,000	£82,000
10b	Dalmuir Golf Course - Increase Membership Fees	Membership charges will increase by 30% from the current season ticket charge of £280 per annum to £364. The additional income generated will support the ongoing costs of running the Golf Course.		£10,000	£10,000	£10,000
11	Review Council's grass cutting service	A move from weekly grass cutting to fortnightly, and current fortnightly grass cutting to three weekly should not have a huge negative impact. We will also create more biodiversity areas to support an increase in wildlife, particularly pollinating insects such as bees and butterflies.		£136,000	£136,000	£136,000
12	Remove summer bedding displays	We will convert existing annual flower beds into a mixture of grass and perennial beds that provide a pleasant visual environment for our residents and are less expensive to maintain.		£80,000	£80,000	£80,000
13	Review the provision of Christmas trees	The consultation showed huge public support for the Council providing Christmas trees in Alexandria, Dumbarton and Clydebank. We will encourage community groups to bid for grant funding or sponsorship from local businesses if those communities would like to see more trees in their area.		£10,000	£10,000	£10,000
16	Reduction in cemetery maintenance	Reducing the weekly grass cutting regimes in cemeteries from weekly to fortnightly will not have a hugely negative visual impact. We will also make more use of weed killer to reduce the need for manual removal of weeds.		£120,000	£120,000	£120,000
17	Reduction in park maintenance	Similar to options 11 & 12 but within our parks. This will see a reductions of formal summer bedding. Weekly grass cutting will be reduced to fortnightly and litter picking will reduce from daily to three times per week.		£150,000	£150,000	£150,000
18	Identify areas in parks and open spaces for biodiversity	Appropriate areas in parks and public spaces will be created as biodiversity sites. This is an important step in creating sustainable environments for wildlife, importantly bees and other vital pollinators. Investment will be made to spread appropriate wild flower seeds to attract these insects and plaques will be displayed telling the public what wildlife these new habitats are helping to sustain.		£180,000	£180,000	£180,000
25	Undertake a review of Community Facilities operated by WDLT	The leisure trust will conduct a review to determine which community facilities are being under utilised and are suitable for closure. We will encourage groups in these communities to take ownership of these centres, using the Community Empowerment act to enable asset transfers, supported by our Community Empowerment Team.		£40,000	£130,000	£130,000

29	Transfer cash payments by residents to the Post Office and PayPoint shops and stores. (Not taking this option would add £140,000 to the budget gap)	This option received more than 90% community backing and allows us to complete our positive transformation of front facing one stop shop services and call centre services to our communities.		£7,500	£7,500	£7,500
30	Reduce the number of paid Trade Union Convenor posts	Nearly two thirds of employee respondents (63.56%) told us we should reduce the number of Trade Union Convenors to 1 FTE from the current 3.4 FTE. The SNP recognise the value of these posts and have decided that while we respect the views of our staff, we feel that 2 FTE Trade Union Convenors is more sustainable, while bringing us more into line with other local authorities, most of whom have between zero and 2.5 FTE.		£50,000	£50,000	£50,000
31	Increase Food Export Certificate Charges	The Council provides food export certificates to companies exporting food/drink to certain countries. Local Councils are not obliged to provide this service but West Dunbartonshire Council is keen to assist business wherever possible. To allow it to continue to offer this service the Council will increase Food Export Certificate charges by £50 per certificate in 18/19 and a further £40 in 19/20.		£25,000	£45,000	£45,000
34	Review grants to voluntary organisations	Thanks to our partnership with CVS, implemented by the SNP nearly 10 years ago, Community Groups have had access to millions of pounds of external funding, reducing the pressure on the Council's grants fund leaving it underspent. With this and other internal funds now available, the Council can safely reduce this budget without having a negative impact on groups.		£50,000	£50,000	£50,000
35	Reduce funding to strategic partner organisations	The original option proposed an average 12% cut to strategic partners in 2018/19, and this received significant public backing, with more than 70% of respondents comfortable with this reduction. This SNP Administration has a clear understanding of the importance of our partner organisations in providing vital services to our residents, and we do not believe such a large reduction in funding would be practical. In light of continued Westminster austerity, we agree with our constituents that savings should be made, but instead we will reduce funding by half the original proposal, just 6%, and phase this reduction in over three years (with this three year funding being confirmed to strategic partners). Consultation with individual strategic partners will take place to ensure that savings don't have a significant impact on service provision. Funding reductions will depend on individual circumstances and will not to be a uniform, pro-rata, arbitrary reduction across the board. Following their discussions with strategic partners, officers will bring a report to the Corporate Services Committee to allow elected members to decide how to allocate the savings over the next three years.		£24,000	£48,000	£72,000
	SAVINGS ACHIEVED		£0	£1,081,500	£1,215,500	£1,239,500

**WEST
DUNBARTONSHIRE
COUNCIL**

A Fairer Future 2018 - 2019



Our vision, values and ethos

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

Strategic priorities 2017 - 22

- 1 A strong local economy and improved job opportunities
- 2 Supported individuals, families and carers living independently and with dignity
- 3 Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
- 4 Open, accountable and accessible local government
- 5 Efficient and effective frontline services that improve the everyday lives of residents

As a Council we want every employee to have **PRIDE** in the services they deliver:

**Personal
Responsibility
In
Delivering
Excellence**

This ethos reflects the personal stake that every one of us has in delivering our Council's priorities and underpins our commitment to the values we have adopted as a Council:

**Ambition
Confidence
Honesty
Innovation
Efficiency
Vibrancy
Excellence**

At the core of what we do as a Council is a commitment to reduce inequality and tackle root causes of poverty. The strategic priorities we have adopted are focused on improving the lives of the people of West Dunbartonshire, by promoting equality for all. Underpinning our strategic priorities are key cross cutting principles, which inform all the work that we do. We will be:

- **a listening Council**
- **an accessible Council**
- **a responsive Council**
- **an open Council**

A Fairer Future

West Dunbartonshire Council Administration Strategic Budget and Capital Plan

Key objectives

- Creating jobs and employment opportunities
- Growing our economy and attracting investment
- Reducing poverty and inequality
- Raising attainment for all children and young people
- Improving the health and wellbeing of our residents
- Enhance our environment making
West Dunbartonshire cleaner and greener

Delivering for our communities

As an administration we are committed to doing everything we can to create a fairer West Dunbartonshire. In the coming years we face a significant financial challenge with a predicted shortfall of £13million between the money we receive and what it actually costs to deliver our vital Council services.

We are determined to protect our most vulnerable residents, safeguard our frontline services and deliver the investment our communities need. Our vision is to create a West Dunbartonshire where every resident prospers, communities grow stronger, and the environment and infrastructure supports businesses to launch and thrive.

We will be directed by our communities and are committed to ensuring that we make it easier for residents of all ages to have their say and inform the decisions we make. We have consulted with residents,

partners, employees and businesses on our proposals. Their feedback has shaped this budget and our plan for the future. We will capitalise on our rich heritage and culture to generate an economic benefit, we will create jobs, employment and lifelong learning opportunities, we will drive growth and we will continue to explore and implement innovative approaches to service delivery to achieve better outcomes for our communities. Our people are our greatest asset and we will strengthen and support our communities to take an ever greater role in the development of their area. We are acutely aware that some of our residents face inequality and we are committed to address these challenges, improving health and wellbeing, raising attainment, and ensuring that poverty is not a barrier.

Councillor Ian Dickson
Convener of Corporate Services
West Dunbartonshire Council

STRATEGIC PRIORITY

A strong local economy and improved job opportunities



Our commitments for 18/19 are:

- Invest £1m in an apprenticeship fund to create new routes into employment over the remainder of this administration
- Invest £100k to create a Raising Attainment Fund specifically to reduce the poverty-related attainment gap in schools between the most and least disadvantaged children and young people
- Improve attainment, particularly in literacy and numeracy, among all young people
- Invest £3.6m to transform Levensgrove Park in Dumbarton
- Invest £4m over the term of this Administration to improve Clydebank Town Hall, renovate Bruce Street Baths and reinvigorate other important Council assets across West Dunbartonshire
- Invest £25k to attract events of cultural significance and bring inward investment to the local economy
- Deliver targeted projects to improve the health and wellbeing of children and young people
- Improve employability skills and sustained, positive school-leaver destinations for our young people
- Continue working with parents and carers on the implementation of the 1,140 hours programme in Early Learning and Childcare by 2020
- Complete the final phase of Queens Quay Infrastructure work - including utilities, basin works, roads works, District Heating Energy Centre commissioning and installation of related pipework
- Open the Council's new £15.4m Dumbarton town centre office at 16 Church Street, bringing hundreds of staff to the town centre
- Encourage uptake of the Scottish Government's Fresh Start 100% Business Rates relief programme

Our key achievements in 17/18 were:

- Successfully bid for £6.1m of Scottish Government support to install a £12m District Heating Network at Queens Quay. Infrastructure works commenced on site at Queens Quay, including preparation for the District Heating Network
- Officially opened the new £23.8million state of the art Clydebank Leisure Centre
- Successfully delivered the new our Lady and St Patrick's High School providing modern learning facilities for 1000 young people
- Successfully delivered the new Balloch Education Campus incorporating St Kessog's and



- Delivered employability support which helped thousands of people into work, to gain their driving licence or to achieve recognised qualifications
- Continued our successful Modern Apprentice scheme and developed and delivered family and youth learning opportunities in 15 local primary and secondary schools through Pupil Equity Funding
- Invested more than £88m in our schools estate, improving the learning environments for our children and young people
- Secured a further £3.4m of Scottish Government funding to invest across our education services this year to tackle the poverty-related attainment gap
- Continued our focus on Science, Technology, Engineering and Maths ensuring our young people are equipped for the jobs of the future
- Improved the percentage of young people entering a sustained positive destination, due to an increase in qualifications gained
- Spent £250k on school breakfast clubs
- Spent £2.8m to provide free school meals
- Continued our investment of £3.2m to support residents into work and training, and recruit 40 new Modern Apprentices
- Supported 98% S4, S5 and S6 students achieving one or more National, Higher or Advanced Higher awards

STRATEGIC PRIORITY

Supported individuals, families and carers living independently and with dignity



Our commitments for 18/19 are:

- Maintain vital Social Work & Care services by investing £1.5m more than planned
- Assist vulnerable people who are frail allowing them to remain independent and supported in their own homes
- Develop a West Dunbartonshire Primary Care Improvement Plan alongside the new way of working for GPs to enhance access for residents to health and social care professionals
- Work with all carers across West Dunbartonshire to enhance their access to support in line with the requirements of the new Carers Legislation
- Continue progress on the new 84 bed Residential Care Home for Clydebank planned for 2019. There will be a total investment of £28m transforming care for residents in West Dunbartonshire
- Support children and young people to remain safe and nurtured in the community
- Work in partnership to prevent and reduce Domestic Abuse and to provide comprehensive support to victims
- Support the new Mental Health Strategy as it provides us with an opportunity to assist more people to access help early, reduce stigma and focus on the potential for recovery
- Support the delivery of the revised Scottish Government's Substance Misuse Strategy and principle of 'Seek, Keep and Treat' to reduce the harm caused by alcohol and drug misuse
- Improve access to specialist help and in particular access to treatments for as long as required. Working in partnership with, for example, the housing sector, West Dunbartonshire Leisure and Working4U.

Our key achievements in 17/18 were:

- Opened the new state-of-the-art Care Home in Dumbarton
- Safely and more quickly supported people to return home once ready for discharge from hospital
- Provided residents with Community Alarm and Telecare Sensors, alongside packages of support i.e. home care, day care and meal deliveries to allow people to be safe and independent at home



- Developed Recovery Orientated Systems of Care (ROSC) with wider partners which builds on the strengths and resilience of individuals who are on their recovery journey from substance misuse
- assisted almost 500 people through the Recovery Cafes substance misuse.

STRATEGIC PRIORITY

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

3

Our commitments for 18/19 are:

- We will strengthen and build the capacity of our communities to take control of assets in their neighbourhoods for the benefit of all
- Increase pupil and parent engagement in our establishments
- Support resilience in our communities by ensuring the Council provides our residents with the tools needed to help themselves and each other
- Increase the size and diversity of the Citizens Panel
- Create a dedicated community empowerment team, to support individuals and groups across West Dunbartonshire
- Establish a steering group to ensure that community empowerment is at the heart of decision-making throughout the Council

Our key achievements in 17/18 were:

- Delivered the first budget consultation in three years ensuring our communities and partners helped to inform Council decisions
- Launched a refreshed Citizens Panel to support more accessible online engagement
- Increased engagement on our social media channels to reach over 26,700 people
- Following successful Charrette consultations with residents Secured regeneration funding for delivery of a number of key projects including the Dumbarton Waterfront Pathway, Bowling, Balloch Square, and Connecting Clydebank
- Undertaken two consultations totalling 1,500 responses on the new library timetable and investment commitments
- Supported resident decision-making to invest over £400k of capital in local community projects through participatory budgeting



- Launched West Dunbartonshire Community Watch to prevent doorstep crime in partnership with the police and Neighbourhood Watch. More than 400 residents have signed up to receive “alerts” when criminal activities may be taking place in their area.
- Successfully delivered the Night Zone over the festive period with Taxi Marshall deployment in main town centres

STRATEGIC PRIORITY

Open, accountable and accessible local government



Our commitments for 18/19 are:

- Investment in widening access to Council meetings by live streaming Council meetings
- Increase support in libraries for residents, particularly those in under-represented groups, seeking to improve their digital skills
- We will continue the roll out of online portal myaccount which is enabling residents to manage their Council Tax account at a time and place convenient to them and will extend this facility to incorporate additional services
- Invest £1.1m in technology, digital and wi-fi to improve services and increase accessibility

Our key achievements in 17/18 were:

- Increased website satisfaction from 74% to 90%
- Redesigned services to ensure more frontline staff are available to answer calls from residents via the Contact Centre and Welfare Fund Team, reducing call wait times as a result
- Worked in partnership to invest £224k to ensure our children and young people can achieve better outcomes in respect of housing, training and further education opportunities
- Achieved the maximum 4 stars rating for the Council website from SOCITM (The society for IT practitioners in the public sector) for a second year running



STRATEGIC PRIORITY

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



Our commitments for 18/19 are:

- Invest more than £7m to repair and upgrade roads across West Dunbartonshire
- Trial environmentally sustainable and potentially more robust road surfaces containing an element of recycled material
- Invest £421k in improving library branches across West Dunbartonshire including new children's areas and improved displays
- Invest £60k to enhance the winter maintenance programme, employ additional seasonal staff and provide 50 additional grit bins in communities
- Complete the regeneration of the former St Eunan's Primary School site into a community resource
- Present proposals for shared-service approach to roads maintenance in conjunction with Inverclyde Council to make better use of resources and deliver greater value for money for taxpayers
- Launch a reinvigorated campaign to reduce dog fouling and address the concerns of the 67% of residents who describe it as an issue in West Dunbartonshire
- Enhance biodiversity areas to create wildlife habitats through introducing wildflowers
- Redirect resources into the Council's telephone contact centre to ensure quicker response times and introduce web chat to improve the experience for residents

Our key achievements in 17/18 were:

- Completed the LED Street lighting upgrade programme
- Reduced the call waiting times at the Council's telephone contact centre and increased the number of digital transactions available on the website
- Supported the relocation of over 1000 staff and over 1500 pupils into more efficient and effective buildings



**WEST DUNBARTONSHIRE
COUNCIL
STRATEGIC BUDGET 2018/19 to 2020/21 - Labour Group
Budget**

		Budget 2018/19		
	Expected Reserves	Non Recurring	Recurring	Total 2018/19
	£	£	£	£
Unearmarked as at 31/3/17	(5,063,000)			
Probable outturn 2017/18 (Council Mar 2018)	(272,000)			
Planned Use of Reserves - previous budget decisions	103,000			
Additional Projected Earmarked 31/3/18	0			
Projected Unearmarked as at 31/3/18	(5,232,000)			
Gap				(671,000)
Savings		0	0	
Investment/ Growth		1,930,000	656,500	
Totals Recurring & Non Recurring Spend/Savings		1,930,000	656,500	2,586,500
Final Budget position				1,915,500
Funded by Reserves/(Increase to Reserves)	1,915,500			(1,915,500)
Use of Reserves / contribution to reserves	(1,000,000)			
Projected Reserves 31/3/19	(4,316,500)			0
Prudential Target 2018/19	(4,122,000)	OK		

Description of Labour Group Budget Savings		Non Recurring 2018/19	Recurring from 2018/19	Effect on Reserves 2018/19
Review of earmark reserves to release £1m of the £1.472m of earmarked reserves for Trawl (Transformation Fund) in 2018/19. The projected spend for 2017/18 was £500,000 the adjustment still leaves £472,000 for 2018/19.				1,000,000
Total Savings/Efficiencies		0	0	1,000,000

Description of Labour Group Budget Growth		Non Recurring 2018/19	Recurring from 2018/19	Effect on Reserves 2018/19
Create a fund to allow for the reversal of the SNP introduction of a charge of £70 per year to vulnerable elderly and disabled for the successful Care of Garden Scheme. The SNP anticipate that numbers of scheme users will drop from the current 2,631 to 1,800.		165,000		
Create a fund to allow for the reversal of the SNP decision to reduce Library opening hours and the corresponding reduction of 7.8 FTE members of staff in community libraries.		180,000		
Create a fund to allow for the reversal of the SNP decision to introduce Needs Assessments for musical instruments.		25,000		
Transfer £1.56m from the General Reserve to the H&SC Partnership to protect Social Care Services.		1,560,000		
Reverse the SNP reduction in Building Cleaning specification protecting cleaning staff.			70,000	
Reverse the SNP cuts to free milk at lunchtime for school pupils.			55,000	
Using the North Lanarkshire model provide a meal service to eligible vulnerable children in council / community premises all year round.			150,000	
Increase the School Clothing Grant from £100 to £130 per pupil in line with the Poverty Truth Commission Report released in April 2017. The Council spends a total of £465,000 per year and the additional £30 per child would increase this to £604,500 and provide the highest support to low income families in the UK.			139,500	
Support Labours plans for an enhanced Winter Gritting Service allowing for treatment of an additional 56km of footways and pavements across West Dunbartonshire. This proposal includes in purchasing 24 tractors for this work, funded from capital in 2018/19 and from loan charges 2019/20 onwards			242,000	
Total Investment/Growth		1,930,000	656,500	0

WEST DUNBARTONSHIRE LABOUR GROUP BUDGET 2018/2019

LABOUR BUDGET PROPOSALS	AMOUNT	DECISION
Create a fund to allow for the future reversal of the SNP introduction of a charge of £70 per year to 800 vulnerable elderly and disabled for the successful Care of Garden Scheme. The SNP anticipate that numbers of scheme users will drop from the current 2,631 to 1,800.	£165,000	APPROVED
Create a fund to allow for the future reversal of the SNP decision to reduce Library opening hours and the corresponding reduction of 7.8 FTE members of staff in community libraries.	£180,000	APPROVED
Create a fund to allow for the future reversal of the SNP decision to introduce Needs Assessments for musical instruments.	£25,000	APPROVED
Transfer £1.56m from the General Reserve to the H&SC Partnership to protect Social Care Services.	£1,560,000	APPROVED
Reverse the SNP reduction in Building Cleaning specification protecting cleaning staff.	£70,000	APPROVED
Reverse the SNP cuts to free milk at lunchtime for school pupils.	£55,000	APPROVED
Using the North Lanarkshire model provide a meal service to eligible vulnerable children in council / community premises all year round.	£150,000	APPROVED
Increase the School Clothing Grant from £100 to £130 per pupil in line with the Poverty Truth Commission Report released in April 2017. The Council spends a total of £465,000 per year and the additional £30 per child would increase this to £604,500 and provide the highest support to low income families in the UK.	£139,500	APPROVED
A proposal has been developed to grit an additional 56km of footways and pavements across West Dunbartonshire. There would be an additional cost for this of £645,000. This consists of £242,000 annually for providing the service, plus a one-off investment of £403,000 to purchase 24 tractors for this work.	£242,000 per year One off Capital Investment of £403,000	APPROVED

WEST DUNBARTONSHIRE LABOUR GROUP BUDGET 2018/2019

PROPOSAL	POTENTIAL SAVING	DECISION
Reduce the Curriculum for Excellence budget The Curriculum for Excellence budget was put in place to support joint projects being delivered through local learning communities (comprising a secondary school with associated primary schools and Early Learning & Childcare Centres) as part of our strategy to raise attainment. Since these joint projects are now well established and part of the normal running of each learning community they require less intervention so a saving could be made. In addition Scottish Government funding for standardised assessment removes the requirement for specific Council funding for this.	£42,000 per year	REJECTED
Review devolved school budgets - Reduce by 5% a) This would see the devolved budgets which school head teachers have available to them reduce by 5%. Currently secondary school head teachers have £679,000 per year, while primary school head teachers have £696,000. Under the proposals this would change to £654,000 for secondary and £671,000 for primary by 2019/20.	£42,000 in 2018/19 £50,000 per year from 2019/20	REJECTED
Review devolved school budgets - Reduce by 10% b) This would see the devolved budgets which school head teachers have available to them reduce by 10%. Currently secondary school head teachers have £679,000 per year, while primary school head teachers have £696,000. Under the proposals this would change to £629,000 for secondary and £646,000 for primary by 2019/20.	£84,000 in 2018/19 £100,000 per year from 2019/20	REJECTED
Reduce central spend on recreational activity Currently the Education service pays £18,000 a year for swimming lessons for primary school pupils. Under this proposal the cost would no longer be met by the central education service, and instead each school would decide whether to provide this service through the use of their individual funds	£18,000 per year	REJECTED

Reduce payments to Parent Councils The Council currently provide a higher than national average level of funding to support primary school Parent Councils across West Dunbartonshire, as well as a range of other supports. This takes the form of a £10 per pupil top up to the standard allocation. This proposal would reduce the funding meaning primary school Parent Councils received a share of £12,000. Secondary school Parent Councils would access a share of £3,000 in addition to Curriculum for Excellence funding.	£75,000 per year	REJECTED
Remove Additional Educational Maintenance Payments Education Maintenance Allowance (EMA) is provided to eligible (depending on financial circumstances) 16-19 year olds who decide to stay in education. It is available for both academic and vocational courses. The standard rate for EMA in Scotland is £30. West Dunbartonshire Council's rate is currently double this at £60. Under this proposal the rate would return to the Scottish standard of £30.	£164,000 per year	REJECTED
Remove clothing grant top-up All Councils make provision for the clothing of pupils who may not otherwise have access to school uniform/clothing. At present West Dunbartonshire Council has one of the highest clothing grants in Scotland at £100 per child. This proposal would bring the grant provided by West Dunbartonshire Council more in line with national averages at £50 per young person.	£240,000 per year	REJECTED
Review School Meal Provision - Introduce pre-packaged meals into school lunches This proposal would see all school meals change from 2019 onwards following a pilot in 2018/19; with hot and cold prepackaged meals provided in schools as a replacement to the preparation of ingredients onsite.	£10,000 in 2018/19 £140,000 in 2019/20 £200,000 in 2020/21	REJECTED
Provide a sandwich lunch on Fridays The Council currently provides hot school meals 5 days per week. This proposal involves replacing the hot meal option on a Friday with a healthy sandwich meal including salad/fruit.	£75,000 in 2018/19 £100,000 in 2019/20 £120,000 in 2020/21	REJECTED
School Crossing Patrols - To be delivered by volunteers Identify and train community groups to undertake the provision of school crossing patrols on all 37 crossings, affecting 40 posts as some patrols are	£160,000 per year	REJECTED

covered by two post holders. This would involve replacing current post holders with community volunteers, dependent on capacity and training for community groups.		
Withdrawing patrols from junctions where pedestrian crossings exist This proposal would see the Council bring the service in line with national guidance by withdrawing patrols from 12 locations where there are controlled pedestrian crossings in place. National guidance states that school crossing patrollers should not be deployed at junctions where pedestrian crossings already exist because this duplication can be confusing for motorists.	£25,000 per year	REJECTED
Changes to Dalmuir Municipal Golf Course Currently the Council is subsidising Dalmuir Golf Course by £140,000 a year. Three options have been developed to address this: Close completely This option would see Dalmuir Municipal Golf Course close completely.	£200,000 per year	REJECTED
Changes to Dalmuir Municipal Golf Course Currently the Council is subsidising Dalmuir Golf Course by £140,000 a year. Three options have been developed to address this: Increase membership charges This option would see membership charges increase by 30% from the current season ticket charge of £280 per annum to £364. This would allow an amount of additional income to be generated to support the ongoing costs of running the Golf Course. Increasing costs may have an impact on current levels of membership.	£10,000 per year	REJECTED
Changes to Dalmuir Municipal Golf Course Currently the Council is subsidising Dalmuir Golf Course by £140,000 a year. Three options have been developed to address this: Reduce to a 9 hole course This option would see the course reduced in size and this would reduce costs for maintenance and running of the golf course while maintaining a municipal golf course for residents.	£60,000 per year	REJECTED
Review Council's grass cutting service This proposal would reduce all current weekly grass cutting to fortnightly, and all	£136,000 per year	REJECTED

current fortnightly grass cutting to three weekly. It would also see the Council stop cutting banked areas, and increase the number of uncut biodiversity areas (grass areas left uncut and allowed to develop wild growth).		
Remove summer bedding displays This proposal would see the Council convert existing annual flower beds into a mixture of grass and perennial beds that are less expensive to maintain.	£80,000 per year	REJECTED
Review the provision of Christmas trees Reduce the number of Council provided Christmas Trees across West Dunbartonshire to focus on one location in Clydebank, Dumbarton and Alexandria	£10,000 per year	REJECTED
Cease providing festive lighting This proposal would see the Council stop directly providing festive lighting on several local roads in West Dunbartonshire. Officers would instead engage with local community and business groups to establish self-funding and management of the lighting provision.	£10,000 per year	REJECTED
Reduction in street cleaning a) This would see sweeping and litter picking reduced across all areas with fewer sweeper vehicles and provision. Litter picking and collection of public bins will move to 3 times per week instead of daily. Street sweeping will be fortnightly or three weekly.	£300,000 per year	REJECTED
Reduction in street cleaning Regular sweeping in Town Centres and areas of heavy footfall would remain at current levels. There would be a reduction in the frequency of sweeping on trunk roads, rural roads and within housing schemes.	£35,000 per year	REJECTED
Reduction in cemetery maintenance Reduce weekly grass cutting regimes in cemeteries from weekly to fortnightly. The area around headstones will be covered in weed kill to remove requirement for weed removal. This may result in a small impact on the appearance of landscaped areas within cemeteries.	£120,000 per year	REJECTED
Reduction in park maintenance Reduce amount of formal summer bedding, which will be replaced with grass. Weekly grass cutting will be reduced to fortnightly and litter picking will reduce	£150,000 per year	REJECTED

from daily to three times per week.		
Identify areas in parks and open spaces for biodiversity Appropriate areas in parks and public spaces will be created as biodiversity sites.	£180,000 per year	REJECTED
Removal of Care of Gardens Currently the Council provides free garden maintenance to all pensioners in West Dunbartonshire, and to those who are infirm and disabled. In total they receive seven grass cuts between April and November, two hedge cuts and all pathways swept clear and cuttings removed. From 2018 summer season, the service will only be provided free of charge to all residents in receipt of a disability related benefit or a service from the HSCP. Under this new proposal, the scheme would cease completely from Summer 2018	£375,000 per year	REJECTED
Removal of weekend litter squad This proposal would see the Council stop collecting litter at weekends. This would reduce the number of times that the Council removes dog fouling and litter. Instead campaigns would continue to convince the small minority of residents to change their littering behaviour to avoid a negative impact on the environment.	£140,000 per year	REJECTED
Review the charges for special uplifts This proposal would see the existing Council charge of £17.54 per uplift increase to a rate of £35.00 per uplift from 1 April, 2018. At present most Councils (23) charge for this service, with an average charge of £28.87 per uplift. Residents can avoid any charges by disposing of bulky household waste at the Council's household waste recycling centres free of charge.	£25,000 per year	REJECTED
Operate a single household waste recycling centre for West Dunbartonshire The Council currently operates two household waste recycling centres, one at Dalmoak, in Alexandria, and another in Old Kilpatrick. This proposal would see the Council centralise all household waste recycling at Dalmoak and close the centre at Old Kilpatrick. This single service would be complemented by the 125 recycle points across West Dunbartonshire for glass, excess blue bin recyclable material and, in some cases, clothes, textiles, shoes, books, CDs and DVDs.	£19,500 for 2018/19 £39,000 per year from 2019/20	REJECTED

Cease gritting of priority footways during winter This proposal would see the removal of treatment of priority footways – such as in town centres – during periods of extreme weather. The impact of this change could be mitigated by extending the provision of grit bins, and increasing individually and community resilience to grit their local footways. There are over 420 grit bins across the area which are well used.	£115,000 per year	REJECTED
Review of waste services Currently West Dunbartonshire residents recycle 47% of waste and this is increasing every year. The Scottish Government has set a target for 70% of all waste to be recycled by 2025. A review would be undertaken to ensure the Council meets this target and operates services in the most efficient way. This could include altering the frequency that grey and green waste bins are uplifted from the current fortnightly collection schedule. A one-off investment would be required to facilitate this change.	£125,000 2018/19 £250,000 2019/20 One off investment of £140,000	REJECTED
Undertake a review of Community Facilities operated by WDLT West Dunbartonshire has a high number of community centres and other facilities compared to other Councils on a per-head basis. These place a considerable burden on local taxpayers to fund year-round opening by staff members at subsidised rates to the community. A review of the 11 premises would be undertaken to identify those least in demand. Those deemed surplus to requirements by the Council could be passed through Community Asset Transfer to local community groups or simply closed. Reducing the number of facilities in operation will mean that some current centre users have to move facilities. There would be no issue accommodating them elsewhere as occupancy levels within centres are low.	£40,000 in 2019/20 £130,000 from 2020/21	REJECTED
Centralise Registration Services in Dumbarton This proposal would see the Council offer all registrar appointments in Dumbarton. Currently appointments are also offered 4-days-a-week in Clydebank and these would cease. As births and deaths no longer need to be registered within the Council area that they occur, residents could use services in whichever areas were most suitable to them.	£18,000 per year	REJECTED
Cease all events	£40,000 in 2018/19	REJECTED

<p>This proposal would remove the Council's existing event programme over a phased two-year period.</p> <ul style="list-style-type: none"> • Golf Pro-Am • Loch Lomond Highland Games • Scottish Pipe Band Championships • Two Firework Displays (Clydebank & Dumbarton) • Two Christmas Light Switch On (Alexandria & Dumbarton) 	<p>£150,000 per year from 2019/20</p>	
<p>Stop providing Nightzone during the festive season</p> <p>Nightzone is a safety initiative designed to keep local people safe during the festive season by reducing the harmful effects of alcohol, drugs and alcohol fuelled antisocial behaviour or disorder throughout the area. This includes taxi marshals on duty in Clydebank, Dumbarton and Alexandria, as well as high visibility police patrols and support from charities. This proposal would see the Nightzone campaign ended.</p>	<p>£12,000 from 2019/20</p>	<p>REJECTED</p>
<p>Transfer cash payments by residents to the Post Office and PayPoint shops and stores</p> <p>The Council currently collects cash and debit/credit card payments in its three One Stop Shop locations. To do this requires large electronic Scancoin machines, regular cash collection by security firms and a significant staffing presence. The cost per year to support this activity is approximately £147,500. Delivering this service also means staff in the One Stop Shop often use their time to assist visitors with basic payments when they could be helping the most vulnerable. In total only 3% of the Council's income from residents and businesses is paid in the One Stop Shops. The vast majority comes from using Direct Debit, Standing Order, online payments, telephone payments and cash payments at Post Offices and PayPoint shops and stores. This proposal would see the remaining cash payments transfer from the three One Stop Shops to the 13 Post Offices and 72 PayPoint shops and stores across West Dunbartonshire. These venues are open more days, longer hours and are located closer to residents. Cash-paying residents are already familiar with using these services for utility bills, TV licences, pay-as-you-go phone payments and other media. The move would also be good for local businesses because of the increased</p>	<p>£147,500 from 2018/19</p>	<p>REJECTED</p>

<p>footfall. If this option is not supported then the Council will not be able to deliver on the recent Committee decision to progress with a customer services transformation to improve services and generate efficiencies of £147,500.</p>		
<p>Reduce the number of paid Trade Union Convenor posts Currently there are 3.4 full-time Trade Union Convenors in West Dunbartonshire paid for by the Council. This exceeds what most other Scottish Councils have in place for their employees. This proposal would reduce that to 1 full-time paid Convenor post. The other extensive trade union supports and representation - including time-off and stewards throughout the workforce – would remain in place.</p>	£90,000 from 2018/19	REJECTED
<p>Increase Food Export Certificate Charges The Council provides food export certificates to companies exporting food/drink to certain countries. Local Councils are not obliged to provide this service but West Dunbartonshire Council is keen to assist business wherever possible. To allow it to continue to offer this service the Council is proposing to increase Food Export Certificate charges by £40 per certificate.</p>	£25,000 from 2018/19 £45,000 from 2019/20	REJECTED
<p>Discretionary rates relief for charities - Removal This proposal would remove 20% discretionary rates relief for shops operated by charities as they are competing against other businesses which cannot access this relief.</p>	£7,000 per year	REJECTED
<p>Discretionary rates relief for charities - Reduction This proposal would bring discretionary rates relief down from 20% to 10% for all charitable organisations, including those solely operating within West Dunbartonshire.</p>	£43,000 per year	REJECTED
<p>Discretionary rates relief for charities - Full rates for National Charities This proposal would see the Council apply full rates to all national charities that do not operate solely for the residents of West Dunbartonshire. This would allow the Council to focus our existing resources in support of local charities.</p>	£12,000 per Year	REJECTED
<p>Elderly Welfare Grant - Remove £15 per resident payment Historically every resident aged 63 or over who lives in West Dunbartonshire has been eligible for the annual Elderly Welfare Grant (currently £15). This proposal would see the Council remove the annual payment to registered</p>	£80,000 per year	REJECTED

individuals.																		
Elderly Welfare Grant - Remove the £15 Elderly Welfare Grant payment to groups these payments to groups. Some residents who are eligible for the £15 Elderly Welfare Grant have registered for their payment to go directly to local voluntary groups for the elderly. This proposal would see the Council also cease to provide Welfare Grants.	£70,000 per year	REJECTED																
Review grants to voluntary organisations The budget for grants to voluntary organisations is managed by West Dunbartonshire Community Volunteer Service (WDCVS) and was set for 2016/17 at £200,000. In previous years not all of the funding available has been allocated, with around £35,000 unallocated. This proposal would remove the unallocated amount plus a small additional amount to provide a total budget of £150,000 available for future grant use in West Dunbartonshire.	£50,000 per year	REJECTED																
Reduce funding to strategic partner organisations A total of £1.2million is currently provided to external organisations through strategic partnership funding arrangements from the Council. This proposal would see the Council reduce funding provided to strategic partner organisations by an average of 12%. The exact amounts would be decided on a strategic partner by strategic partner basis. Historically these organisations have been protected from the sort of funding reductions Council services have typically faced. The full list of Stratyegic Partners is below: <table><tr><td>Antonine Sports Centre</td><td>Shop mobility</td></tr><tr><td>Independent Resource Centre</td><td>Clydebank Womens Aid</td></tr><tr><td>West Dunbartonshire CAB</td><td>Dumbarton Womens Aid</td></tr><tr><td>Home From Home</td><td>Tullochan Trust</td></tr><tr><td>Alternatives</td><td>Y Sort It</td></tr><tr><td>Victim Support West Dumbarton</td><td>Environmental Trust</td></tr><tr><td>WRVS</td><td>Care and Repair</td></tr><tr><td>Clydebank Asbestos Group</td><td></td></tr></table>	Antonine Sports Centre	Shop mobility	Independent Resource Centre	Clydebank Womens Aid	West Dunbartonshire CAB	Dumbarton Womens Aid	Home From Home	Tullochan Trust	Alternatives	Y Sort It	Victim Support West Dumbarton	Environmental Trust	WRVS	Care and Repair	Clydebank Asbestos Group		£150,000 per year	REJECTED
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WEST DUNBARTONSHIRE COUNCIL TEN YEAR CAPITAL PLAN

Over recent years under the previous Labour Administration there has been a significant focus on investing in public infrastructure. Some of the projects that have been supported are set out below:

- Exxon City Deal - **£27,897million**
- Care Homes - **£27.463million**
- New OLSP – **£25.2million**
- New Clydebank Leisure Centre - **£23.810million**
- Office Rationalisation - **£21.702million**
- Balloch Campus St Kessogs, Haldane & Jamestown & EECC **£16.462million**
- Schools Estate Plan - **£20million**
- Queens Quay - **£15.620million**
- Gruggies Burn Flood Prevention - **£15million**
- Regeneration Fund - **£12.400million**
- Queens Quay District Heating - **£12.100Million**
- Aitkenbar PS, St Peters and Andrew B Cameron EECC - **£10.646million**
- Kilpatrick School - **£10.571million**
- Street Lighting Replacement - **£7.7million**
- Schools Estate Refurbishment Plan - **£5.571million**
- Council IT infrastructure - **£5.5million**
- Invested in Primary Schools Estate - **£5.5million**
- Building Upgrades **£5million**
- Clydebank Community Sports Hub - **£3.851million**
- Pappert Woodland Wind Farm - **£3.699million**
- Levensgrove Park - **£3.639million**
- Community Capital Fund - **£3.609million**
- Early Years - **£3.222million**
- Regeneration / Local Economic Development - **£2.766million**
- Posties Park Sports Hub - **£1.802million**
- New Units at Vale of Leven Industrial Estate – **£1.8million**
- Environmental Improvement Fund - **£1.690million**
- Clydebank Crematorium - **£1.681million**
- Vehicle Replacement - **£1.597million**
- Investment in Bonhill Schools - **£1.5million**
- Dalmonach Community Education Centre & Early Years - **£1.150million**
- Your Community Capital - **£1million**
- Holm Park & Yoker Athletic FC - **£750,000**
- Choices Programme - **£750,000**
- Westbridgend Community Centre - **£675,000**
- Vale of Leven Cemetery Extension - **£650,000**

- Integrated Housing Management System - **£624,000.**
- Free School Meals Capital Improvements - **£500,000**
- Mandatory 20MPH speed limit - **£500,000**
- Flood Risk Management - **£488,000**
- Upgrade to Clydebank Library - **£450,000**
- Auld Street Bond for Roadworks - **£400,000**
- Allotment Development - **£400,000**
- Strathclyde Partnership for Transport Bus & Cycling Improvements - **£310,000**
- Strathleven Park & Ride - **£285,000**
- Radnor Park Play and Multi-Use Games Area - **£260,000**
- Levenvale Primary All Weather Pitch - **£250,000**
- Chromebook for every Primary 7 Pupil - **£250,000**
- Kilmaronock Cemetery Extension - **£225,000**
- St. Patricks Primary School – Multi Use Games Area & Playground Improvements **£200,000**
- Glen Lussat Changing Facilities - **£150,000**
- Sports Facilities Upgrade (Tennis) - **£90,000**

As well as the above, the Council has invested millions of pounds into Aids and Adaptations; Roads and Footways; Play areas, Community Sports, Environmental improvements such as allotments and so on.

The Council has now completed the first two years of its current General Services Ten Year Capital Plan and over the next 8 years plans to spend **£347million** between 2018/19 to 2025/26. Most of this investment will be on existing projects as outlined above.

**WEST
DUNBARTONSHIRE
COUNCIL**

More Homes Better Homes 2018 - 2019



Our Vision, Values and Ethos

West Dunbartonshire Council is delivering high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way.

At the core of what we do as a Council is a commitment to reduce inequality and tackle root causes of poverty. The strategic priorities we have adopted are focused on improving the lives of the people of West Dunbartonshire, by promoting equality for all.

Underpinning our strategic priorities are the following key principles, which inform all the work that we do. We will be:

- **a listening Council**
- **an accessible Council**
- **a responsive Council**
- **an open Council**

Our Strategic Plan for the period 2017-2022 was approved in October 2017. It details the key commitments of the Council for the period and gives information on what will change in these key priority areas.

- **a strong local economy and improved employment opportunities**
- **supported individuals, families and carers living independently and with dignity**
- **meaningful community engagement with active empowered and informed citizens who feel safe and engaged**



More affordable and suitable housing options and delivering Value for Money

Housing is a crucial element to ensuring enhanced life chances and improved wellbeing.

A comprehensive rent setting consultation was carried out between November 2017 and January 2018 resulting in a below inflation rise being recommended to Council. Together with our updated 30 year business plan for the Housing Revenue Account, this will allow us to deliver increased investment in our housing stock and ensure that future housing developments are sustainable, accessible and adaptable to meet the changing needs of our population.

The Local Housing Strategy for the period 2017-22 sets out the policies and proposals to address the following key objectives:

- **Housing need and demand**
- **Promoting good quality housing**
- **Homelessness**
- **Sustainable and supportive communities**
- **Addressing particular housing needs**

More Homes, Better Homes

Our More Homes, Better Homes West Dunbartonshire strategic approach oversees the provision of social rented housing by the Council.

The Council will be a key player in delivering the 1000 new homes target, building over 470 new Council homes over the next 5 years and investing around £89.9m (including an expected funding contribution from the Scottish Government of £37.7m).

Location	Number of units
Second Ave / Singer Street	40
St. Andrew's School	126
Creveul Court, Alexandria	20
Bellsmyre (Aitkenbar)	60
Haldane, Alexandria	81
Clydebank East, ex MSF site	50
Bonhill	49
Dumbarton Harbour	45

In addition to our new build programme, the Council plans to exceed the Scottish Housing Quality Standard with the introduction of our new West Dunbartonshire Housing Standard and the new Energy Efficiency Standard for Social Housing (ESSH) by the 2020 target.

The ESSH aims to improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases and will make a significant contribution to reducing carbon emissions set out in the Climate Change (Scotland) Act 2009.



Regenerating our Communities

The development of the EESSH sends out the clear signal that achieving greater levels of energy efficiency is one of the strategic priorities for the Council as a landlord and that energy efficiency becomes one of the main drivers for investment. The refreshed Housing Capital Investment Programme for period 2018/23 presented to Council in March 2018 seeks approval of over £180m of investment in Council homes over the next 5 years.

Over the period of 2018/19, we plan to:

- Improve 300 homes with new external insulated render
- Improve 350 homes with new central heating systems
- Improve 490 homes with new roof coverings
- Improve 400 homes with environmental improvements
- Improve 350 homes with window/door renewals
- Improve 90 homes with kitchen renewals
- Improve 90 homes with bathroom renewals
- Improve 50 homes with electrical renewals

A Stronger Tenant Voice

To support our key principles of being a listening, accessible, responsive and open Council, we are committed to strengthening the tenant voice across housing services, increasing opportunities to participate and influence the provision and improvement of services.

Our Housing Management Team and Housing Convener meet regularly with tenants and tenant bodies including individual Tenant and Resident Associations, their umbrella group the West Dunbartonshire Tenants and Residents Organisation (WDTRO) and the Joint Rent Group, which was established with the aim of ensuring services are delivering value for money.

The implementation of our Tenant Participation Strategy and added investment in our 'Tenant Voice' structures will result in increased continued opportunities for tenants to get involved and really influence services being provided.

Other achievements in 2017/18 include the following:

- We have carried out a comprehensive tenant satisfaction survey which shows that 84% of tenants are satisfied with the overall service provided
- We approved a new Housing Asset Management Strategy for the period 2018/23 which aims to ensure that we;
 - ▶ Manage the housing stock across all relevant departments to a high standard whilst meeting and aiming to exceed all specified standards
 - ▶ Identify housing stock that requires intervention and carry out appropriate actions to address this
 - ▶ Build quality affordable accommodation of the right size and type that is energy efficient and meets needs, including particular needs
 - ▶ Ensure all actions contained in the Housing Asset Management Strategy provide best value for existing and future tenants and are



affordable to the HRA

- We have implemented a Youth Homelessness Housing Options pilot aimed at reducing the number of young people presenting as homeless
- We have implemented Year 1 of our tenant participation strategy “Involving You”
- We have implemented Year 1 of our homelessness strategy “More than a Roof”
- We have improved our performance around empty homes by fostering an “every day counts” approach. This has significantly reduced the average number of days taken to let our properties and reduced the number of empty properties overall
- We have further reduced the number of properties that are abandoned across West Dunbartonshire
- We approved an updated Allocations Policy to ensure that people find it easy to apply for the widest choice of housing available and that sustainable solutions are found

What's happening in 2018/19?

- Continue to improve housing services across all areas
- Continue to implement our new build programme of social housing
- Continue to implement our Housing Capital Investment Programme
- Continue to mitigate the worst aspects of welfare reform and support tenants most affected
- Implement a new housing officer role with fewer properties and a wider remit, which will provide a 'wraparound', early intervention service to our tenants
- Further develop our Homelessness and Housing Options approach to ensure we continue to meet the needs of our communities in the spirit of our More Than a Roof strategic approach
- Continue to look at all actions that can be taken to address serious anti-social behaviour and take significant actions to tackle domestic abuse



WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

West Dunbartonshire Council: 28 March 2018

Subject: Casual and Supply Workers

1. Purpose

1.1 The purpose of this report is to provide Council with information in response to each of the points outlined in the motion agreed at the Council meeting of 20 December 2017.

- “Council agrees that it is desirable to afford all workers engaged by WDC including those on zero hour contracts/sessional/ casual/ temporary who have worked for at least 4 weeks for the Council, full rights regarding terms and conditions, on a pro rata basis in so far as the law allows and instructs officers to bring a report to Council detailing the financial implications were Council to agree to extend full employment rights to these employees.

In addition Council agrees that these employees will have access to a grievance procedure and instructs the Strategic Lead – People and Technology to amend the grievance procedure to allow for such grievances including appeal rights, the revised procedure to be brought to a subsequent Corporate Services Committee.

This motion covers Council workers with the Health & Social Care Partnership (HSCP) and workers with West Dunbartonshire Leisure trust and the Council encourages the HSCP to adopt the same practice for all workers engaged by them”.

2. Recommendations

2.1 It is recommended that the use of casual and supply workers continues in the manner described in Section 4, ensuring that alternatives are properly explored and utilised where more appropriate.

2.2 It is recommended that Council note the following in relation to the motion:

- the Council already exceeds its statutory obligations in terms of casual/supply workers engaged by the organisation;
- there is an existing process in place to ensure that casual/supply workers are offered temporary or fixed-term contracts in circumstances where they have been engaged continuously for more than one month and there is an ongoing requirement thereafter. Full employment rights

would then apply (note, until this point, these workers do not have employee status);

- a complaints procedure for this group of workers has been developed and discussed with the trades unions. This procedure is based on the ACAS recommended process and includes a right of appeal.
- there are provisions which apply only to employees, and, if extended to 'workers'; would potentially give rise to an unnecessary 'employment relationship', thereby removing flexibility for both parties and introducing unnecessary complexities. In considering access to occupational annual leave entitlement (beyond the statutory provision), occupational maternity/paternity/parental leave additional costs have been assumed at the level incurred for employees (where possible); and
- any casual/supply workers engaged for a Council role in HSCP and all those engaged within WDLT are already/would be covered by our existing policies. Council would have no locus to expect NHS Scotland to adopt a policy set by a different employer.

3. Background

3.1 West Dunbartonshire Council engages individuals on a casual/supply basis as an essential means of ensuring service provision in circumstances where employment on a permanent or fixed-term basis would be neither reasonable nor practicable, either for the Council or for the individual worker.

3.2 At the meeting of West Dunbartonshire Council of 28 August 2013, the Council unanimously agreed the following motion:

"This Council is resolved that no employee, full time/temporary or casual worker, will be given or offered a zero hours contract of employment. Nor shall this Council have any officer work on any strategy or policy to implement such a policy or strategy, as a saving option, we shall further advise contractors and sub-contractors that contract or sub-contract labour, where legally competent, must not be on a zero-hours contract whilst performing work/duties for this Authority."

3.3 In line with the earlier motion, the Council does not engage anyone on a 'zero-hours contract'. Within the Council, individuals are engaged as 'casual or supply workers', which are legally recognised terms. Indeed, across the Scottish Local Government community, supply teachers are a crucial element of the Scottish Negotiating Committee for Teachers (SNCT) Agreement (set out in Appendix 2.8A) and the education of our young people relies upon continuation of this resource.

4. Main Issues

How Casual/Supply Workers are Engaged

- 4.1** Within West Dunbartonshire Council, contracts of 'employment' are issued to individuals on either a permanent or fixed-term basis. In situations where permanent employment is not required, but where work requirements can be accurately predicted (even for short periods), fixed-terms contracts of employment would normally be utilised, affording individuals corresponding employment rights and entitlements.
- 4.2** There are, however, a number of scenarios where it is necessary to engage workers on a 'casual/supply' basis to provide short-term, ad-hoc cover to ensure that services can continue to be provided, and where it is not reasonably practicable to engage on a contract of employment. These are, in the main, as follows and all services require use to ensure cover for leave/absence:
- Within Education, Learning and Attainment, a long-established supply pool is in place. This provision is nationally agreed and has been in place across Scotland and working successfully for many years. Engagement of those in longer term supply positions on an employment basis would result in significant over-resourcing leaving the Council with additional personnel to redeploy and/or face redundancies. Additional financial pressures would be incurred as a direct result.
 - Within the Health and Social Care Partnership, there is an established supply pool to respond to unexpected changes in demand. It is worthy of note that the supply pool in Community Health and Care is also used as a route into employment for our Home Care Academy. This partnership with local colleges ensures that students have relevant experiential opportunities and are then considered as and when permanent/fixed term vacancies arise. Recruitment into these care roles is frequent and as such, there is a continual recruitment campaign in place. The terms of this motion would remove this training and future employment opportunity as the students couldn't be employed into these roles without the requisite qualifications and SSSC registration.
 - Within Housing and Employability, casual workers are used again to ensure ongoing provision of statutory services in relation to homelessness primarily to cover leave and absence.
 - Within Communications, Culture and Communities, casual workers cover events and exhibitions (e.g. at Clydebank town hall or the Titan Crane), where the infrequent nature and short duration of the requirement does not merit use of fixed-term employment contracts.
- 4.3** The engagement of casual/supply workers directly presents, in some cases, a more cost-effective alternative to ensuring ongoing service provision than the

use of agency workers. It also provides further organisational reassurance, in that those workers have been subject to interview and have had relevant checks undertaken by the Council, where otherwise the reliance would be upon these having been satisfactorily undertaken by a third-party agency. The Casual Worker Policy places appropriate restrictions on managers to ensure that workers are treated fairly, receive the correct legal entitlements and are considered for employment where possible and practicable. Removing this flexibility would have an impact on those services, described above, that rely upon these workers. One indirect consequence would be a corresponding increase in the use of agency workers and a decrease in employment opportunities.

- 4.4** As at 30 September 2017, there were 426 individuals registered on the Council's casual/supply pool. In Quarter 2, approximately 8,600 hours were worked by 103 people.

Policy on Casual Workers

- 4.5** The Policy and equivalent Local Negotiating Committee for Teachers (LNCT) Agreement are fully compliant with current legislation in relation to the rights of those engaged as 'workers', which include the following:

- Health and Safety in the workplace;
- protection from discrimination in the workplace;
- National Minimum Wage/National Living Wage (the Council goes beyond this requirement paying the evaluated rate for the role, as determined by the Council's job evaluation scheme, as well as providing access to relevant pay allowances in the same manner as employees);
- protection from unlawful deduction from wages;
- paid annual leave;
- right to daily and weekly rest breaks;
- pension auto-enrolment (the Council goes beyond this requirement enabling and actively encouraging individuals to opt into the relevant pension scheme from commencement on the casual/supply list); and
- rights under data and whistleblowing protection legislation.

- 4.6** The policy additionally recognises that there is no 'mutuality of obligation' in the relationship, meaning that while the Council is not obliged to offer work to the individual, nor is the individual obliged to take any work offered, with any hours worked being by mutual consent. The provisions of the policy are additionally compliant with recommended good practice in relation to the use of those engaged as 'workers'. All those who register for the Council's casual/supply pool are issued with a 'statement of working arrangements' which sets out their rights and responsibilities in line with the policy.

Potential costs

- 4.7** In respect of the absence of any obligation to offer or accept work, this presents a difficulty when looking to quantify the financial implications of such a motion. Taking occupational sick leave and pay as an example, casual workers are not required to attend for work and as such, if they do not, there

is no missed work and therefore no entitlement to pay or leave. While artificial, for the purposes of this report, the average days lost has been used for the relevant groups to illustrate the potential for additional cost.

- 4.7.1** Community Health and Care has a significant number of (average) days lost to sickness and this is 4.95 FTE days for quarter 3. By multiplying this by the estimated average cost of a day's absence (£123 in 2017/18) and then by the number of casuels registered for that area (49) it is possible to estimate the potential cost of occupational sick pay for this group. In respect of quarter 3, this would be in the region of £29-£30,000 (£120,000 p.a.). The actual cost of employee absence for quarter 3 (Sept-Dec 2017) is estimated to be in the region of £450,000.
- 4.7.2** Housing and Employability has an average FTE days lost for quarter 3 of 2.47. Using the formula set out in 4.7.1, the cost of occupational sick pay for this group (10) would be in the region of £3,000 (£12,000 p.a.).
- 4.7.3** Communications, Culture and Communities has an average FTE days lost for quarter 3 of 1.67. Using the formula set out in 4.7.1, the cost of occupational sick pay for this group (40) would be in the region of £8,000 (£32,000 p.a.).
- 4.7.4** Education, Learning and Attainment (Teaching) has an average FTE days lost for quarter 3 of 1.72. Using the formula set out in 4.7.1, but with an average daily supply rate of £155, the cost of occupational sick pay for this group (292) would be in the region of £78,000 (£312,000 p.a.).
- 4.8** It is not possible to quantify the potential cost of occupational maternity/paternity/parental leave and other family friendly leave and supports as there is no way of knowing who would qualify and/or apply.
- 4.9** In respect of the additional annual leave available under our occupational and contractual provisions, the difference between the statutory (28 days) and the combined public holiday and minimum annual leave (32) has been used to estimate the additional cost of extending this to casual workers. The value of these 4 additional days for all those registered, excluding any enhancements for public holiday working, again using the average rate of £123 is around £210,000 p.a. (based on a full time equivalent and assuming a minimum level of service).

Alternatives to casual/supply worker status

- 4.10** The policy sets out the circumstances in which the Council will appropriately permit casual/supply work to be undertaken and specifies that, outwith these circumstances, work should instead be offered by way of either a permanent or fixed-term employment contract. The policy provides that where continuous casual/supply service exceeds one month, a temporary fixed term appointment should be made, which would mean that individuals then gain full employment rights. In order to ensure that the Council meets this commitment, the policy sets out a requirement that work subsequently undertaken by casual/supply workers be monitored within each service area,

in order to ensure that they are genuinely working on an ad-hoc basis. As this is managed locally, it is not possible to provide further details.

Additionally, reports are submitted periodically to the Performance and Monitoring Review and Employee Liaison Groups, providing a vehicle for Strategic Lead and Trades Union scrutiny in relation to appropriate use of casual/supply workers.

Grievance Procedure

- 4.11** There is no statutory right for casual/supply workers to have access to a grievance procedure. However, the relevant ACAS code of practice provides for a two stage procedure which can be adopted. Whilst this goes beyond any duty which exists in relation to casual/supply workers, it also reflects issues of practicability. The Council's grievance procedure for employees comprises three stages (culminating in consideration by elected Members via the Appeals Committee), and may therefore take several months to reach a final conclusion. As casual/supply workers, having no mutuality of obligation, may only undertake short periods of work on an infrequent basis, the two stage procedure is the appropriate one. The aim is to implement this in April 2018.

Access to Other Benefits and Rights

- 4.12** As described above, the Council already exceeds its statutory obligations in terms of casual/supply workers engaged by the organisation. Furthermore, as described above, there is a process in place by which casual/supply workers are offered a fixed-term contract in circumstances where they have been engaged continuously for more than one month and there is an ongoing requirement thereafter. Full employment rights would then apply.

The key statutory or contractual provisions (aside from access to disciplinary or grievance procedures) which apply to employees (as opposed to casual/supply workers engaged by the Council) may be summarised as follows:

- incremental pay progression (although provision exists for supply teachers based on hours worked;
- access to overtime enhancements (the nature of the work precludes working beyond the required level);
- occupational annual leave entitlement;
- occupational (and statutory) sick pay provision;
- occupational (and statutory) entitlements to paid maternity, paternity and adoption leave;
- special paid leave provisions;
- statutory minimum notice; and
- right not to be unfairly dismissed and right to statutory redundancy pay (after two years' service).

4.13 Partner Organisations

The Council's policy on the use of casual workers (and equivalent LNCT Agreement which applies to the supply pool within Education, Learning and Attainment) covers all those working for the Council. The Board of West Dunbartonshire Leisure Trust follows the Council's policy (and any resulting changes). Within West Dunbartonshire Health and Social Care Partnership, individuals are employed either by the Council or by NHS Greater Glasgow and Clyde. In relation to casual workers providing ad-hoc cover for Council roles, the Council's policies will apply while for Health roles, NHS policy will apply.

5. Financial and Procurement Implications

- 5.1** As set out in paragraphs 4.7-4.9 above, the potential additional costs are estimated to be £700,000 p.a. although it is important to note that this figure is likely to be higher once all occupational conditions were applied. Furthermore, the impact on services would include increased use of agency workers, potential for detrimental impact on service quality and delivery and give rise to additional and unbudgeted costs that, in the current financial climate, are both difficult to justify and are not financially sustainable.

6. Risk Analysis

- 6.1** The risk in adopting such an approach would impact on the Council's ability to cover statutory and essential services when demand fluctuates. Furthermore, the cost of moving all workers to employment status after 4 weeks without regard for need is unsustainable and unreasonable.

7. Equalities Impact Assessment (EIA)

- 7.1** An initial impact assessment has been undertaken and indicates that the opportunity to work with no mutuality of obligation supports flexibility in a number of ways and for a range of protected groups:
- women are more likely to balance caring and work responsibilities.
 - individuals undergoing gender re-assignment may require greater flexibility to attend appointments and may be hesitant to enter into a contract of employment during transition.
 - individuals with a disability often require flexibility in employment to allow better management of condition(s) and enable them to remain in employment.
 - students are more commonly under age 25 and often undertake work without mutuality of obligation balance their education needs.
 - older individuals commonly take up casual or supply work in retirement allowing them to mitigate any negative impact on their pension benefits.
 - an appropriate grievance procedure provides a formal route for raising complaints of discrimination and harassment.

8. Consultation

- 8.1** The consultation undertaken to date has focused on the development of a complaints procedure for these workers. Further consultation may be required depending on the decision of Council.

9. Strategic Assessment

- 9.1** The recommendations support the Council's strategic priorities ensuring that services can continue to be delivered despite fluctuations in resource.

Victoria Rogers

Strategic Lead, People and Technology

Date: 9th March 2018

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Appendices: None

Background Papers: Complaints Procedure for Casual/Supply Workers
Equality Impact Assessment

Wards Affected: All.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director - Transformation & Public Service Reform

Council: 28 March 2018

Subject: Shared Services Implementation: Roads and Transportation

1. Purpose

1.1 The purpose of this report is to:

- Advise Council on the key messages arising from work on detailed business planning for a shared Roads and Transportation service amongst Inverclyde, West Dunbartonshire and East Dunbartonshire following conclusion of the work carried out since the Joint Committee on 24 March 2017 and
- Seek Council approval to formalise a shared service for Roads and Transportation between Inverclyde and West Dunbartonshire Councils based on a Lead (Host) Council model, the lead being Inverclyde Council.
- Advise Council on the findings of a detailed business case which recommends on Inverclyde and West Dunbartonshire entering into a formal shared service arrangement.
- Seek approval for a senior lead officer to be appointed by Inverclyde Council to strategically lead Roads and Transportation services, develop strategic business plans for service sharing across wider front line services and, strategically manage a wider shared service, and subject to agreement between the Councils
- Note that whilst East Dunbartonshire have declined to join a Lead Council shared service, they have advised that they support collaboration in the form of a Strategic Partnership. Discussions are ongoing with regards to how Inverclyde and West Dunbartonshire continue to engage with East Dunbartonshire given the differences in approach.

2. Recommendations

2.1 It is recommended that the Council:

- (i) Notes the Detailed Business Case in Appendix 1 in respect of Inverclyde and West Dunbartonshire Councils and its recommendations to progress a shared service for Roads and Transportation Services on a Lead (Host) authority model.

- (ii) Agrees the implementation of a formal shared Roads and Transportation service commencing on 1 April 2018 between Inverclyde Council and West Dunbartonshire Council with Inverclyde as Lead Authority.
- (iii) Notes the appointment of a lead officer by Inverclyde Council through a recruitment panel process supported by both Councils.
- (iv) Notes that the Shared Services Joint Committee will be updated on the agreement between Inverclyde and West Dunbartonshire and advised of any governance arrangements necessary in consequence.

3. Background

3.1 As previously reported to and agreed by Council West Dunbartonshire, East Dunbartonshire and Inverclyde Councils have co-ordinated key actions to develop a business case for an integrated shared Roads and Transportation Service. In 2016 the three Councils agreed formally to establish a Shared Services Joint Committee to oversee the operation of and provide democratic accountability for shared local authority services on an equitable basis for Inverclyde, East Dunbartonshire and West Dunbartonshire Councils.

3.2 These discussions This project has been driven by recognition that Roads and Transportation involves a wide range of specialist professional functions encompassing, transportation, roads management and maintenance, bridge design and management, traffic management, parking management, flood risk management as well as front line operational activities such as network and winter maintenance. The combination of these specialisms is difficult to sustain in a smaller Council. It has been identified through national initiatives such as the Road Maintenance Review (as instigated by the Minister for Transport in 2012 following a critical report by Audit Scotland into road maintenance) that larger roads and transportation services are better placed to deliver efficient and effective strategic roads and transportation services. Reports resulting from the Road Maintenance Review and supported by SCOTS, SOLACE, COSLA and the Scottish Government recommended that Councils progress shared services for roads and transportation. This theme was continued in further Audit reports into Road Maintenance in 2013 and 2016. These reports from Audit Scotland were critical of Scottish Councils over slow progress with respect to shared roads and transportation services.

3.3 Following the Shared Services Joint Committee on 24 March 2017, officers from Inverclyde, West Dunbartonshire and East Dunbartonshire have been progressing detailed business planning in conjunction with external consultants. The appointment of consultants was reported to the previous Shared Services Joint Committee in August 2017. In the development of detailed business planning, lead officers for each authority have considered:

- the strategic context as discussed in the Strategic Business Case
- governance and operating models

- workforce and financial implications operational procedures future strategies, work plans actions associated with delivery and key risks.

These elements have been developed in detail and officers are satisfied that the recommendations presented in the Detailed Business Case encompassing the three Councils are robust.

- 3.4** Throughout the project there has been a joint Trade Union and Officer working group. On completion of the detailed Business Case encompassing the three Councils, extensive consultation took place with Trade Unions. It became clear though negotiations that an operational model involving a staff transfer would not be agreed with Trades Unions and the workforce.

4. Main Issues

- 4.1** The key messages emerging from the detailed Business Case are as follows:

Recommended Delivery Model

- 4.1.1** Following a matrix evaluation of alternative delivery models, the Detailed Business Case recommended a lead authority shared service model. This is a model whereby a host authority takes the leadership role across the three Councils and manages the workforces collectively. This model as presented in the Detailed Business Case assumes that over a period of time the Lead will become the employing authority with all employees transferring under TUPE regulations.
- 4.1.2** Lead officers from the three Councils recommended to Trade Unions that the preferred model was the 'Lead Council' model as described in the Detailed Business Case which included the application of TUPE after a period of time and transfer of employees to a single Council.
- 4.1.3** Trade Unions expressed concerns over this model with regard to the implications of a single employer and TUPE. The Trades Union after consideration confirmed that they would not agree the proposed model specifically due to TUPE transfer but that they would continue engagement on a shared service. Lead officers in discussions with Trade Unions have therefore revised the original recommendations. Through the process of this discussion differences have emerged between the approach which is preferred by both Inverclyde and West Dunbartonshire Councils and the approach preferred by East Dunbartonshire Council.
- 4.1.4** Inverclyde and West Dunbartonshire consider that the potential benefits, efficiencies, improved productivity, professional capability, training performance and enhanced resilience, can best be achieved through sharing services via a 'Lead Council' model with Inverclyde as Lead. It is recommended a Lead Officer is appointed jointly by the two Councils. The workforce will remain within the employment of existing Councils. In other words there would be no single employer, and no TUPE transfer of employees. In order to achieve efficiencies across operational and

professional work streams and significantly to co-ordinate future workloads from each Council's capital programme, there needs to be cross boundary working. This would be agreed with the Trades Unions on behalf of the workforce. The Trades Unions have indicated agreement in principle to achieving this while the final detail has to be agreed.

- 4.1.5 Decisions on local investment will remain within each of the two partner Councils. In other words, each Council will retain its own budget responsibility, set its own programmes and work to its own priorities as is currently the case. Frontline employees will remain in their Council areas and within existing depots. It is anticipated that professional staff remain at existing locations taking advantage of technology and flexibility to work productively and effectively across local authority boundaries.
- 4.1.6 In summary, it is recommended that Council note the development of the detailed business case and approve the proposal of the Chief Executives and lead officers of the two Councils for a shared roads and transportation service to be progressed through the Lead Council model (as described in this report) and that Inverclyde Council be the lead Council and the appointee of the Lead Officer. It is further recommended that the Lead Officer will report directly to the Corporate Director Environment, Regeneration & Resources in Inverclyde Council following a recruitment process with equal representation from both Councils with accountability for performance and outcomes resting with the Joint Committee.

4.2 Governance

- 4.2.1 In terms of the implementation plan for Roads and Transportation Services, it is proposed that a lead officer be appointed prior to 1 May 2018 or as soon as practicable. The lead officer will report to the Corporate Director within Inverclyde Council, and manage the organisation. They will strategically lead Roads and Transportation services, develop strategic business plans for service sharing across wider front line services and, , strategically manage a wider shared service including Fleet and Vehicle Maintenance, Waste and Greenspace Services.
- 4.2.2 An annual service plan will be prepared by the management team for agreement by the Joint Committee to form the basis of performance management across the shared service. Performance will be reported on a regular basis to the Joint Committee along with progress on efficiency/productivity.
- 4.2.3 As East Dunbartonshire Council wishes to remain in the process of discussing shared services for the future, it is intended to implement the governance arrangements which are set out within the Joint Committee Minute of Agreement. These arrangements provide that, within the Joint Committee, Elected Members may only vote in relation to the specific shared services that are relative to their authorities. In summary, only Inverclyde and West Dunbartonshire Council will be involved in the implementation of Roads and Transportation Services whilst remaining within the structure of the Joint

Committee. In this way, both Inverclyde and West Dunbartonshire Councils can make progress with their implementation plan for Roads and Transportation Services whilst East Dunbartonshire Council is still able to engage as it may wish as matters progress. It is a specific provision of the Joint Committee Minute of Agreement that Members will only participate on those shared services for which their member authority is participating and suitable provision to this effect is already incorporated within the Joint Committee's procedural Standing Orders. Accordingly, at this time, it is not proposed to make any alteration to the Joint Committee arrangements but these can be considered in the future depending on progress and the wishes of the respective Members. It is critical to note that only Inverclyde and West Dunbartonshire Council are able to determine and be accountable for progress of implementing the sharing of the Roads and Transportation Services.

4.3 Future Extensions

- 4.3.1 As indicated in paragraph 4.2.1 the lead officer will progress business planning to evaluate widening shared services to other frontline services such as grounds maintenance, street sweeping, waste collection and disposal and vehicle maintenance. The outcome of this work will be reported back routinely to the Shared Services Joint Committee. The appointed lead Officer will take a lead role on this.

5. Options Appraisal

- 5.1 An Options Appraisal exercise was carried out to determine the preferred model for delivering this shared service. The detailed Options Appraisal is contained within the Business Plan at Appendix 1 and has recommended that the preferred model would be a Lead authority model.

6. People Implications

- 6.1 All employees working in the Roads and Transportation section will remain employed by the Council on West Dunbartonshire Terms and Conditions.
- 6.2 The new post of Lead Officer will be appointed jointly by Inverclyde Council and West Dunbartonshire Council and will be employed on Inverclyde Council Terms and Conditions.
- 6.3 Throughout the development of shared services, consultation and negotiation has taken place through the Joint Trades Unions working group.

7. Financial and Procurement Implications

- 7.1 Financial Implications:

Each Council will continue to have governance of its own revenue and capital budgets. The Lead Officer will deliver each council's budget priorities in the most cost effective manner through the shared service. It is expected that a

greater proportion of the combined capital programme of the Councils will be delivered in house in comparison with what happens at present, due to increased professional resilience and capability.

- 7.2 The Business Case outlines potential opportunities from the Shared Service. The Council's share of the Lead Officer's employee costs, approximately £50k per annum from 2018/19, will initially be met from the transformation fund. Currently, it is anticipated that these costs can be fully funded from 2020/21 onwards, through efficiencies within the shared service. However if any opportunities for efficiencies arise before this, we will seek to implement accordingly. The Lead Officer will continually review, however further significant savings are not anticipated given the funding reductions in the Roads Service in recent years.

7.3 Procurement Implications:

It is anticipated that there will be financial benefits in jointly procuring goods and services through the shared service and these will be developed by the Lead Officer. Early action has been taken to procure minor civil engineering works through a joint framework.

8. Risk Analysis

- 8.1 There is a detailed Risk Register contained within the Business Plan in Appendix 1

9. Equalities Impact Assessment (EIA)

- 9.1 An Equalities Impact Screening has been carried out and indicates that there are no vulnerable groups adversely affected by this proposal.

10 Consultation

- 10.1 Throughout the project, detailed consultation has been carried out with Trade Union colleagues through the established Joint Trades Union working group. The revised Business Plan at Appendix 1 reflects the failure to reach agreement with Trade Unions on the original recommendation (which included TUPE transfer). This has been taken into account and the employment status of employees remains unchanged.

11. Strategic Assessment

- 11.1 At its meeting on 25 October 2017, the Council agreed that its three main strategic priorities for 2017 - 2022 are as follows:

- A strong local economy and improved employment opportunities.
- Open, accountable and accessible local government.
- Efficient and effective frontline services that improve the everyday lives of residents.

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Date: 13th February 2018

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Appendices: Appendix 1- WDI Roads Business Plan

Background Papers: Delivering for the Future – Joint Working and Sharing Services – 29th June 2016 – Report to Council

Delivering for the Future – Joint Working and Sharing Services – 5th October 2016 – Report to Council

Elected Members Briefing - Shared Services – Roads & Transportation Services – Issued 21st November 2017

Wards Affected: All Wards

Shared Roads and Transportation Service

Incorporating

West Dunbartonshire Council

and

Inverclyde Council

Business Plan

February 2018

Version No / Date	Date Issued	Comments	Distribution
BP1.0	26/01/18	Draft	Lead Officers
BP1.1	30/01/18	Draft following comments from lead officers	Lead Officers
BP1.2	09/02/18	Final draft following comments from lead officers	Lead Officers
BP1.3	09/02/18	Further comments added to final draft	Lead Officers
BP1.4	09/02/18	Formatting and page number changes	Lead Officers
BP1.5	12/2/18	Additional change at Para 9.2	Lead Officers
BP1.6	14/2/18	Additional changes at Paras 1.8 and 9.2	Lead Officers

INDEX

Section No.	Contents	Page No.
1	Executive Summary	4
2	Introduction	7
3	Strategic Context	8
4	Future Scan	9
5	Governance	10
6	Operating Model	11
7	Workforce	12
8	Operational Procedures	13
9	Finance	13
10	Future Workplans	15
11	Initial Actions	19
12	Key Risks	19
13	Potential to extend the Shared Service	20

Appendices

1	Key Statistics and Operating Data	21
2	Summary of Operating Model Assessment	22
3	Proposed Initial Management Structure	27
4	Early Collaborative Actions	28
5	Outline Implementation Actions	30
6	Key Risks	31

1.0 EXECUTIVE SUMMARY

1.1 Background

During 2016 and 2017, senior officers from West Dunbartonshire, East Dunbartonshire and Inverclyde Councils jointly developed a proposal for a combined roads service, reporting on progress regularly to the shared services Joint Committee. A Strategic Business Case was presented to respective councils in February 2017, and agreement reached to progress to detailed Business Plan stage by the end of 2017, including an assessment of the most appropriate operating model.

Following receipt of the detailed Business Plan in December 2017, the Chief Executives agreed to report to each council based on a recommendation that West Dunbartonshire and Inverclyde would proceed into the shared service on a Lead Authority model, with East Dunbartonshire preferring an informal collaboration agreement without being a legal part of the new combined roads service.

Given the previous approval of the Strategic Business Case, and based on the original tripartite assessment and Plan, this Business Plan develops the proposal further and shows the key issues, benefits and dis-benefits of forming a new shared roads service. This Business Plan also tests the previous agreement and further develops the processes required to achieve the outcomes.

This proposal for change is being presented within the context of Revenue Budgets having been reduced by typically 15% across the partner council areas over the last five years; the 2012 National Roads Maintenance Review (NRM); and the subsequent reviews by Audit Scotland in 2013 and 2016 - which concluded that increased collaboration and shared services should be the way ahead for all councils, in particular to provide improved future resilience of service provision.

The development of this partnership can also be considered in the wider context of the national Roads Collaboration Programme, which is encouraging the establishment of locally-led shared services across the country.

Over the next three to five years, the partner councils will face further financial challenges, and operational services such as roads will bear much of this pressure. It is expected that this could lead to continued reduction of workforce, with continued loss of skills, capacity and expertise, unless a revised delivery model is introduced.

Across the partnership area, the condition of carriageways is broadly stable according to established condition assessments. Investment in LED lighting is improving the quality of street lighting and reducing maintenance needs. The condition of lighting columns continues to decline. There has been a decline in funding for the stock of structures, and traffic is generally increasing by around 2% per annum.

1.2 Councils' Agreement to establish a Joint Committee

The shared services project has an established governance structure already in place through the Shared Services Joint Committee which was established in December 2016. This Committee provides oversight, policy direction and scrutiny for services shared by the original three councils. However, in terms of the combined roads service, only two partners on the Committee will be required for roads-related matters.

1.3 Strategic Outline Business Case

The Strategic Business Case provided the following objectives for the shared services programme:

- Ensuring Value for money - the new shared service will demonstrate best value, and that practice is made more efficient by removing possible inefficiencies and possible duplication of effort, sharing specialisms, streamlining utilisation and introducing more management and control over the asset portfolio.
- Ensuring the long-term resilience of the roads service within each partner council area.
- Alignment with each council's Local Strategic Plans.
- Alignment with the Audit Scotland's ongoing reporting on "Maintaining Scotland's Roads" and associated Roads Collaboration Programme.

1.4 Development of Options Appraisal and Business Plan

The purpose of this Business Plan is to recommend the most appropriate operational model for a new shared service, and to identify the arrangements that are required to ensure continuity of service while introducing measures to deliver a more efficient and resilient shared Roads and Transportation service across the partnership area.

Seven potential operating models were identified as having the potential to deliver a shared service, and eight criteria were identified against which each model was measured.

Lead (Host) Authority is judged to be the most appropriate model for delivering shared Roads and Transportation services across the partnership area.

1.5 Recommended model

A range of strategic and operational benefits will accrue with the adoption of the preferred Lead (Host) Authority shared service model. Lead (Host) authority is an established and respected delivery model in roads which provides an excellent opportunity to deliver resilience of service management and delivery. The model will offer job security and career prospects will be enhanced with all employees continuing to be employed by their own authority. No procurement is required to establish the service and it will provide a framework to align standards and specifications to improve efficiency.

Pooling of existing staff expertise and other resources will deliver improved capacity, particularly at short notice, and partners will each retain control of Roads policy. The model will deliver early gains, improve resilience and will strengthen operational and business support practice. In the future, the model is well placed to incorporate other council service areas and/or other partner councils.

Decisions on local investment will remain with each of the partner councils. Sharing the cost of the professional and technical core of the new service will be developed over the initial period, and a recharge for the cost of support services will be agreed by partner councils (50/50 split recommended).

1.6 Governance

An initial set-up period will allow the partners, through the Lead Officer, to complete a comprehensive programme of workplans and to arrive at a more integrated Roads service. The elements of governance for the new operation are the individual Service Committees, Shared Services Joint Committee, Lead Officer, and the Lead (Host) Authority. Scrutiny will be provided by both the individual Service Committees and the Joint Committee. Early Committee agreement will be required by each council to allow the Lead Officer to work across the partnership area and to endorse roles and responsibilities. These relationships will be confirmed and agreed through a Service Level Agreement and the Lead Officer's job description.

Annual Service Plans will be prepared by the management team for submission to the individual Service Committees and overseen by the Joint Committee. The first combined Service Plan will be prepared for the period 2019/20.

A performance management framework will be introduced that will integrate new and existing indicators, to report on the success and/or progress of the new shared service.

A review to assess the suitability of governance arrangements will be undertaken during 2020/21.

1.7 Workforce

Immediate resilience gains will be made through bringing together professional, technical and operational staff. New management arrangements are proposed for implementation soon after agreement to proceed is given.

This model will assist in reducing the use of external resources, by developing in-house capacity and where possible offer new employment opportunity as part of the development of capital projects. In addition, opportunities for developing young people will be an essential part of the model.

1.8 Finance

The basic cost of the new management team will be in the order of £100k per annum (assuming support staff to the Lead Officer are provided by partners through secondment).

There is a potential to introduce in-house professional fees of around 10% of capital works, subject to agreement with funding clients, and the ability to recruit suitably qualified staff to replace consultant support.

1.9 Future Actions

There are three levels of future actions proposed.

- Areas of closer collaboration are identified that will provide an immediate improvement in resilience in various service areas.

- There are workplans identified for the new management team to complete over the initial period. There are twenty workplan areas and this list will be prioritised by the new management team with resilience and efficiency the key criteria. Many of these reviews will be revisited in future years to identify additional improvements where available.
- A detailed Implementation Plan is needed to ensure a smooth transition to an improved service and to ensure that the Service Level Agreement is timeously prepared.

1.10 Key Risks

A Risk Log has been prepared that will be updated at regular intervals and reported to the Joint Committee.

1.11 Extending the Shared Service

There is potential and aspiration for the agreed model to subsume additional council services and to provide a Roads and Transportation service to other council areas.

2.0 INTRODUCTION

- 2.1 In the proposed partnership area, the councils are responsible for the network management of some 739km of carriageway, 1123km of footway, 28,654 street lights, and 25322 road gullies. There are 106 staff employed across the two authorities at a cost of some £4.2m annually.
- 2.2 The combined nett revenue expenditure in 2016/17 (the last full year's audited accounts) was £5.6m, and in the same period, the capital spend was £10m. Based on the 2016/17 figures, the potential turnover of a combined service would be around £16m per year. Summary combined data is shown in Appendix 1.
- 2.3 For many years, the revenue budgets available to each roads authority have been reducing. This has directly led to reduced staff capacity and gradual loss of experience and specialist skills. The full impact of this has been smoothed to some degree through the use of capital funding.
- 2.4 Senior Officers have assessed potential options for more effective future delivery of road services. The key driver for this is continuing to provide high quality local service for customers, by increasing the capacity and resilience of individual authorities through partnership, and by contributing to corporate efficiency targets. This will be delivered by identifying efficiencies in service delivery and potential economies of scale. The creation of a shared service for roads should be viewed in the wider context of other operational council services, and may, if successful, lead to extension of the roads shared service or separate models being considered for other council services.
- 2.5 In the development of this business plan, there has been a recognition of the nature and extent of approvals from individual councils in respect of the Strategic Business Case and its recommendations. Integrated baseline data has been collected including recent, current and future financing, staff structures, investment strategies and resource availability.
- 2.6 A robust and detailed analysis of potential operating models has been undertaken (Section 6 and Appendix 2) and the recommended model of Lead (Host) Authority

has been taken forward into this Business Plan. This has been fully discussed with Trade Union representatives.

- 2.7 The Business Plan also describes the arrangements that are necessary to transition into the new operating model for Roads and Transportation, whilst ensuring business continuity during the period of change.
- 2.8 This Business Plan includes the actions that will form the basis of an Implementation Plan to be developed after approval of this Business Plan. These are the main actions needed for the introduction of the new shared service.
- 2.9 The main benefits offered by a shared service approach are:
- Improved value for money for each partner authority.
 - Maintaining preference for service delivery in-house.
 - Improvement in service and strategic planning.
 - Greater resilience through sharing expertise and resources at all levels.
 - Improved staff career path opportunities.
 - Improved service quality through sharing best practice.
 - Improved consistency through removing potential duplication and from standardising processes, systems and procedures.
 - Improved management information systems leading to better decision making and services to the public.
 - Greater opportunities to pilot, test and innovate

3.0 STRATEGIC CONTEXT

- 3.1 The Strategic Context for this Shared Service was set out in the Strategic Business Case (February 2017). The key contextual observations are summarised below.
- 3.2 There is a well-established culture of collaboration across both partners that has been embedded for many years. Senior roads officers were part of the previous Roads Working Group which until recent years, provided a regular opportunity for sharing of knowledge and expertise across the west of Scotland.
- 3.3 Increasing collaboration and development of shared services are key requirements of the 2012 National Roads Maintenance Review (NRMR) and subsequent reviews by Audit Scotland in 2013 and 2016. In 2016, Audit Scotland challenged all authorities around their long-term planning and resourcing for road maintenance, whilst looking for evidence of progress in the delivery of collaboration to create service efficiencies. Roads Authorities have recently reported back to Audit Scotland committing to further long-term collaboration.
- 3.4 Regional cluster groups of authorities are developing a wide range of collaborative activities across Scotland; however, none are as ambitious as this collaboration to form a shared service with local governance by Elected Members.
- 3.5 Involvement in these cluster groups is not exclusive, and councils are able to participate in multiple groups to best suit their local needs and priorities. There is no issue in the Firth of Clyde councils remaining part of the wider collaboration being discussed within the Glasgow City Deal partnership. The terms of the Joint Committee Minute of Agreement gives scope for extending the proposed Firth of Clyde partnership at a later date to involve other local authorities.

- 3.6 The development of this partnership can be considered in the wider context of the national Roads Collaboration Programme (RCP), which seeks to facilitate and encourage the delivery of shared roads services. The RCP has recently published the national Workforce Implementation Plan which aims to kick-start a range of actions to resolve the many workforce-related challenges within Scottish roads services. Assistance from the RCP and the Improvement Service, was provided in the development of the Strategic Business Case and this Business Plan.
- 3.7 It should be recognised that the partner authorities are also members of, and provide funding to, Strathclyde Partnership for Transport (SPT), which has clearly defined statutory powers and responsibilities. A review of existing and potentially new sharing with SPT should be carried out in the initial stages of the shared service.
- 3.8 Each partner council has internal transformation programmes underway, and it is important that the shared service project provides synergy with these corporate programmes.

4.0 FUTURE SCAN

- 4.1 All councils are facing ongoing financial challenges over the next three to five years, and operational services such as roads will bear much of this pressure. It is expected that this may lead to a continued reduction of workforce, with continued loss of skills and expertise. Single points of failure of service, and the requirement to utilise consultants is now being increasingly experienced.
- 4.2 Whilst some augmenting of revenue budgets is taking place using capital investments, this is not sustainable and will not address the long term underlying challenges. It is possible that decisions from Central Government post 2020 may release additional capital investment funding for infrastructure and councils should aim to benefit fully should that occur.
- 4.3 The average age of the workforce is approaching 50 years, and along with a low rate of entry by younger staff, this will exacerbate the workforce challenges. A strong commitment to workforce planning, including apprenticeships, will be essential.
- 4.4 Currently the only asset management data reported widely is the road condition index. Across the partners this is showing a very small decline but is broadly stable. Across other main assets, investment in LED lighting is improving the lighting service, however the condition of columns continues to decline. There has been a decline in funding for the stock of structures, and their condition is declining.
- 4.5 The new national Code of Practice for Road Maintenance, now being implemented, brings a new risk-based approach to determining inspection and reactive maintenance responses. This will change the way that all councils undertake infrastructure repairs and inspection scheduling. New maintenance strategies and manuals will be required.
- 4.6 Traffic in all council areas is growing steadily at approximately 2% per year. Some of this is associated with new developments whilst the wider digital transformation process (e.g. online retailing and local deliveries) is putting more vehicles onto the roads. This will increase pressure at junctions and on capacity of key arterial routes, some of which are trunk roads.
- 4.7 The Office of the Roadworks Commissioner has carried out a review of its functions, powers and responsibilities. This will be reported to Scottish Ministers during 2018

seeking authority to charge for road openings, increase maintenance periods for openings, increase inspection requirements and verification/coring programmes. This will have significant specialist resource implications for all councils.

- 4.8 The national progress of collaboration, following on from the National Road Maintenance Review in 2012 was considered “slow” by Audit Scotland in 2016. The implications on this continuing could be that structural reform of roads authorities by Scottish Ministers may take place. However, the shared service being created locally is an exemplar and could become a model for others to follow.
- 4.9 As the Brexit process evolves, it is likely that there will be increased focus on national infrastructure in its role as catalyst to local economic growth and attractiveness to inward investors. Roads Authorities will be expected to react positively, using all available knowledge of asset condition and investment needs. The impact of not investing could be punitive.

5.0 GOVERNANCE

There are six elements to the governance model that will oversee the new operation.

5.1 Partner Local Authorities

Primacy of decision-making on all matters of policy, service standards and finance will remain with individual service committees within the partner authorities.

5.2 Shared Services Joint Committee

The shared services project has an established governance structure already in place through the Shared Services Joint Committee set up in December 2016. This Committee provides oversight, policy development relating to collaborative activity and scrutiny.

5.3 Lead Officer

The Lead Officer will be employed by the Lead Authority and will manage Roads and Transportation assuming overall responsibility for the combined service. He or she will be responsible for reporting to the Joint Committee, and to the partner local authorities. Day-to-day operational matters will be reported to the Director with a responsibility for the Roads Service within the lead/host authority and liaise with the appropriate senior officers within the partner authority.

He or she will be responsible for delivering the Implementation Plan, and the development of the Service Plan, which will be submitted for approval by each council. In addition, the lead officer will be responsible for the production of the Annual Report, Budget Monitoring Reports, the Roads Improvement Plan, and policy reports as requested by the Joint Committee or by either of the local councils. He/she will also be responsible for the preparation of Strategic Business Cases for other potential areas of shared service.

5.4 Lead (Host) Authority

The lead authority Corporate Director will provide line management of the lead officer, who will attend each partner authority’s management team meetings as required. In addition, the service will be subject to all internal control arrangements that apply within the lead authority.

5.5 Scrutiny

Scrutiny will be undertaken by both councils in accordance with their own scrutiny processes, as set out within their respective Corporate Governance arrangements. The performance of the new shared service will be monitored by the Joint Committee, while performance management will be the responsibility of the lead officer, reporting to the Director with a responsibility for the Roads Service within each partner authority.

5.6 Performance Management

A performance management framework will be devised by the new management team. This will incorporate existing indicators and a new set of indicators that will be agreed by the Joint Committee. The new indicators would cover finance, resilience and efficiency, and would demonstrate progress against agreed workplans. Baselines and targets will be agreed early in the initial period and regular reports will be submitted by the Lead Officer to the Joint Committee.

6.0 OPERATING MODEL

6.1 Recommendation

It is recommended that a Lead (Host) Authority Shared Service should be adopted to provide the most appropriate operational model for the shared Roads and Transportation Service. This model will also provide a continuity of service during a period of change and will maintain local decision-making on local Roads investment. A summary of the operating model assessment is contained in Appendix 2.

6.2 Choice of delivery options

There are few models of formal collaborative arrangements within the roads sector in Scotland, or indeed in the UK. Seven delivery options were identified for the appraisal process.

The options considered were:

- Status Quo with increased collaboration between councils
- External Partnership (North Lanarkshire Model)
- Strategic Delivery Model
- Lead (Host) Authority Shared Service (Ayrshire Roads Alliance Model)
- Client/Contractor (Tayside Contracts Model)
- ALEO (Arm's Length External Organisation)
- Privatisation

6.3 Assessment Criteria

Eight criteria were identified, against which each model was assessed. These can be classified as Internal (Employee Impact, Risk, Delivering Cash Savings, Delivering Efficiencies and Affordability/Sustainability) and External (Capacity to Deliver and Resilience, Customer Outcomes, and Democratic and Local Accountability).

6.4 The Recommended Option

The assessment shows that the Lead (Host) Authority model is the best overall option considered. From the assessment, there are some strategic and operational benefits of this model. These include:

- Lead (Host) authority is a formal, established and respected delivery model for a roads service, and is being used (for example) by the Ayrshire Roads Alliance.
- Maximises the benefits from sharing.
- Provides best opportunity to protect in-house resilience of service delivery.
- Job security and career prospects enhanced.
- No procurement required to establish.
- Maintains decisions on local investment and works programmes with each partner council.
- Provides mandate and focus to align standards and specifications to improve efficiency.
- Ease of pooling existing staff expertise and other resources in short timescale.
- Ability to be flexible to future change, to add other partners and other service areas.
- Partners will retain local overall control and accountability.
- Low risk of service disruption during transition to new service, and potential to phase introduction.
- Low set-up costs.
- Ability to make quick gains and efficiencies especially around productivity and procurement.
- Provides access to best operational and business-support practice across both partners.
- Remains reactive to ongoing financial challenges.

6.5 The Lead (Host) Authority

It has been agreed that Inverclyde Council will assume the role of Lead Authority.

6.6 Professional and Technical Staff

Through the Lead Authority model, professional and technical staff, who will work more closely together from the outset, will provide a strategic core for the new service.

6.7 Support Services

During the initial period, it is assumed that administrative support will be provided corporately across the partners. There will be individual internal costs to be absorbed corporately. Each authority has already invested heavily in management input to develop this shared service, and this is expected to continue.

7.0 WORKFORCE

7.1 Consultation

There has been continuous consultation with Trade Unions throughout the lifetime of this project. The Option Appraisal Matrix (Section 6 above and Appendix 2) and the final draft of the original tripartite business plan have been shared and the Unions' views considered. This engagement continues with the Trade Unions having a copy of this updated final draft relating to West Dunbartonshire Council and Inverclyde.

7.2 Management Structure

An initial recommended management chart is contained in Appendix 3. This will allow the shared service to develop whilst maintaining continuity of service.

The service will be led by a professionally qualified Lead Officer (Head of Service/Chief Officer remuneration level), who will have a suitable range of experience to lead during the period of change, manage the new integrated service from 2018, and develop strategic business cases for potential additional services in the future.

To be a success, the new service will require dedicated business development support from partner authorities. It is anticipated that this will come from the existing workforce.

The Roads Senior Service Managers will report to the Lead Officer. These Managers will have functional responsibilities for the new shared service and will be the initial point of contact (ambassador) for each partner council's officers and members. It is envisaged that initially these Managers will be drawn from each of the partners and will be responsible for ongoing service delivery. In addition, they will assist in introducing the changes required for the new operating model.

The Management Team will develop the overall staff structure across the new roads service, undertaking reviews of all aspects of service planning and delivery to promote an efficient and appropriately skilled workforce.

Each individual Roads function will be reviewed, and resources allocated from the pool of expertise available within the new combined staff group.

8.0 OPERATIONAL PROCEDURES

8.1 Whilst each council will remain the local Roads Authority for their area, there are a range of operational procedures which will be aligned through agreement across the partnership using the powers of the individual council Service Committees and the Joint Committee as appropriate. Examples are:

- Winter Service (Roads only)
- Maintenance inspections and response
- Street lighting Strategy
- Development Control Requirements
- Ports & Harbours and Flood Mitigation
- Response to road accidents

8.2 There is no requirement to implement changes immediately, however the Joint Committee will seek alignment over the early years of the service to improve efficiency and maximise the effectiveness of sharing resources.

8.3 Notwithstanding the benefits that can be derived from aligning operational procedures, each Council will be able to maintain their current procedures, along with service levels and maintenance standards in the transition to the new shared service. Moves to new service levels and maintenance standards would be agreed by each council, ensuring there is no loss of local democratic control.

9.0 FINANCE

9.1 Future of trading accounts and use of surpluses

Whilst there is no longer a statutory requirement to retain trading accounts for the roads service, the production of an annual surplus, and its return to the corporate account, is still anticipated by some finance officers. Maintaining trading accounts requires additional administration and use of detailed costing/accounting systems, but does bring with it robustness and transparency, especially useful if proportional re-charging is going to be required.

Use of trading accounts also results in extended record keeping, which has benefits in performance management and comparing cost bases with other councils.

There should be discussion within each partner authority to determine the preferred approach to the use and allocation of any surpluses generated within that partner authority, and whether to maintain trading accounts.

9.2 Set-up / Ongoing Costs

Staffing

Initial and ongoing staff costs will be in the order of £100k. This is based on a new Lead Officer at a salary of around £80k pa plus NI and Superannuation. This cost will be split 50/50 between the two partner authorities and the post will be funded by efficiencies gained in the sharing of resources.

There will be no additional cost in providing a Business Development Officer and Business Support Officer to the new management team as this will come from partner authorities existing resources.

It is assumed that all other staff or resources involved in establishing the shared service will be provided from each partner.

ICT

It is envisaged that integration on all IT may take two years to complete, and careful consideration must be given to the level of integration that is needed from an ICT perspective to meet the needs of the new organisation at key stages of its development. It is assumed that, initially at least, the integrated Roads service will make use of all existing local systems until contracts can be aligned, servers commissioned etc.

9.3 Efficiencies

Potential areas of service have been identified where efficiency savings should be expected in the short to medium term, for example:

- Professional Services
- Operational Services
- Property
- Lighting maintenance
- Electrical power
- Winter maintenance
- Materials
- Sub-contractors

- External contractors
- Transport
- Administration

The management team will take forward assessments in each of these areas to determine the best opportunities to improve efficiency.

Councils have the opportunity to allocate in-house design staff to Capital projects. If there was no in-house expertise or capacity, external consultants would be used. This is an area where recruiting staff could be more effective, particularly trainees.

Both roads services have income streams available from fees and charges for services (e.g. development control, skips, etc), work for other council departments and external organisations (up to 20% of turnover), and in the case of Inverclyde - parking charges. There will be scope to increase this income over time, and the management team will review this during the first year and seek to develop a consistent income structure and develop opportunities for new income streams.

10.0 FUTURE WORKPLANS

There are many areas which have been examined to identify the changes needed in relation to a wide range of roads-related functions. The results indicate the main areas where activity reviews should be focussed in the initial period to ensure the service is fit for purpose to launch as a fully integrated shared service. This list will be prioritised by the new management team with primarily resilience and secondarily efficiency the key drivers. Many of these activity reviews will be revisited in future years to identify additional improvements where available.

10.1 Asset Management

Each Authority is fully committed to the national Asset Management project. This has led to the development of detailed asset plans for all main infrastructure assets along with a methodology for assessing maintenance needs, backlog repairs and investment requirements. Asset Management would benefit from a joint authority approach to recognise cross boundary issues and routes that join communities across the partnership area and with neighbours. The current Asset planning work is labour-intensive, duplicates resources, and could be shared between partners for greater efficiency and resilience, by forming a single asset management team.

10.2 Procurement

In association with the individual corporate procurement teams, roads procurement activity should be reviewed and opportunities to bring together identified and introduced. It is anticipated that one authority will deal with certain areas of procurement (for example WDC are currently leading on the Minor Civil Works contract) and the other authority dealing with other elements.

10.3 Winter Service

During the winter of 2018/19, lead officers and managers will have been identifying opportunities for future sharing. A full review will take place during 2019 for introduction in winter 2019/20.

10.4 HGV drivers

There is a challenge to attract drivers with HGV licences to participate in winter service operations. This is in line with a national shortage of HGV drivers across industry and is leading to cost increases. Initially, a pool of HGV drivers should be created across the partnership, with effort needed at each local level to attract new resources or train existing staff. This will have been assessed during winter 2018/19 to have enhanced plans in place for the following year.

10.5 Professional Services

There is emerging pressure on professional specialisms within the design units. This includes roads design, geotechnical, structures, flooding etc. Currently design capability is integrated into the network management function so there is no recognised 'design team'. Consultants are used to varying degrees and across functions, for example to bring forward schemes to the planning or tender stages. The balance of work offered to the private sector has increased gradually in recent years.

There is good scope to utilise professional capacity from neighbouring councils outwith the partnership, using simple Agreements to formalise recharging etc.

Previously, the design function within a roads authority was founded on robust, committed (at least to the medium term) capital programmes. In the past decade, this design capability has gradually reduced, with the use of more expensive private sector consultancy services increasing. However, a combined capital programme across the authorities may offer the opportunity to create a single design unit with staff costs being charged to individual projects. This design 'consultancy' could be self-funding, ideally with overheads and support services retained corporately. A review and conclusions should be an early priority for the new management team.

10.6 Flood Mitigation

Both councils have flood mitigation needs, and commitments to local flood groups. WDC and IC have allocated a part FTE split across other activities. The overall capacity should be shared into a combined flood defence officer working to a single maintenance schedule for all defences.

10.7 Road Safety Auditing

There is no capability across the partnership on road safety auditing. This capability is purchased as and when required, from a very limited private sector supply chain. As a result, costs and availability become an issue. This is a legal responsibility as part of new developments and major alterations to existing roads, and there is potential to pool work across the partner councils (and possibly beyond) to form a workload that would justify some in-house resource.

10.8 Road works co-ordination

The administration of the register of Road Works is currently carried out separately by each council, using the national Symology system. Trained users enter information on all road openings on any part of their road network. Whilst WDC and IC have staff doing this, they are generally not dedicated to this work and there are workload concerns, along with single points of failure. Pooling this to increase the

overall capacity in this work, along with alignment of processes, will provide vital resilience in this area of legal compliance. This should result in a combined Road Works administration (and inspection) team. The current national review of the Office of the Road Works Commissioner is likely to add work to this activity with increased inspections and potential charging for road openings in the future (post 2019). There may be an opportunity at that time to share a single utilities inspector across the partnership area (possibly with other partners) to reflect the expected increase in workload.

10.9 Development Control (including Roads Construction Consent)

Both councils are facing increasing demands on ever-reducing staff able to deal with the processes relating to planning and construction of new developments. WDC and IC have less than one dedicated FTE each. This expertise should be immediately combined.

10.10 Street lighting

By the end of 2018 most of the lighting stock across the partnership area will have been converted to LED sources. The maintenance requirements for LED equipment is considerably different to that of previous equipment, and both councils need to respond, establishing new inspection, maintenance and repair processes.

WDC and IC currently have approximately 2.5FTE working on street lighting design and inspection work and have commissioned private contractors for most external work (Amey and Lightways).

WDC energy costs have reduced by 65% through the LED programme. IC will benefit from sharing of knowledge from WDC in this area.

Within the first 6 months of the new service, a value-for-money exercise should be undertaken for street lighting to consider the most efficient model for lighting across the partnership area (including trunk road lighting), examining opportunities to extend existing capacity to create a fully in-house service, or sharing a single provider.

A new joint maintenance manual for LED lighting should be immediately developed and resource requirements assessed.

Currently, connections to the electricity supply network must be undertaken by Scottish Power or one other national contractor. This is expensive and difficult to schedule accurately with resulting unexpected additional costs and time over-runs. Some Scottish councils are looking to develop an in-house resource to reduce costs and improve time scheduling. This should be considered by the new management team.

10.11 Training and Development

Both councils have significant ongoing training needs for existing and new employees. They are also required to provide refresher and specialist training from time to time. This often involves bringing providers to the councils. This is usually done in isolation without sharing with neighbouring councils. The management of training and development for all staff should be integrated as soon as possible after the start of the new service, in line with individual's terms and conditions of

employment. A combined timetable for statutory training should be immediately established and a training plan.

It is hoped that graduate engineers will be added to the staff group over time, and a single registered/approved Training Scheme will be established to support ongoing development of these staff. A robust continuing development programme will be established for all staff within the first two years of the new service, recognising that some staff may have new or extended functional responsibilities.

10.12 Construction Plant and machinery

Both councils have an extensive fleet of vehicles available for use (mostly provided corporately through a Fleet Management service) along with some specialist vehicles typically hired for specific work. Sharing of these assets will allow numbers of vehicles and equipment to be reduced including a reduction in overall “spare capacity”, and potentially lower hire costs. A full review of plant and equipment should be undertaken within the first six months of the new service. This should include discussion with neighbouring authorities.

10.13 Existing materials (incl salt) and stores

Currently, both councils store extra quantities of both construction materials and salt. Integrating this, and re-organisation of the stores management system and supply chains should be undertaken. A full review of stores and inventory of existing materials should be undertaken within the first year of the new service.

10.14 Depots

An initial assessment of depots suggests that there is no scope for integration on the south side of the Clyde.

Any future assessment should include discussion with the trunk road Operating Company (or Transport Scotland) to explore opportunities for sharing resources.

10.15 ICT systems

Across the partnership area, there are variations in management and technical systems in use, both service-related and corporate. The key issues at this stage are listed below, and the management team should develop and implement an ICT integration plan as soon as possible.

PSN Code of Connection - both councils must comply corporately annually, and will always be out of sync. This could be either externally hosted or internally hosted through a single partner. This can be simplified if Cloud technology is used.

Email - licence sharing/transfer may be an issue and could have revenue budget implications. New email accounts will require additional spend.

PCs - both councils have an ongoing pc refresh programme. There should be no need to replace IT equipment to set up the new service, however this will be reviewed by the new management team

Supporting systems - This requires further consideration by individual councils prior to the commencement of the new service. It should be assumed that all staff could be

remote workers able to work in any offices (similar to established arrangements for NHS staff).

The benefits of sharing in ICT need to be seen in the context of other transformation initiatives within each council, to avoid double-counting of benefits.

10.16 Road Maintenance Management Systems (RMMS)

WDC currently use WDM, Inverclyde do not have RMMS. An opportunity exists to approach the market together.

10.17 Costing systems

WDC use Profess (and are developing a new system to replace Profess and Servitor). IC use basic Microsoft software. If it is agreed that operating with a new trading account is required, then robust costing system information will be required. In addition, SCOTS gather significant data, and both councils complete annual roads asset management survey requirements from SCOTS/APSE. Gathering extensive roads data is vital for input into SCOTS/APSE performance indicators framework.

10.18 Customer Services

All existing paths for the general public to access the Roads service in the existing council areas must be maintained. This includes local telephone numbers and local council websites for fault reporting and other services. Access through local offices must continue. An opportunity exists to improve customer interfacing for all the roads services, ideally moving to mobile app technology in time.

10.19 Offices

Partners have recently reviewed their office requirements and have one main base for most roads staff in each council area.

10.20 Support Services

Currently all roads teams are supported by a range of administrative and technical support staff, some of whom are part of the core Roads service, whilst others are provided corporately. This will not change as each will continue to support their own colleagues. The Lead Officer will keep this under constant review and will promote changes if agreed by both partners.

Early agreement will be reached between partners as to the most appropriate method of cost-sharing for support services. It is recommended that this at least initially should be split 50/50.

11. INITIAL ACTIONS

In addition to the workstreams identified at Section 10, there are:

- areas of closer collaboration that will provide an immediate improvement in resilience in various service areas. These are shown in Appendix 4.

- Initial implementation actions for the 2018 to 2019 period (and beyond) which are contained in Appendix 5. This will form the basis for an Implementation Plan for the new management team to deliver.

12. KEY RISKS

The Risk Log contained in Appendix 6 is a continuation of that first submitted in the Strategic Business Case. This is an organic document and new risks will be added as they are identified, and existing risks deleted when they no longer valid. As part of the Implementation Plan, individual risks will be rated, and mitigation action prioritised through a Red, Amber, Green (RAG) system.

13. POTENTIAL TO EXTEND THE SHARED SERVICE

Whilst this Plan and the early work leading to this stage have focussed on the Roads Service, there are many synergies for other operational services, including Grounds Maintenance, Fleet Management, Waste Services, Trading Standards/consumer protection, Environmental Health etc. The Outline Business Case assessment of operating model and this Business Plan are based purely in relation to the existing Roads Services. The Strategic Business Cases for other services will be undertaken later in 2018, incorporating a view on whether the new roads authority model would be suitable for extending, or whether these services require a different operating arrangement for collaboration.

There is considerable interest in this developing shared service from other Scottish councils. Other councils are seeking to develop collaborative activities with their neighbours and success has been limited in recent years. Such potential expansion of the proposed shared Roads service was not assessed during the analysis of the operating model; however, the creation of the Joint Committee did envisage this as an option and the recommended approach would be flexible enough to accommodate other councils' roads service if a business case supported this and the partner councils were to agree to do so.

List of Appendices

- | | |
|--|--------------------------------|
| 1. Key statistics and operating data | 4. Early actions |
| 2. Summary of Operating Model assessment | 5. Outline Implementation Plan |
| 3. Proposed management structure | 6. Risk Log |

Appendix 1

Key Statistics and Operating Data

Note – 2016/17 figures stated here as being the most recent audited full year accounts available

	Inverclyde	West Dunbartonshire	Combined
Road length (km)	367	372	739
No. of FTEs (rounded)	50	57	107
2016/17 Capital	£6,532,000	£3,546,000	£10,078,000
2016/17 Revenue (net)	£2,354,000	£3,270,000	£5,624,000

	Inverclyde	West Dunbartonshire	Total
Council Managed Road Length Total (Km)	367	372	739
A Class (km)	24	55	79
B Class (km)	23	9	32
C class (km)	54	27	81
Unclassified (km)	267	280	547
Footways/Footpaths (km)	445	678	1,123
Cycleways (km)	19	14	33
Road Gullies (no)	10,398	14,924	25,322
Street lighting columns (no)	12,587	16,067	28,654

FTE	Inverclyde	West Dunbartonshire	Total
Chief officer	0.30	0.15	0.45
Manager	1	1	2
Technical, admin and professional	25.21	28.5	53.71
Operatives	23	27	50
Total	50.08	56.65	106.16

Note : WDC Roads service currently manages the School Crossing Patrol Service, with 23 FTE. This is not included in the IC Roads service at this time.

Appendix 2

Summary of Operating Model Assessment (for the original tripartite partnership)

1. Introduction

In March 2017, on consideration of the Strategic Business Case for Roads and Transportation across West Dunbartonshire, East Dunbartonshire and Inverclyde, the shared Service Joint Committee requested officers to develop a detailed business plan for the proposed new service arrangements. A key part of this plan is the choice of an operating delivery model for the new arrangement. This report records the robust analysis undertaken through an option appraisal process, highlighting key issues identified and providing a recommendation.

2. Recommendation

It is recommended that a Lead (Host) Authority Shared Service should be adopted, to provide the most appropriate operational model for the proposed shared Roads and Transportation Service across West Dunbartonshire, East Dunbartonshire and Inverclyde Councils in the future, and for providing continuity of current service during a period of change. The analysis also concluded that the same model would be appropriate for a collaboration of two or more councils.

3. Choice of delivery options

There are few models of formal collaborative arrangements within the roads sector in Scotland, or indeed in the UK. The three examples there are in Scotland have been used for this analysis, incorporating advice from the national Roads Collaboration Programme (hosted by the Improvement Service). This is placed alongside experience from England where there are a considerable number of partnerships with the private sector in their highways sector.

Seven delivery options were identified for the appraisal process. These include the Ayrshire Roads Alliance, Tayside Contracts and North Lanarkshire Partnership, and four additional options that together provide a spread of robust and feasible choices.

With the status quo included as a baseline “do nothing” option, all the remaining options *could* be used for the proposed new service, and the appraisal process has compared each against a set of criteria.

4. Assessment Criteria

Eight criteria were identified, against which each model was assessed. These can be classified as Internal (Employee Impact, Risk, Delivering Cash Savings, Delivering Efficiencies and Affordability/Sustainability) and External (Capacity to Deliver and Resilience, Customer Outcomes, and Democratic and Local Accountability).

5. Delivery Model Options

Status Quo with increased collaboration between councils

There is no formal change of relationship between the Roads Authorities. Each division will remain autonomous with no changes to structure, management and operational arrangements. It is anticipated that over time the Roads divisions would identify further areas where collaboration is possible and beneficial, and these opportunities would be taken to maximise the impact of such activity-led collaborations.

External Partnership (North Lanarkshire Model)

The Roads service would be delivered by a partner selected by tender from the private sector. In the case of North Lanarkshire, Roads and Lighting operational services are delivered by Amey Public Services, an LLP (Limited Liability Partnership) between North Lanarkshire Council, Amey Local Government, and a broad range of private contractors.

There would be a hard client/contractor split, and it is assumed that all roads functions would be included.

Strategic Delivery Model

The Strategic Delivery Model option provides a wholly in-house service, including a shared strategic core for the partner councils with local operational delivery remaining in the employment of each council. Key policy, standards and procedures would be agreed in partnership at the strategic core and approved through the Joint Committee. Each local authority would be required to implement the approved policies and procedures and would contribute to the costs of the strategic core. Investment in local works would remain the responsibility of each council. Overall management responsibilities for the roads service would remain in each partner Council, requiring a senior roads professional within each.

Lead (Host) Authority Shared Service (Ayrshire Roads Alliance Model)

The partner Roads divisions would come together as a single Roads Unit providing a single point for strategic and operational planning and delivery. A Head of Service or lead/senior officer, appointed by the partners, would manage the service and would report to the Joint Committee via a senior Director of the lead (host) authority. The lead (host) authority would provide support services for the new Roads organisation, for example Finance, legal, ICT and HR. The responsibilities of the Joint Committee are defined by a Minute of Agreement, and individual councils assume responsibility for other matters, including local investment decisions.

Client/Contractor (Tayside Contracts Model)

The Client/Contractor model would involve a return to that in operation under Strathclyde Regional Council in the 1990s. It is similar to the Strategic Delivery Model with a strategic core, but with an integrated frontline operational division with responsibility for local works across the partnership area. It should be noted that the Tayside model has “evolved” from the previous regional council Roads department and was not developed by the three unitary authorities post 1996. Whilst there is a Joint Committee, this model is closer to an ALEO than to a lead authority, as all support and business services are provided in-house, and staff have their own Terms and Conditions, which are different from any of the Tayside councils including the nominal lead authority.

ALEO (Arm’s Length External Organisation)

ALEOS have been regularly used by councils for many years, most notably in Leisure Trusts. Most run successfully and benefit from additional financial opportunities not available to other forms of operating organisation. Audit Scotland reported on the use of ALEOS in 2011, and this forms a useful reference point.

This would be an external organisation (company, trust or other body) that is separate from the partner local authorities but would remain subject to local authority influence. Influence can be through the councils having representation on the board of the ALEO and/or being a main funder or shareholder of the organisation.

In this case, there would need to be a single ALEO covering both partner councils with an appropriate democratic governance arrangement put in place.

Privatisation

This model would see a private sector contractor brought in to manage and implement the road and transportation management service in each council area. This could require the transfer of the local Roads asset to a private company, along with responsibility for the upkeep and development of the Roads assets.

6. Scoring

The scoring of the various options was carried out as follows:

- Comments are entered into the box for each criterion/issue against each delivery option.
- A judgement made as to whether the impact of the criterion / issue against each model will be negative or positive.
- The impact is scored as High, Medium, or Low. A judgement of No Impact is also available.
- The Key to the colour coding and the scoring on the matrix is as follows:

Impact	Extent	Score
Negative Impact	High	- 3
	Medium	- 2
	Low	- 1
	No Impact	0
Positive Impact	Low	+ 1
	Medium	+ 2
	High	+ 3

- Once a section of the matrix is complete, the score allocated to each criterion against each model is totalled.
- The results for each section are totalled and transferred to a summary table to show the preferred option.

7. Results and Headline Observations

The scoring of the assessment matrix has been carried out from the point of view of an expert third party examining the pros and cons, and opportunities and challenges of employing each of the seven potential delivery models. The assessment does not assume the position of any of the potential partner councils but does reflect some local knowledge of current challenges and issues being faced by each partner, for example workforce difficulties and levels of expected budget reductions.

The result of the assessment is shown in Section 8 below. Lead (Host) Authority is judged to be the most appropriate model for delivering shared Roads and Transportation services across the partnership area. The analysis was undertaken from a neutral viewpoint in terms of the differing impacts of either being the Host Authority or not. Depending on who is the host, a further analysis has been undertaken to assess the impact, and this is shown in Section 9, illustrating that there is some small variation depending on which Authority hosts

the shared service. It was also noted that this model would be suitable for two or more councils collaborating.

Strategic Delivery, ALEO and Client/Contractor fill the next three places, in that order, all providing potential viable options, but less so than the Lead Authority. The strategic Delivery has significantly less ability to deliver the levels of early efficiencies required nor the immediate improvement in the resilience of the workforce.

Lead (Host) Authority comes out top for two of the eight criteria and joint top for another three criteria.

There is a wide band of scores under the heading Employee Impact, ranging from - 25 for Privatisation to +4 for Strategic Delivery and +3 for Lead (Host) Authority, reflecting the effect on staff of the potential changes. This clearly justifies the effort being made to engage with staff and unions around the proposals.

It is assessed that the largest risks are attached to complete Privatisation and the setting up of an ALEO. However, privatisation and ALEO could deliver the most cash savings/efficiencies alongside the Lead (host) Authority.

An important factor when considering changes to the delivery model for Roads and Transportation is the extent to which the new model would be resilient in the current climate. All the models score low for affordability and sustainability reflecting the current economic situation in the public sector; however, ALEO and Lead (Host) Authority models would be best placed to deliver a resilient service.

It was found that the Lead (Host) Authority model would deliver the best customer outcomes reflecting the ability to introduce new management cultures and practices focussed around the best practices of the partnership and renewed focus on the needs of our communities.

The Status Quo would continue to meet the high standards of Democratic and Local Accountability that is essential, and likely to be of importance to Elected Members. In this regard, Lead (Host) Authority, Strategic Delivery and ALEO were assessed to be jointly a close second, providing confidence that democratic control and influence will be maintained through the change.

Whilst the overall proposal to share services is in line with the national expectation for collaboration and sharing from Audit Scotland in their response to the National Roads Maintenance Review in 2012, the specific partnership being developed here is unique in Scotland and will set an example that others will follow.

8. Recommended option

There are strategic and operational benefits of the Lead (Host) Authority model, including:

- Lead (Host) authority is an established and respected delivery model in roads.
- Provides best opportunity to protect in-house resilience of service delivery
- Job security and career prospects enhanced
- No procurement required to establish
- Provides mandate and focus to align standards and specifications to improve efficiency
- Ease of pooling existing staff expertise and other resources in short timescale
- Ability to be flexible to future change, to add other partners and other service areas
- Partners can retain their own identity and local accountability

- Low risk of service disruption during transition to new service, and potential to phase introduction
- Low set-up costs
- Ease of transfer of operating licences etc
- Ability to make quick gains and efficiencies especially around productivity and procurement
- Provides access to best operational and business-support practice across partners
- Remains reactive to ongoing financial challenges
- Ability to change cultures and be more customer focussed

The following table provides a summary of the assessment findings.

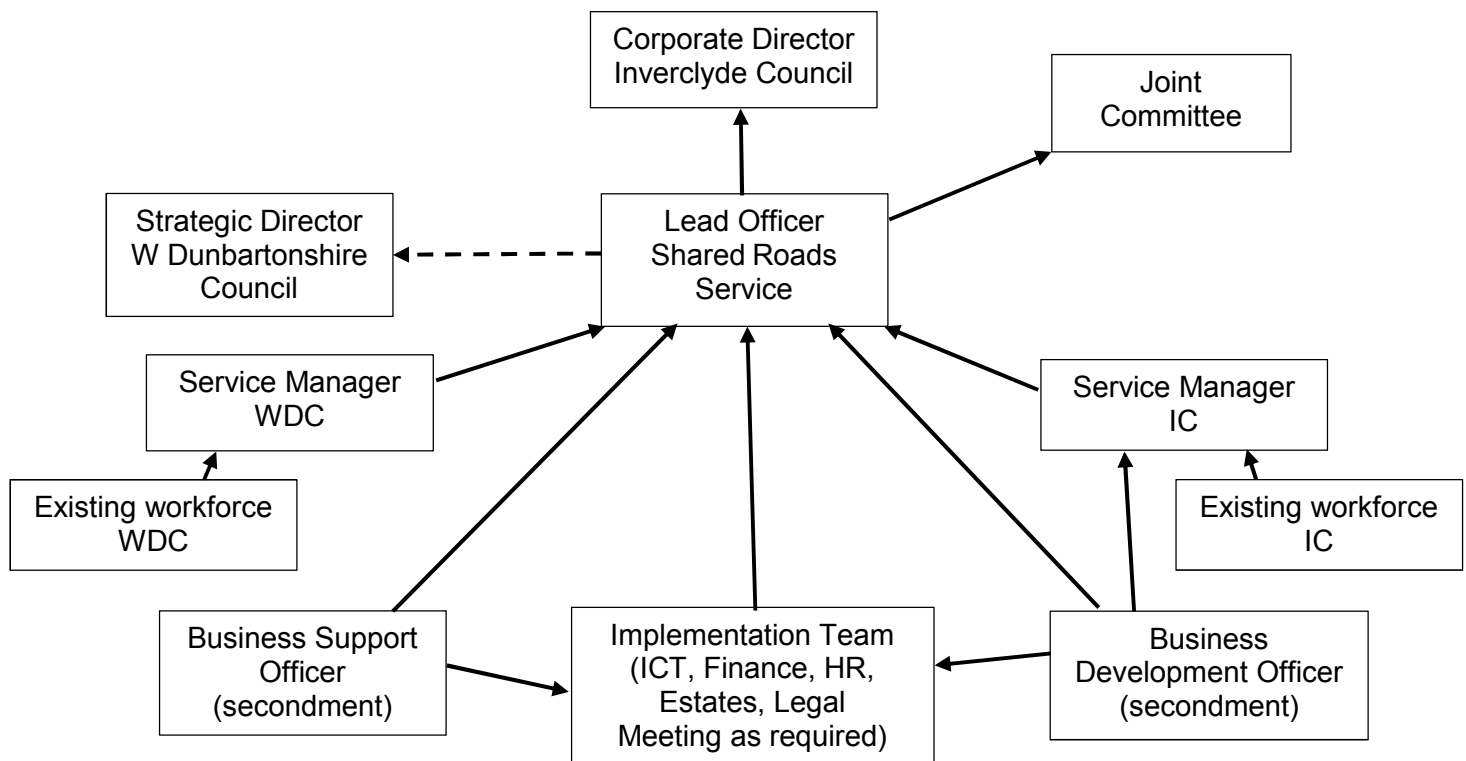
Summary							
Criteria	Status Quo with Increased Collaboration between Councils	External Partnership (N.Lanark)	Strategic Delivery Model	Lead Authority Shared Service (Ayrshire)	Client/ Contractor (Tayside)	ALEO	Privatisation
Employee Impact	0	- 13	+ 4	+ 3	- 2	+ 3	- 25
Capacity to Deliver and Resilience	- 4	- 3	+ 7	+ 8	+ 3	+ 9	- 9
Risk	+ 1	- 6	+ 1	- 1	- 5	- 10	- 14
Delivering Cash Savings	- 2	+ 8	+ 7	+ 10	+ 9	+ 10	+ 14
Delivering Efficiencies	+ 4	+ 15	+ 14	+ 19	+ 16	+ 19	+ 18
Customer Outcomes	+ 5	+ 18	+ 18	+ 23	+ 18	+ 16	+ 15
Affordability/Sustainability	- 1	+ 4	+ 2	+ 4	+ 2	+ 5	+ 7
Democratic and Local Accountability	+ 10	- 2	+ 7	+ 7	+ 7	+ 4	- 7
Totals	+ 13	+ 21	+ 60	+ 73	+ 48	+ 56	- 1

9. Lead and Non-lead Authority

Whilst the assessment considered the Lead (Host) authority option from an independent viewpoint, it was clear that the perspective of some of the criteria could be different between an actual lead authority and the non-lead authorities. To consider this in more detail, an extended assessment was carried out on the Lead (Host) model, to explore the differences in impact on being the Lead authority or a non-lead authority. This is shown below, and highlights that there are small differences in employee impact, capacity to deliver and risk depending on the authority's perspective. The overall scoring was still in line with the main assessment.

Criteria	Lead Authority (baseline)	Lead Authority (as Lead)	Lead Authority (as non-lead)
Employee Impact	+ 3	+ 5	+ 1
Capacity to Deliver and Resilience	+ 8	+ 8	+ 9
Risk	- 1	0	-1
Delivering Cash Savings	+ 10	+ 10	+ 10
Delivering Efficiencies	+ 19	+ 19	+ 19
Customer Outcomes	+ 23	+ 23	+ 23
Affordability/Sustainability	+ 4	+ 4	+ 4
Democratic and Local Accountability	+ 7	+ 7	+ 7
Totals	+ 73	+ 76	+ 72

Appendix 3 Initial Management Structure



Notes

1. Lead Officer's line management will be through Corporate Director Inverclyde Council and will agree reporting schedule with Strategic Director West Dunbartonshire Council.
2. The Lead Officer will also report to, and receive direction from, the Joint Committee.
3. The Business Support Officer and Business Development Officer will be line managed by the Lead Officer.
4. The Implementation Team will meet regularly with attendance based on the stage of development of the project. For example, Estates colleagues may not be required at the start of the project.
5. Additional short life project team(s) will be required as the Lead Officer develops strategic business cases for additional council services that might be shared.

Appendix 4

Early Collaborative Actions

An initial high-level assessment of the opportunities for early gains through sharing across the operation of the partner roads services has been carried out. A number of activities were identified for further exploration and early actions agreed.

The following activities were explored, and opportunities identified.

Training

- Notify each other when arranging future courses especially if bringing in providers.
- Develop combined timetable for statutory training and develop training plan.
- Develop shared graduate training scheme.

Procurement

- IC to make use of WDC minor works contract.
- Both to consider joining national development project on TRIPS.
- Map out future procurement work and combine where possible (consulting and contracting services).

Development Control (including Roads Construction Consent)

- Agreement to be formalised to allow other councils to assist WDC and IC in development control work when capacity allows.

Road works co-ordination

- Agreement to be formalised to allow other councils assist WDC and IC in road works noticing and related functions when capacity allows.

Structures

- Agreement to be formalised to allow structures expertise to be shared covering professional indemnities and including call-out.

Street lighting

- Scope the best future model for lighting maintenance across the partnership area.
- Prepare a new joint maintenance manual for LED lighting and review resource needs based on this, compared to existing.
- Seek to work with other councils in street lighting activities

Winter Planning

- Combine call-out resources from winter 2020
- Develop a pool of HGV resource.
- Analyse 2018/19 data from vehicle tracking/management systems and review routes.

Traffic management

- Establish a common contract/framework for external support.

Civil contingencies

- Meet David Mair, Civil Contingencies Manager, to discuss opportunity of pooled resources for the partnership area.
- Formalise current informal mutual aid arrangements for roads.

Flood Management

- Share flooding specialist staff through recruitment and pooling of workload.

Professional Services

- Collate respective capital programmes and identify opportunities to combine design, procurement and delivery effort.
- Work with other councils when required to deal with peaks of workload

Safety Auditing

- Consider road safety audit expected needs for the next 6 months and share existing knowledge and support plans.

Appendix 5

Outline Implementation Plan

The actions below will be converted into an Implementation Plan once the project has been agreed by the partner councils. This list is not exhaustive, and they are not ranked in order of importance or by order of when they will be completed.

- Operations
- Workforce planning
- Finance support services
- Fleet vehicles
- Accounting financial systems
- Income collection
- Insurance
- Human resources
- Estates actions
- ICT actions
- Legal actions

Appendix 6

Key Risks

This risk log builds upon the risks identified at the Strategic Business Case stage. These will continue to be reviewed, monitored and tracked as the project progresses.

Risk Factor	Description / Impact	Mitigation
1. Governance arrangements do not deliver as required.	The governance arrangements are new to the partner councils. They involve the Joint Committee and the current structures of both councils. There is a risk that the governance requirements do not operate in an integrated way, with the potential for gaps in responsibility and scrutiny of performance.	<ul style="list-style-type: none"> • Training will be built in for Members who would sit on the Joint Committee. • The Service Agreement would include procedures for conflict resolution. • Officers with a responsibility for the Roads Service would attend meetings to offer advice and support.
2. Failure to meet the aspirations of the individual councils.	In the first few years of the service new service arrangements will be established. There is a danger that one or other council would conclude that its own objectives are not being met. This could lead to the cessation of the project.	<ul style="list-style-type: none"> • A service plan will be produced annually for submission to, and agreement by, the Joint Committee. • This would require adoption by partner councils each year. • More broadly, the governance arrangements in place mean that there are several ways in which any council can raise concerns and have them addressed.
3. Perceived loss of local responsiveness and control.	There is a danger that elected Members and the public may be anxious about a possible drop in responsiveness to enquiries and complaints; or that elected members may feel that they have less local control of investment decisions.	<ul style="list-style-type: none"> • Each of the senior managers would act as a single point of contact ("ambassador") for one of the councils and be accountable for ensuring that responsiveness in terms of timeliness and quality of response is to members' satisfaction. • Decisions on level of funding for road renewal work and on which projects are undertaken will rest with individual councils. • Current public access to services will be maintained.
4. Loss of service synergy with other services.	There is a risk of losing the synergy that exists where the Roads service works alongside other council services such as Planning or Economic Development.	<ul style="list-style-type: none"> • Liaison will be built into the Lead Officer's job description. • Directors with responsibility for roads in both councils will take responsibility for ensuring that close liaison with other council services exists.

Risk Factor	Description / Impact	Mitigation
6. Failure to engage with employees.	Poor communication and consultation would result in increased anxiety in employees than would otherwise be the case.	<ul style="list-style-type: none"> • Consultation meetings with Trade Unions will continue and, following approval of the Business Plan, a forward programme of meetings will be established to ensure issues are considered and dealt with timeously. • Staff bulletins and briefings will be introduced. • JCCs at each council will include the shared Roads service as an item on their agendas.
7. Poor communication between partners.	Misinformation or misunderstanding of information can undermine partners' commitment to the project. leading to distrust and project failure.	<ul style="list-style-type: none"> • Establishment of processes and procedures; the Joint Committee; meetings of Directors with a responsibility for the Roads Service; and meetings of Chief Executives will ensure communication is robust. • More broadly, the agreed governance arrangements will result in several ways in which any council can raise concerns and have them addressed.
8. Inadequate staff development time and resources allocated.	Sharing of good practice and implementation of common procedures will lead to a need for employee development. If this is not given sufficient time, then the benefits of the project may be delayed or not fully realised.	<ul style="list-style-type: none"> • Review of the projects that are undertaken will explicitly consider employee development needs and implementation plans will allocate time and required resources to address these needs.
9. ICT systems and platforms are inadequate.	Risk that hardware, processes and procedures not suitable for the new service.	<ul style="list-style-type: none"> • An ICT Implementation Plan will be produced, including a roadmap covering planned ICT activity over first two years of the new Roads service. Training will take place as required.

WEST DUNBARTONSHIRE COUNCIL

Report by Interim Head of Strategy, Planning and Health Improvement

West Dunbartonshire Council – 28 March 2018

Subject: Revising the Integration Scheme

1. Purpose

- 1.1** The purpose of this paper is to inform West Dunbartonshire Council of new duties that have come into force to support the implementation of the Carers (Scotland) Act 2016, and which required the Scottish Government to incorporate provisions from the Carers Act into those regulations that support the Public Bodies (Joint Working) (Scotland) Act 2014. The paper details the revisions to the Integration Scheme that the Health Board and Local Authorities must jointly put in place to include the new duties for delegation to the Integration Authorities.

2. Recommendations

- 2.1** To note the implementation of the Carers (Scotland) Act 2016 and its impact on the functions delegated to Integrated Joint Boards outlined in the Integration Scheme. Integration schemes are the legal documents which outline the functions and duties delegated to the Joint Boards from the NHS Boards and Local Authorities.
- 2.2** To approve the joint working between the Health Board and local authorities to prepare the revised Integration Schemes to reflect the statutory changes outlined and to submit these to the Scottish ministers by 2 March 2018.
- 2.3** To jointly approve with NHS Greater Glasgow and Clyde the attached amendments to the listed Integration Schemes in accordance with The Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment (No.2) Regulations 2017 with six local authorities listed. (Paragraph 3.4 in the paper)
- 2.4** To jointly approve with NHS Greater Glasgow and Clyde the attached amendments to the listed Integration Schemes in accordance with The Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Amendment Regulations 2017 with the five local authorities in NHS Greater Glasgow and Clyde area.

3. Background

- 3.1** The Carers (Scotland) Act 2016 will be implemented on 1 April 2018. The Act relates to both adult and young carers, defining a carer as “an individual who

provides or intends to provide care for another individual (the 'cared for person')".

- 3.2** The intention of the Act is to ensure that carers of any age are supported to continue with their caring role, are able to have a life and access to support alongside their caring responsibilities. For young carers the Act intends to ensure that they are supported to enable them to have a childhood similar to their non-carer peers.
- 3.3** The Act introduces a universal entitlement to assessment for carers, regardless of the level or frequency of care they provide. It also includes prescriptive processes around carer assessment, support planning and review.
- 3.4** The provisions set out in the Act are as follows:
- a duty to prepare a local carer strategy;
 - a statutory duty to offer and prepare an Adult Care Support Plan (ACSP) and a Young Carer Statement (YCS) for anyone identified as a carer, or for any carer who requests an assessment and appears to be a carer;
 - a requirement for an adult carer support plan or young carer statement to include emergency plans;
 - a requirement for a timescale for preparing a support plan for the carer of a terminally ill person;
 - a duty to set and publish local eligibility criteria;
 - a duty to provide support to carers whose needs meet the local eligibility criteria. Within this consideration must be given to whether the support should take the form of, or include, a break from caring;
 - a duty to involve carers in carers service design and delivery;
 - a requirement for carers to be involved in the hospital discharge procedures of the person they care for;
 - a requirement to provide an advice and information service for carers;
 - a requirement to prepare and publish a short breaks statement.
- 3.5** An accompanying suite of regulations have recently been produced by the Scottish Government, including an amendment through the *Public Bodies (Joint Working) (Prescribed Local Authority Functions etc) (Scotland) Amendment Regulations 2017*, which places a duty on Integration Authorities to set local eligibility criteria for carer support.

4. Main Issues

- 4.1** The Carers (Scotland) Act 2016 comes into effect on 1 April 2018. In order to implement the Carers Act, the Scottish Government has incorporated provisions stemming from the Carers Act into those regulations that support the Public Bodies (Joint Working) (Scotland) Act 2014 relating to functions for delegation.

- 4.2** An amendment has been made through the Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment Regulations 2017, which covers Section 21 of the Carers Act and places a duty on Integration Authorities to set local eligibility criteria for carer support in relation to adult services and, where appropriate, the delegated functions relating to children's services. This came into force on 16 June 2017.
- 4.3** Two further statutory instruments came into force on 18 December 2017:
- The Public Bodies (Joint Working) (Prescribed Local Authority Functions etc.) (Scotland) Amendment (No. 2) Regulations 2017, which identifies functions that *must* be delegated.
 - The Public Bodies (Joint Working) (Prescribed Health Board Functions) (Scotland) Amendment Regulations 2017, which identifies functions that *may* be delegated.
- 4.4** In order to accommodate these changes, Health Boards and Local Authorities require to amend their Integration Schemes to include the new duties for delegation to Integrated Authorities put in place by the Carers (Scotland) Act 2016. These are technical changes which allow IJBs, Councils and the Health Board to continue to carry out the roles each already plays in delivering support to carers and to enable all parties to comply with the new legislation.
- 4.5** In addition to making the technical changes to the Integration Schemes, the Integrated Joint Boards are giving full consideration to local implementation and are updated on the range of provisions to be delivered under the Act and the preparations underway including:
- Local governance arrangements in place and implementation approach;
 - Draft Local Eligibility Criteria and;
 - Management of the key risks identified
- 4.6** In accordance with the required process, Health Boards and Local Authorities need to ensure that identified stakeholders within the Public Bodies (Joint Working) (Prescribed Consultees) (Scotland) Regulations 2014 are informed of the proposed changes, and this has occurred, or is being progressed. Following this process and approval by the appropriate Local Authorities and NHS Greater Glasgow and Clyde, the revised Integration Schemes will be submitted to the Scottish Government for Ministerial approval.

5. Options Appraisal

- 5.1** None required.

6. People Implications

- 6.1** No people implications relating to this paper.

7. Financial and Procurement Implications

- 7.1** No financial implications relating to this paper.

8. Risk Analysis

8.1 No risk analysis required for this paper.

9. Equalities Impact Assessment (EIA)

9.1 No equalities impact assessment required for this paper.

10. Environmental Sustainability

10.1 No environmental impact.

11. Consultation

11.1 No consultation required.

12. Strategic Assessment

12.1 No strategic assessment required.

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Designation	Interim Head of Strategy, Planning and Health Improvement
Date:	1 st March 2018

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Appendices:	None
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Background Papers:	None
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Wards Affected:	All
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