

Supplementary Agenda



Meeting of West Dunbartonshire Council

Date: Wednesday, 29 August 2018

Time: 18:00

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

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

Dear Member

ITEMS TO FOLLOW

I refer to the agenda for the above meeting which was issued on 16 August and now enclose copies of the reports relating to **Items 8, 9, 11 and 12** which were not available for issue at that time.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:-

8 GENERAL SERVICES BUDGETARY CONTROL REPORT 75 - 104
PERIOD 4

Submit report by the Strategic Lead – Resources on the progress of the General Services revenue budget and the approved capital programme for the period to 31 July 2018 (Period 4)

9 HOUSING REVENUE ACCOUNT BUDGETARY CONTROL 105 - 114
REPORT PERIOD 4

Submit report by the Strategic Lead – Housing & Employability providing an update on the financial performance of the HRA revenue and capital budgets for the period to 31 July 2018 (Period 4).

11 INTERIM CHIEF SOCIAL WORK OFFICER’S ANNUAL 115 - 196
REPORT 2017/18

Submit report by the Interim Chief Social Work Officer presenting the West Dunbartonshire Chief Social Work Officer’s Annual Report for the period 1 April 2017 to 31 March 2018.

12 REDUCTION IN COUNCIL USE OF SINGLE USE PLASTICS 197 - 203
(SUPs) – PROGRESS UPDATE

Submit report by the Strategic Lead – Resources on progress to reduce the use of single use plastics (SUPs) across the Council.

Distribution:-/

Distribution:-

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

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

Date of issue: 23 August 2018

WEST DUNBARTONSHIRE COUNCIL
Report by the Strategic Lead - Resources
Council: 29 August 2018

**Subject: General Services Budgetary Control Report to 31 July 2018
(Period 4)**

1. Purpose

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

2. Recommendations

2.1 Council is asked to:

- i) note that the revenue account currently shows a projected annual adverse variance of £0.323m (0.15% of the total budget);
- ii) note that the capital account shows that planned expenditure and resource for 2018/19 is lower than previously anticipated by £22.652m (27.45% of the budget), made up of £22.733m relating to project slippage, partially offset by £0.080m relating to an in year overspend;
- iii) approve capital virements as detailed in appendix 9; and
- iv) approve the addition of a further £0.050m to the capital plan as detailed in 4.11 of the report.

3. Background

Revenue

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

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

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

Capital

- 3.3** At the meeting of Council on 5 March 2018, Members also agreed the updated 10 year General Services Capital Plan for 2018/2019 to 2025/26.

The next three years from 2018/19 to 2020/21 have been approved in detail with the remaining years being indicative at this stage.

- 3.4** Since then, budget adjustments have taken place (through 2017/18 capital slippage and additional external funding), revising the project life budget to £326.128m.

	£m
Budget Agreed March 2018	311.018
Additional slippage carried forward from 2017/18	6.180
Additional funding for District Heating project approved at June Council	3.000
Additional grant funding from Scottish Government re Early Years	5.300
Grant funding from Strathclyde Partnership for Transport for works to A814, Balloch Station Park & Ride and Cycle Route Improvements at Alexandria Station	0.425
Funding from Lawn Tennis Association towards construction of 3 All Weather Tennis Courts at Argyll Park	0.040
Funding from Transport Scotland re Electrical Vehicle Charging points	0.165
Revised Budget	326.128

4. Main Issues

Revenue

- 4.1** The summary report at Appendix 1 currently identifies a projected annual adverse variance (overspend) of £0.323m (0.15% of the total budget) and service reports by Strategic Leads are attached as Appendix 2.
- 4.2** Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** Agreed savings and management adjustments actioned within 2018/19 are monitored with current indications showing that of the total target being monitored (£1.097m), all actions are currently on target to be fully achieved. It should be noted that any variances are included within the service information and variances identified within this report.

Capital

- 4.4** The current progress on the capital plan is shown in Appendices 5 to 9.
- 4.5** The overall programme summary report at Appendix 5 shows that planned expenditure and resource for 2018/19 is lower than previously anticipated by £22.652m (27.45% of the annual budget). This is made up of £22.733m relating to project slippage, partially offset by £0.080m relating to an in-year overspend.

- 4.6** Appendix 5 also provides both an analysis of the overall programme at each alert status and a summary budgetary control report. The tables at the top detail both the number of projects and the corresponding spend as a percentage of the overall programme currently at red, amber or green alert status for project life and the current year.
- 4.7** Appendix 6 details financial analysis of projects at red status, with additional information on action being taken to minimise or mitigate under or overspends where possible, while Appendix 7 provides an analysis of projects at green status where the variance is over £0.050m. Appendix 8 provides an analysis of resources where the variance is over £0.050m.
- 4.8** From the analysis within the appendices it can be seen that there are six projects with forecast material slippage, these are listed as follows:

Project Name	Slippage (£m)
Vehicle Replacement	2.702
Posties Park Sports Hub	1.712
Queens Quay - Regeneration	1.470
Queens Quay District Heating Network	1.153
Regeneration Fund	1.500
Replace Elderly Care Homes and Day Care Centres	5.924

- 4.9** Appendix 9 details virements that are requested for member approval.
- 4.10** A report was submitted to the IRED Committee on 29th March 2018 updating Members on the continued use of the existing football pitch and the development of a new sports pavilion at the former OLSP High School. The report advised that a further £0.050m is required for this project resulting from a recent assessment of the condition of the existing OLSP 3G pitch.

5. Option Appraisal

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

6. People Implications

- 6.1** There are no people implications.

7. Financial and Procurement Implications

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

8. Risk Analysis

- 8.1** The main risks are as follows:
- (a) The present variances should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31

March and which could affect the year end results for both the revenue and capital budgets;

- (b) Following the recent news that the company Greenlight Environmental Ltd has gone into administration, discussions are ongoing between relevant councils and the appointed administrators. At this time it is unclear how this situation will be concluded, however it is clear that there will be a financial burden placed on this Council (and other relevant councils) going forward, although the value of the financial burden is unknown at this time and has not been taken into account within this budgetary control report; and
- (c) As a consequence of current market conditions, capital receipts may either not be received or they may be less than anticipated.

9. Equalities Impact Assessment (EIA)

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

10. Environmental Sustainability

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

11. Consultation

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

12. Strategic Assessment

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

Stephen West
Strategic Lead - Resources

Date: 22 August 2018

Person to Contact: Gillian McNeilly, Finance Manager
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E-mail: gillian.mcneilly@west-dunbarton.gov.uk

Appendices: Appendix 1 - Revenue Budgetary Control 2018/19
– Corporate Summary
Appendix 2 - Revenue Budgetary Control 2018/19

	– Strategic Lead Summaries
Appendix 3 -	Analysis of Revenue Variances over £50,000
Appendix 4 -	2018/19 Savings and Management Adjustments Monitoring
Appendix 5 -	Overall Capital Programme Summary Financials
Appendix 6 -	Analysis of Projects at Red Status
Appendix 7 -	Analysis of Projects at Green Status over £50,000
Appendix 8 -	Analysis of Resources
Appendix 9 -	Virements

Background Papers: Ledger output – period 4
General Services Revenue Estimates 2018/19
General Services 10 Year Capital Plan Update - Council 5 March 2018

Former Our Lady and St Patrick's High School (OLSP),
Cardross Road, Dumbarton – Site Development Issues –
IRED Committee 29 March 2018

Wards Affected All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/2019
SUMMARY

APPENDIX 1

PERIOD END DATE

31 July 2018

Department Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
	£000	£000	£000	£000	%	
Resources	6,378	7,814	6,371	(7)	0%	↑
Regulatory	2,626	835	2,624	(2)	0%	↑
People & Technology	5,858	2,594	5,858	0	0%	↓
Communications, Culture and Community	6,245	1,955	6,194	(51)	-1%	↑
Education, Learning and Attainment	88,204	31,778	88,190	(14)	0%	↑
Environment and Neighbourhood	24,648	7,588	24,615	(33)	0%	↑
Housing and Employability	4,316	1,535	4,255	(61)	-1%	↑
Regeneration	(2,394)	947	(1,899)	495	-21%	↓
Miscellaneous Services	8,980	3,505	8,983	3	0%	↓
Loan Charges	10,609	3,536	10,609	0	0%	→
Requisition (VJB)	718	239	718	0	0%	→
Requisition (SPT)	1,748	583	1,748	0	0%	→
Requisition (HSCP)	63,414	21,138	63,414	0	0%	→
Non GAE Allocation	(6,833)	(2,278)	(6,833)	0	0%	→
Contingency Fund	6	0	0	(6)	-100%	↑
Total Expenditure	214,523	81,769	214,846	323	0%	↓
Council Tax/CT Replacement Scheme	(33,448)	(10,462)	(33,448)	0	0%	→
Revenue Support Grant/ NDR	(180,742)	(73,452)	(180,742)	0	0%	→
Use of Reserves	(333)	(111)	(333)	0	0%	→
Total Resources	(214,523)	(84,025)	(214,523)	0	0%	→
Net Expenditure	0	(2,256)	323	323	0.15%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/2019
RESOURCES SUMMARY

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19	Annual RAG Status
Service Summary	£000	£000	£000	£000	%
Audit	203	123	206	3	1%
Central Administration Support	2,449	832	2,448	(1)	0%
Finance	1,425	558	1,424	(1)	0%
Rent Rebates & Allowances	21	5,165	21	0	2%
Revenues & Benefits	2,117	812	2,106	(11)	-1%
Finance Business Centre	305	87	288	(17)	-6%
Cost of Collection of Rates	18	7	24	6	32%
Cost of Collection of Council Tax	(766)	(85)	(751)	15	-2%
Procurement	606	314	604	(2)	0%
Total Net Expenditure	6,378	7,814	6,371	(7)	0%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/2019
REGULATORY SUMMARY

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
	£000	£000	£000	£000	%	
Democratic and Registration Service	663	212	660	(3)	0%	↑
Environmental Health/ Trading Standards	710	230	712	2	0%	↓
Licensing	(175)	(21)	(163)	12	-7%	↓
Legal Services	901	324	888	(13)	-1%	↑
Planning	527	90	526	(1)	0%	↑
Total Net Expenditure	2,626	835	2,624	(2)	0%	↑

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

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Transactional Services	650	223	661	11	2%	↓
Human Resources (including risk)	1,202	319	1,186	(16)	-1%	↑
Information Services	3,644	1,936	3,645	1	0%	↓
Change Support	362	115	366	4	1%	↓
Total Net Expenditure	5,858	2,594	5,858	0	0%	↓

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

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Communications & Marketing	366	116	360	(6)	-2%	↑
Customer Service	1,381	406	1,343	(38)	-3%	↑
Performance & Strategy	304	108	292	(12)	-4%	↑
Libraries, Museums, Culture	2,606	913	2,606	0	0%	↓
Office Accommodation	1,292	373	1,290	(2)	0%	↑
Clydebank Town Hall	296	38	302	6	2%	↓
Total Net Expenditure	6,245	1,955	6,194	(51)	-1%	↑

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

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Primary Schools	24,988	9,693	24,985	(3)	0%	↑
Secondary Schools	23,484	9,357	23,477	(7)	0%	↑
Specialist Educational Provision	13,567	4,201	13,776	209	2%	↓
Psychological Services	485	175	485	(0)	0%	↑
Sport Development / Active Schools	559	194	559	0	0%	→
Early Education	8,188	1,267	8,084	(104)	-1%	↑
PPP	14,709	6,314	14,709	0	0%	→
Curriculum for Excellence	169	7	129	(40)	-24%	↑
Central Admin	180	87	178	(2)	-1%	↑
Workforce CPD	333	60	299	(34)	-10%	↑
Performance & Improvement	459	143	459	0	0%	→
Education Development	1,083	280	1,050	(33)	-3%	↑
Raising Attainment - Primary	0	0	0	0	0%	→
Raising Attainment - Secondary	0	(0)	0	0	0%	→
Pupil Equity	0	0	0	0	0%	→
Total Net Expenditure	88,204	31,778	88,190	(14)	0%	↑

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

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19	Annual RAG Status
Service Summary	£000	£000	£000	£000	%
Transport, Fleet & Maintenance Services	(416)	92	(418)	(2)	0%
Catering Services	3,984	1,122	3,998	14	0%
Building Cleaning	1,421	466	1,423	2	0%
Building Cleaning PPP	(215)	(112)	(247)	(32)	15%
Facilities Assistants	2,100	529	2,004	(96)	-5%
Facilities Management	349	110	348	(1)	0%
Roads Operations	(918)	(65)	(907)	11	-1%
Roads Services	4,331	1,006	4,319	(12)	0%
Grounds Maintenance & Street Cleaning Client	7,366	1,842	7,366	0	0%
Outdoor Services	231	89	249	18	8%
Leisure Management	3,218	1,598	3,218	0	0%
Events	123	75	123	0	0%
Burial Grounds	(148)	(16)	(120)	28	-19%
Crematorium	(907)	(195)	(915)	(8)	1%
Waste Services	6,944	2,292	6,960	16	0%
CPP Investments	0	0	0	0	0%
Depots	0	0	0	0	0%
Ground Maintenance & Street Cleaning Trading A/c	(2,815)	(1,245)	(2,786)	29	-1%
Total Net Expenditure	24,648	7,588	24,615	(33)	0%

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

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Working 4 U	2,618	835	2,602	(16)	-1%	↑
Communities	797	222	787	(10)	-1%	↑
Homeless Persons	154	259	137	(17)	-11%	↑
Private Sector housing	45	8	47	2	4%	↓
Anti Social Behaviour	610	124	590	(20)	-3%	↑
Private Sector Housing Grants	92	87	92	0	0%	→
Total Net Expenditure	4,316	1,535	4,255	(61)	-1%	↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/2019
REGENERATION

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19	Annual RAG Status
Service Summary	£000	£000	£000	£000	%
Housing Maintenance Trading A/c	(1,793)	(125)	(1,492)	301	-17% ↓
Housing Asset and Investment	32	9	23	(9)	-28% ↑
Corporate Assets and Capital Investment Programme	(1,894)	(328)	(1,703)	191	-10% ↓
Economic Development	373	98	377	4	1% ↓
Central Repairs & Maintenance	(56)	981	(94)	(38)	68% ↑
Consultancy Services	944	312	990	46	5% ↓
Total Net Expenditure	(2,394)	947	(1,899)	495	-21% ↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/2019
MISCELLANEOUS

APPENDIX 2

PERIOD END DATE

31 July 2018

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Projected Spend	Variance 2018/19		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Sundry Services	6,525	2,692	6,523	(2)	0%	↑
Members Allowances, etc	577	193	577	0	0%	→
CPP	27	9	27	0	0%	→
European Employability	510	170	510	0	0%	→
Chief Executive, Directors and Strategic Leads	1,341	441	1,346	5	0%	↓
Total Net Expenditure	8,980	3,505	8,983	3	0%	↓

YEAR END DATE

31 July 2018

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

Education , Learning and Attainment

Specialist Educational Provision	13,567	13,776	209	2%	↓
Service Description	This service area covers all ASN Services.				
Main Issues / Reason for Variance	Employee Costs are showing an underspend mainly due to staff vacancies. Payments to Other Bodies are currently overspent due to more children being placed within daycare and residential placements. Both Daycare and Residential services are demand-led and can fluctuate throughout the year.				
Mitigating Action	The requirement for Daycare and Residential Placements are demand-led services taken jointly with HSCP following a joint assessment of the best option for all concerned. The actual usage throughout the year will be reviewed regularly to identify where there is scope to reduce the number of placements. Currently investigating the capacity of transferring some of the external day care placements to internal facilities, this will be considered on a case by case basis.				
Anticipated Outcome	If current levels of demand continue then it is projected that the Daycare and Residential budgets will overspend though given the recruitment position, an underspend on employee costs should partially offset this.				

Early Education	8,188	8,084	(104)	-1%	↑
Service Description	This services area includes all Early Years establishments within West Dunbartonshire.				
Main Issues / Reason for Variance	Employee Costs are showing an underspend mainly due to staff vacancies.				
Mitigating Action	Staffing levels vary continuously basis due to the statutory staff/ children ratios. Vacancies will continue to be monitored to ensure the most efficient use of staffing and financial resources.				
Anticipated Outcome	Favourable variance is projected at year end				

Environment and Neighbourhood

Facilities Assistants	2,100	2,004	(96)	-5%	↑
Service Description	This service provides janitors throughout WDC buildings				
Main Issues / Reason for Variance	There has been a reduction in Facilities Assistant costs for a variety of reasons - such as: rationalisation of schools estate and campus approach; vacant posts currently advertised for filling; reduction in overtime due to less out of hours requests (which also reduces income chargeable)				
Mitigating Action	Vacancies will continue to be monitored to ensure the most efficient use of staffing resources for the Council				
Anticipated Outcome	Underspend will be achieved				

YEAR END DATE

31 July 2018

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

Housing Maintenance Trading A/c	(1,793)	(1,492)	301	-17%	↓
Service Description	This service provides council housing maintenance				
Main Issues / Reason for Variance	This adverse variance is mainly due to the anticipated workstreams in 2018/19 being different from that undertaken in previous years and an increase in the level of sub-contracted work being required to fulfil client needs				
Mitigating Action	Officers are reviewing all areas of the business to minimise the overspend.				
Anticipated Outcome	Officers will take all appropriate action to minimise the adverse variance				

Corporate Assets and Capital Investment Programme	(1,894)	(1,703)	191	-10%	↓
Service Description	This service provides asset and estate management				
Main Issues / Reason for Variance	The main reason for the anticipated overspend is reduced rental income due to market conditions				
Mitigating Action	Due to the nature of the overspends there is limited action can be taken, however officers will monitor and take action to minimise this overspend				
Anticipated Outcome	Officers will take all appropriate action to minimise the adverse variance				

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

Appendix 4

Efficiency reference	Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
SO1	Reduce the Curriculum for Excellence budget	42,000	42,000	-	
SO4	Reduce payments to Parent Councils	75,000	75,000	-	
SO5	Remove Additional Educational Maintenance Payments	82,000	82,000	-	
SO - various	Provision of Greenspace	416,000	416,000	-	This is net of the £270k increase to budget following council decision
SO25	Undertake a review of Community Facilities operated by WDLT	40,000	40,000	-	
SO29	Transfer cash payments by residents to the Post Office and PayPoint shops and stores.	7,500	7,500	-	
SO31	Increase Food Export Certificate Charges	25,000	25,000	-	
SO34	Review grants to voluntary organisations	50,000	50,000	-	
SO35	Reduce funding to strategic partner organisations	24,000	30,710	(6,710)	Saving allocation agreed at Committee higher than budgeted
MA	Remove post in legal	29,296	29,296	-	
MA	Training budget provision	10,000	10,000	-	
MA	Reduce post payroll	11,182	11,182	-	
MA	Educational psychology staffing	41,000	41,000	-	
MA	Reduce workforce development within early years	19,000	19,000	-	
MA	Primary professional learning and development	10,000	10,000	-	
MA	Building cleaning specification	70,000	70,000	-	
MA	Police Scotland out of hours	60,000	60,000	-	
MA	Charge IJB for internal audit work	10,000	10,000	-	
MA	Water as an accompaniment in Primary	55,000	55,000	-	
MA	Town Centre Regeneration budget	20,000	20,000	-	
		1,096,978	1,103,688	(6,710)	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE 31 July 2018

PERIOD 4

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red								
Projects are forecast to be overspent and/or experience material delay to completion	34	34.7%	46,176	35.5%	34	34.7%	2,860	49.0%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	64	65.3%	83,964	64.5%	64	65.3%	2,974	51.0%
TOTAL EXPENDITURE	98	100%	130,140	100%	98	100%	5,834	100%

Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Slippage £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	136,324	46,176	136,968	643	63,334	2,860	41,452	(21,882)	(22,297)	415
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	189,804	83,964	189,339	(465)	20,400	2,974	19,630	(770)	(436)	(335)
TOTAL EXPENDITURE	326,128	130,140	326,306	178	83,734	5,834	61,082	(22,652)	(22,733)	80

TOTAL RESOURCES	(326,128)	(130,140)	(326,306)	(178)	(83,733)	(5,834)	(61,082)	22,652	-27.05%	0.05%
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NET EXPENDITURE	0	0	0	0	0	0	0	0		
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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Forecast Variance	
	£000	£000	%	£000	£000	%
OLSP - New Build						
Project Life Financials	3,677	3,634	99%	4,054	377	10%
Current Year Financials	177	134	76%	554	377	213%
Project Description	Design and construction of new Secondary School in Bellsmyre, Dumbarton					
Project Lifecycle	Planned End Date	31-Mar-16	Actual End Date	25-Oct-17		
Main Issues / Reason for Variance						
Project handed over and school opened on 25 October 2017, snagging process is near completion and being monitored by the Project Team. Retentions are due to be paid October 2018. The contract for the demolition has been awarded following the receipt of the full asbestos report (which was received in April 2018) however the contract sum of £0.420m is in excess of the remaining budget giving rise to an anticipated overspend on this element of the project £0.377m.						
Mitigating Action						
None available at this time due to cost of demolition being in excess of budgetary provision						
Anticipated Outcome						
New Build opened to pupils on 25 October 2017 in line with the programme, however due to the tender for the demolition being in excess of budgetary provision the project will report an overspend of £0.377m.						
New Balloch Campus						
Project Life Financials	16,464	16,303	99%	16,726	262	2%
Current Year Financials	206	50	24%	468	262	127%
Project Description	Construction of new primary school in Balloch to incorporate St Kessog's PS, Haldane PS and Jamestown PS and EE&CC)					
Project Lifecycle	Planned End Date	28-Feb-19	Forecast End Date	09-Feb-18		
Main Issues / Reason for Variance						
Handover successfully achieved on programme on 9 February 2018 with the school opening to staff and pupils on 19 February 2018. The majority of the snagging works were addressed during the school Easter holidays. While works for the new build are complete, works are ongoing with the demolition of Haldane Primary School which is expected to cost circa £0.220m. Project reporting an overspend £0.262m due to 2% rebate (£.0293m) not being returned to the project as previously forecasted. The project is expected to be financially complete by 31 March 2020.						
Mitigating Action						
Continue to meet with contractor on a weekly basis until snagging items and final account is concluded.						
Anticipated Outcome						
Delivery of project over budget						
Children and Young Persons / Early Years						
Project Life Financials	3,222	1,685	52%	3,131	(91)	-3%
Current Year Financials	1,583	46	3%	718	(865)	-55%
Project Description	New Levenvale Primary School All Weather Pitch					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-21		
Main Issues / Reason for Variance						
Slippage of £0.773m relates mainly to works for 7 properties where works required to be re-phased to 2019/20 and 2020/21 following discussions with the Care Inspectorate and the Scottish Government while an underspend of £0.091m is related to works to 2 properties where the works are on hold following discussion with the Care Inspectorate on delivery of service.						
Mitigating Action						
None available at this time as slippage identified following discussions with Care Inspectorate and Scottish Government						
Anticipated Outcome						
The project will be delivered but at a later date than originally planned.						
New Levenvale Primary School All Weather Pitch						
Project Life Financials	250	0	0%	250	0	0%
Current Year Financials	250	0	0%	20	(230)	-92%
Project Description	New Levenvale Primary School All Weather Pitch					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Oct-19		
Main Issues / Reason for Variance						
Design works were finalised in April 2018 and there are ongoing discussions with legal and procurement to take the project to the next stage. Start date anticipated Spring 2019 due to type of works required with physical completion anticipated by October 2019 with retentions due October 2020. Only cost in 2018/19 will be related to design fees.						
Mitigating Action						
Continue to monitor and liaise with legal and procurement and monitoring meetings in relation to spend will be ongoing.						
Anticipated Outcome						
Project to be delivered on budget but later than originally planned.						
St. Patrick's PS New Play Upgrades						
Project Life Financials	200	0	0%	200	0	0%
Current Year Financials	200	0	0%	20	(180)	-90%
Project Description	New MUGA for St. Patricks Primary School and playground improvements					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Oct-19		
Main Issues / Reason for Variance						
Design works were finalised in April 2018 and there are ongoing discussions with legal and procurement to take the project to the next stage. Start date anticipated Spring 2019 due to type of works with physical completion anticipated by October 2019 with retentions due October 2020. Only cost in 2018/19 will be related to design fees.						
Mitigating Action						
Continue to monitor and liaise with legal and procurement and monitoring meetings in relation to spend will be ongoing.						
Anticipated Outcome						
Project to be delivered on budget but later than originally planned.						

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Budget Details	Project Life Financials					
	Budget £000	Spend to Date £000	%	Forecast Spend £000	Forecast Variance £000	%
6 Vehicle Replacement						
Project Life Financials	4,012	0	0%	3,968	(44)	-1%
Current Year Financials	4,012	0	0%	1,266	(2,746)	-68%
Project Description	Replacement of vehicles which have reached end of programmed lifespan (7 year heavy vehicles, 10 year light vehicles)					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
£2.7m slippage relates to HGV vehicles and buses which may experience delay due to build times while an underspend of £0.044m is anticipated due to 3 vehicles which were originally included within the 2017/18 replacement programme but are now being retained. The Safe Stop installation programme is currently underway and scheduled for completion by end August 2018.						
Mitigating Action						
None available at this time due to build lead in times for HGV and buses.						
Anticipated Outcome						
Replacement of fleet later than anticipated						
7 Allotment Development						
Project Life Financials	400	0	0%	400	0	0%
Current Year Financials	400	0	0%	37	(363)	-91%
Project Description	To develop an allotment site at Dumbarton Common					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	30-Sep-19	
Main Issues / Reason for Variance						
Proposed main site (Townend Road) is anticipated to cost £0.300m and was previously identified on the local plan for housing. This has resulted in an initial delay to project while Estates marketed the site as such, however due to lack of demand for housing in this site it has now been agreed that the site can be used for allotments providing site investigation results are favourable and there is no contamination. Site investigation works are ongoing with results anticipated to be received mid to late summer. If the site is deemed suitable as an allotment site, the local plan will have to be amended in April 2019 and community consultation will also be required - based on anticipated timescales it is likely that spend in 2018/19 will only be for consultancy fees of circa £0.020m. 2 further satellite sites have been identified and are estimated to cost £0.093m in total - again site investigation works are ongoing to determine the suitability of these sites for use as allotment developments and are due to be returned mid to late summer 2018. Results will determine if projects can go ahead and at this time spend of circa £0.010m is anticipated for professional fees only. At this time both the main site and satellite sites are anticipated to be completed in September 2019 with retentions due in September 2020, however these dates are subject to favourable site investigation results. Plans for a further mini site at Alexandria Library anticipated to cost approximately £0.007m are ongoing with Work Connect having commenced work on the smaller area of garden immediately behind the rear entrance to the branch and have expressed interest in carrying out the remainder of the work. Officers have arranged to meet with Work Connect at the end of August to discuss this further. The Leamy Foundation have also been approached and they are keen to promote and maintain the site long-term as they envisage using it for community gardening activities with local organisations and schools.						
Mitigating Action						
Ability to mitigate in is limited due to requirement for officers to assess site suitability with Environmental Health.						
Anticipated Outcome						
Development of allotments to take pressure off current 10 year waiting list.						
8 Community Capital Fund						
Project Life Financials	3,431	2,171	63%	3,609	178	5%
Current Year Financials	1,454	15	1%	1,165	(288)	-20%
Project Description	Upgrade and improve recreational facilities throughout West Dunbartonshire.					
Project Lifecycle	Planned End Date	31-Mar-17		Forecast End Date	31-Oct-19	
Main Issues / Reason for Variance						
Slippage relates to Inler Park Upgrade works. This project had an anticipated start date of February 2018 but was delayed due to engineering problems. Discussions have been ongoing with SEPA & Planning to come up with an engineering solution and is nearing conclusion. It is now anticipated that this project will go to tender end September 2018 with works forecast to commence March 2019 and due to achieve physical completion by October 2019 with retentions due by October 2020						
Mitigating Action						
Discussions are ongoing with SEPA & Planning to come up with engineering solution to mitigate flooding risk - these discussions re nearing completion, however further mitigation with regard to project slippage is limited to due to the nature of the works involved and the timescales of when this work is suited to being carried out.						
Anticipated Outcome						
Improved recreational facilities throughout WDC anticipated to be delivered within budget albeit later than anticipated.						
9 Holm Park & Yoker Athletic FC						
Project Life Financials	750	0	0%	750	0	0%
Current Year Financials	750	0	0%	150	(600)	-80%
Project Description	Develop a new 3G pitch to act as a home venue for Clydebank FC with extensive community access.					
Project Lifecycle	Planned End Date	31-Mar-17		Forecast End Date	31-Jul-19	
Main Issues / Reason for Variance						
Design works were finalised in April 2018 and there are ongoing discussions with legal and procurement to take the project to the next stage. At this time it is unknown when works will commence due to legal dispute over ownership of the boundary wall, however it hoped that this issue will be resolved by the end of September 2018 with works to commence January 2019 and complete by end of July 2019 with £0.037m retention due July 2020.						
Mitigating Action						
Continue to monitor and liaise with legal and procurement and monitoring meetings in relation to spend will be ongoing.						
Anticipated Outcome						
Project to be delivered on budget but later than expected.						
10 Kilmarnock Cemetery Extension						
Project Life Financials	225	5	2%	25	(200)	-89%
Current Year Financials	225	5	0%	25	(200)	0%
Project Description	Extension of existing cemetery at Kilmarnock.					
Project Lifecycle	Planned End Date	31-Mar-18		Forecast End Date	31-Mar-19	
Main Issues / Reason for Variance						
Project is no longer viable due to soil depth and land being unsuitable. It is now proposed that new lairs will be created within the existing footprint of the cemetery which will provide 5-10 years worth of burials. It is further requested that as the requirement for the lairs as initially proposed within Kilmarnock is still required the remaining budget is vired to Vale of Leven cemetery extension to fund additional capacity within Vale of Leven as this is the nearest available cemetery within the West Dunbartonshire area.						
Mitigating Action						
No mitigation is possible due to the land being unsuitable for cemetery extension.						
Anticipated Outcome						
Project will not be completed as planned, however an alternative option has been identified.						

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Budget Details	Project Life Financials					
	Budget £000	Spend to Date £000	%	Forecast Spend £000	Forecast Variance £000	%
11 Posties Park Sports Hub - New sports hub to include Gym & running track						
Project Life Financials	1,802	78	4%	1,802	(0)	0%
Current Year Financials	1,742	18	1%	30	(1,712)	-98%
Project Description	Creation of a sports hub at Posties/Marinecraft to include a new changing pavilion/Gym, new all-weather 6 lane running track, conversion of blaze sports pitch to grass, new fencing, upgrade of existing floodlights and additional car parking. This combines the budget approved by the Council in February 2015 for Community Sports Facilities at Posties Park, draw down of budget from the generic sports facilities budget line and anticipated match funding from Sports Scotland.					
Project Lifecycle	Planned End Date	30-Sep-16		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
Initial cost estimates indicated a budget shortfall of £0.300m due to ground conditions meaning that the foundations had to be designed to be more substantial than first anticipated and decontamination that was required due to asbestos discovered on site, however value engineering exercises have been undertaken and designs are being amended. It is now anticipated that this project will go out to tender end of September 2018 with works due to commence March 2019, physical completion forecast by March 2020 and retentions of 5% due by March 2021. Limited spend of £0.030m anticipated in this financial year for professional fees.						
Mitigating Action						
Project will be tendered following value engineering exercise and design amendment.						
Anticipated Outcome						
Creation of sports hub later than first anticipated of December 2018 but now March 2020.						
12 Vale of Leven Cemetery Extension						
Project Life Financials	650	160	25%	850	200	31%
Current Year Financials	490	0	0%	150	(340)	-69%
Project Description	Extension of existing cemetery in Vale of Leven					
Project Lifecycle	Planned End Date	31-Mar-16		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
Difficulties in purchasing the preferred site resulted in early delays to this project however a purchase agreement has now been reached in principle with site investigation works on the preferred site due to be carried out at the end of August 2018. If the land is deemed suitable then estates will be able to conclude the land purchase to allow works to commence March 2019 and achieve physically completion by March 2020 with retentions due March 2021. Due to the issues with regard to the land suitability at Kilmarnock it is proposed that the remaining budget from that project is vired to the Vale of Leven Cemetery extension to fund additional capacity at Vale of Leven as the requirement for the lairs as initially proposed within Kilmarnock is still required and this is the nearest cemetery to Kilmarnock within the West Dunbartonshire area.						
Mitigating Action						
Opportunities to mitigate are limited due to ongoing discussions with regards to purchase of land.						
Anticipated Outcome						
A suitable site is identified and purchased to provide a sustainable burial environment, albeit delayed by 4 years as a result of identifying a suitable site.						
13 New Westbridget Community Centre						
Project Life Financials	675	40	6%	675	(0)	0%
Current Year Financials	635	0	0%	4	(631)	0%
Project Description	New Westbridget Community Centre					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
The demolition of the old Community Centre was completed end of October 2017 with retentions being due October 2018. Meeting with newly constituted community group has taken place and once it has been confirmed that they are in a position to take over running the establishment officers will progress to the design of the new community centre. At this time it is expected that only demolition retention costs will occur in 2018/19 due to the delays in forming the group and therefore the difficulty faced in taking the project forward.						
Mitigating Action						
None available at this time due to the difficulty in forming community group.						
Anticipated Outcome						
Project to be delivered later than anticipated due to difficulty in forming community group but still anticipated to deliver within budget.						
14 New Sports Changing Facility Dumbarton West (Old OLSP site)						
Project Life Financials	300	0	0%	350	50	17%
Current Year Financials	150	0	0%	150	0	0%
Project Description	New Sports Changing Facility Dumbarton West (Old OLSP site)					
Project Lifecycle	Planned End Date	31-May-19		Forecast End Date	31-May-19	
Main Issues / Reason for Variance						
Awaiting demolition of school building before site investigations can commence and build will be there afterwards. Demolition has commenced and is due to complete December 2018 and site investigation works are anticipated to commence January 2019 with a view to being onsite for erection of new facility by March 2019. Physical works to be carried out between March and May 2019 with retentions due May 2020 so retentions required to be rephased into 2020/21. Report to IRED Committee on 29 March advised that due to a recent assessment of the condition of the existing OLSP 3G pitch it was confirmed that expenditure of around £0.050m would be required to bring the pitch up to a standard that would allow its continued use and it was agreed that a request would be made to Council to increase the capital budget by this amount.						
Mitigating Action						
None available at this time due to timescale of demolition of school building. Request for additional capital will be made to Council to fund anticipated overspend.						
Anticipated Outcome						
To deliver new sports changing facility, on time albeit over budget.						
15 New Sports Changing Facility at Duntocher						
Project Life Financials	300	0	0%	300	0	0%
Current Year Financials	300	0	0%	150	(150)	0%
Project Description	New Sports Changing Facility at Duntocher					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	31-May-19	
Main Issues / Reason for Variance						
Resource issues have delayed project commencement. Planning application to be submitted October 2018 with works to commence March 2019 and completion by May 2019 with						
Mitigating Action						
Continue to liaise with consultancy services to take the project forward and prevent further delay.						
Anticipated Outcome						
New sports facility within budget but albeit later than first anticipated.						

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Budget Details	Project Life Financials					
	Budget £000	Spend to Date £000	%	Forecast Spend £000	Forecast Variance £000	%
16 Flood Risk Management						
Project Life Financials	757	0	0%	757	0	0%
Current Year Financials	757	0	0%	450	(307)	-41%
Project Description	Enhancement of drainage infrastructure to ensure compliance with Flood Risk Management Act 2009					
Project Lifecycle	Planned End Date	31-Mar-18		Forecast End Date	31-Oct-19	
Main Issues / Reason for Variance						
Contractor has been engaged to take on flood risk management. Renton Road installation of new drainage is due to commence September 2018 while flood modelling of River Leven and other projects are under construction along with works to improve water courses Balloch and Dumbarton. The project has been delayed due to SEPA restrictions in term of licencing and the time taken to award the Minor Civils contract which although is now in place resulted in approximately 10 to 12 weeks of lost time.						
Mitigating Action						
Work stream being finalised following technicality with works to commence in due course, however time lost to the Minor Civils Contract limits any further mitigation.						
Anticipated Outcome						
Project completed within budget albeit later than anticipated.						
17 Infrastructure - Roads						
Project Life Financials	5,016	0	0%	5,017	0	0%
Current Year Financials	5,016	0	0%	4,215	(801)	-16%
Project Description	Infrastructure - Roads					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	30-Jun-19	
Main Issues / Reason for Variance						
Delays in awarding the Minor Civils Contract resulted in 10 to 12 weeks loss of capital works. In addition to this discovery of Coalter at Dalvait Road resulted in a further loss of 3 weeks. Both issues are now resolved and a number of various works will be carried out in the remainder of 2018/19 however budget of £0.801m is unallocated at this time and is not anticipated to be fully spent until June 2019.						
Mitigating Action						
Work stream being finalised following technicality with works to commence in due course, however time lost to the Minor Civils Contract limits any further mitigation.						
Anticipated Outcome						
Project completed later than anticipated						
18 A811 Lomond Bridge						
Project Life Financials	3,900	0	0%	3,900	0	0%
Current Year Financials	100	0	0%	0	(100)	-100%
Project Description	Upgrade of Lomond Bridge					
Project Lifecycle	Planned End Date	31-Mar-20		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
Consultants developing tender documentation, looking to go to tender late Autumn and looking to award contractor early Spring with main works to commence start October 2019 . Preferred solution for Deck replacement has been identified and is being costed at present.						
Mitigating Action						
None available at this time due to time required to scope and tender works package						
Anticipated Outcome						
Upgrade of Lomond Bridge						
19 Strathleven Park and Ride Car Park						
Project Life Financials	285	0	0%	285	0	0%
Current Year Financials	285	0	0%	0	(285)	-100%
Project Description	Provision of additional car parking off Strathleven Place adjoining Church car Park. To be utilised as park and ride and overflow for town centre parking					
Project Lifecycle	Planned End Date	31-Mar-18		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
Ownership and Access issues are currently with legal in order to resolve issues which are delaying progress with preparatory clearance works to be carried out on conclusion of access and design and build of the car park thereafter. Awaiting confirmation of a start date for works and will be reported when available.						
Mitigating Action						
Opportunities to mitigate are limited due to legal issue regarding access.						
Anticipated Outcome						
Project completed within budget albeit later than anticipated.						
20 New Sports Changing Facility at Lusset Glen in Old Kilpatrick						
Project Life Financials	150	0	0%	150	0	0%
Current Year Financials	150	0	0%	0	(150)	-100%
Project Description	New Sports Changing Facility at Lusset Glen in Old Kilpatrick					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	31-Mar-19	
Main Issues / Reason for Variance						
Project is currently at design phase and is anticipated to be delivered during 2019/20 due to work being carried out by Scottish Gas Networks. Gas pipe to be removed with plans ongoing for the removal. Removal due to be complete by January 2019 following which reinstatement works to the park will be carried out between January and March 2019 (to be paid for by Scottish Gas Networks). Main work will commence May 2019 with completion by July 2019 with retentions due July 2020.						
Mitigating Action						
None available due to gas works being carried out						
Anticipated Outcome						
Works to be carried out as planned						
21 Mandatory 20mph Residential communities						
Project Life Financials	500	5	1%	500	0	0%
Current Year Financials	395	0	0%	20	(375)	-95%
Project Description	Mandatory 20mph Residential communities					
Project Lifecycle	Planned End Date	31-Mar-20		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
The Scottish Government are currently reviewing 20mph legislation and officers are currently awaiting clarity from them before works can resume in 2018/19. Limited spend anticipated on signage works that would be undertaken regardless of outcome of review						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Project to be delivered within budget albeit later than first anticipated.						

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Budget Details	Project Life Financials					
	Budget £000	Spend to Date £000	%	Forecast Spend £000	Forecast Variance £000	%
Invest in "Your Community Initiative"						
Project Life Financials	1,000	476	48%	1,000	(0)	0%
Current Year Financials	565	40	7%	305	(259)	-46%
Project Description	Grant to community groups awarded 2016 - awarded to community groups over 3 phases. Claim put in by community groups and funds released.					
Eg Haldane youth centre.						
Project Lifecycle	Planned End Date	31-Mar-18		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
In relation to the Community Budgeting element of this project the remaining budget of £0.056m is anticipated to be fully spent in this financial year with no issues anticipated at this time. The remaining budget of £0.509m relates to an Improvement Fund which is subject to the work of a tactical group who meets every 6 weeks and are working to identify suitable projects (the focus being on environmental projects in response to individual neighbourhood needs) with the next meeting scheduled for August 2018. There is also a review ongoing of the Your Community Initiative the aim of which is to streamline processes and deliver projects in a more timely fashion. At this stage it is expected £0.250m of the Improvement Fund budget will be spent in 2018/19 with the remaining £0.259m being required to be rephased to 2019/20. Delay in spend is due to the fact that to date many of the improvements delivered via the Your Community approach have been funded from existing service budgets, resulting in insufficient spend from the Improvement Fund.						
Mitigating Action						
Opportunities to mitigate have been limited due to the need to liaise with communities. The group continues to liaise with groups regularly to ensure funds are utilised for the benefit of the communities.						
Anticipated Outcome						
Full budget spend anticipated albeit later than originally planned.						
Pappert Woodland Wind Farm						
Project Life Financials	6,900	31	0%	6,900	0	0%
Current Year Financials	169	0	0%	30	(139)	0%
Project Description	Provision of new windfarm					
Project Lifecycle	Planned End Date	31-Mar-21		Forecast End Date	31-Mar-21	
Main Issues / Reason for Variance						
The project team continues to work in partnership with Lomond Energy and consult with statutory consultees, however this is taking longer than anticipated due to geographical issues. A further meeting has taken place with WDC Planning to review options and further consult with statutory consultees due.						
Mitigating Action						
Project team will continue to consult with Planning and other statutory consultees once revised scheme has been finalised.						
Anticipated Outcome						
Project completion generates savings in line with revised financial analysis.						
Building Upgrades and H&S - lifecycle & reactive building upgrades						
Project Life Financials	5,179	698	13%	5,222	43	1%
Current Year Financials	5,179	698	13%	4,642	(537)	-10%
Project Description	Lifecycle and reactive building upgrades					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
Slippage relates to St Mary's All Weather MUGA works totalling £0.180m and Our Lady of Loretto works totalling £0.300m - both of which are not anticipated until 2019/20 with only design fees to be incurred in 2018/19 and retentions on a number of small projects totalling circa £0.100m. Reported overspend of £0.042m is related to works to Jamestown Primary School oil to gas conversion which is anticipated to be funded by a virement request of £0.042m from the unallocated generic oil to gas conversion budget.						
Mitigating Action						
Ongoing regular meetings seeking to mitigate any possible delays to projects.						
Anticipated Outcome						
Project delivered within budget and amended timescales.						
Oil to Gas Conversion (Braehead PS, Carleith PS & Hub CEC)						
Project Life Financials	187	0	0%	187	0	0%
Current Year Financials	187	0	0%	0	(187)	-100%
Project Description	Oil to Gas Conversion (Braehead PS, Carleith PS & Hub CEC)					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	31-Aug-19	
Main Issues / Reason for Variance						
Project will be scoped in this financial year with works carried out Summer 2019						
Mitigating Action						
None available at this time due to time required to fully scope project works						
Anticipated Outcome						
Oil to gas conversions at 3 establishments						
Leisure Energy projects - air handling units, upgrade lighting, circulating pumps, and draught proofing						
Project Life Financials	277	33	12%	277	0	0%
Current Year Financials	244	0	0%	19	(225)	-92%
Project Description	Measures to be installed at both Meadow Centre & Vale of Leven Swimming Pool; new pool hall Air Handling Units, upgrade lighting, circulating pumps Vale of Leven Swimming Pool, internal and external lighting and draught proofing.					
Project Lifecycle	Planned End Date	31-Mar-18		Forecast End Date	31-Mar-20	
Main Issues / Reason for Variance						
Main reason for variance is due to Air Handling Unit (AHU) upgrades at Meadow Centre/Vale Swimming Pool which is budgeted at £0.225m. This project was first delayed in 2017/18 due to an unsuccessful initial tender and higher priorities within the Procurement service in relation to other required procurement activities resulting in remaining budget of £0.244m required to be re-phased into 2018/19 from 2017/18. Following this first delay it was then anticipated that this work would be carried out in November 2018 with project completion anticipated in 2018/19 and retentions being required to be rephased into 2019/20. To facilitate this workstream a 2nd tender was issued in June 2018 based on historic specification however only 3 returns were received at end of July 2018 with only one bid being a legitimate bid which was over budget (the others being discounted - one due to timing of submission and incomplete status of the other). Officers have subsequently been liaising with the Leisure Trust regarding possible solutions ranging from just a refurbishment of the unit to mounting a unit outside as it has become apparent that installing an internal unit would have a detrimental effect on the operation of the centre due to the significant down time involved. To mounting the unit outside would require structural approval, planning approval and a building warrant (not to mention a new specification) thereby making it impossible to meet the deadline workings of end of November. In the interim officers will explore preparatory work this financial year such as new isolating valves and building a concrete base for the unit to reduce risk when unit is procured.						
Mitigating Action						
None available at this time as the tender return was overbudget resulting in a new plan and specification/approval requirements						
Anticipated Outcome						
To install air handling units, upgrade lighting, circulating pumps and draught proofing to improve energy efficiency in leisure centres. Project expected to deliver within budget albeit later than first anticipated.						

MONTH END DATE

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Budget Details	Project Life Financials					
	Budget £000	Spend to Date £000	%	Forecast Spend £000	Forecast Variance £000	%
27 Installation of Solar Panels (OHR PS and Whitecrook PS)						
Project Life Financials	135	0	0%	135	0	0%
Current Year Financials	135	0	0%	0	(135)	-100%
Project Description	Installation of Solar Panels (OHR PS and Whitecrook PS)					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date		30-Apr-19
Main Issues / Reason for Variance						
Planning permission required - works anticipated to start Spring 2019 with Spring 2020						
Mitigating Action						
None available at this time due to scoping and planning requirements						
Anticipated Outcome						
Installation of solar panels at 2 establishments						
28 Upgrade Lighting (Alexandria CEC, Carleith PS, Dumbarton Library, WDAC & Whitecrook PS)						
Project Life Financials	95	0	0%	95	0	0%
Current Year Financials	95	0	0%	0	(95)	-100%
Project Description	Upgrade Lighting (Alexandria CEC, Carleith PS, Dumbarton Library, WDAC & Whitecrook PS)					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date		31-Aug-19
Main Issues / Reason for Variance						
Project will be scoped in this financial year with works carried out Summer 2019 - Alexandria CEC could be carried out sooner however this property is included within the ongoing leisure facilities consultation which is due to complete September 2018.						
Mitigating Action						
None available at this time due to scoping requirements						
Anticipated Outcome						
Upgrade lighting in various establishments						
29 Regeneration/Local Economic Development						
Project Life Financials	2,319	35	1%	1,942	(377)	-16%
Current Year Financials	2,319	35	1%	1,499	(820)	-35%
Project Description	Budget to facilitate the delivery of Regeneration throughout West Dunbartonshire , aligned to the Economic Strategy 2015-20. External funding will be sought to maximise opportunities for redevelopment of these sites					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date		31-Jul-19
Main Issues / Reason for Variance						
The main elements of this budget are £1.504m for St Eunan's (including £0.620m grant funding), £0.360m for Mitchell Way, £0.170m for Balloch Charrette, £0.085m for Clydebank Town Centre & Waterfront and £0.130m for Dumbarton Town Centre & Waterfront. The main issue with this budget relates to the St Eunan's project where the anticipated cost is less than previously reported estimates resulting in a projected underspend of £0.357m at this time - this underspend relates to the external grant funding from Green Infrastructure Fund so is not available for reallocation. This project also reports slippage of £0.442m due to the time taken to work through the legal and regulatory implications of an additional unanticipated conditions requested by Planning Committee, the preparation and serving of permission forms to local residential owners for their permission for the site investigations and the subsequent appointment of a consultant to do the works which is currently being sought at the moment. The works cannot commence on site until this condition is executed. Site investigation works are due to commence in September as per planning conditions and subject to results the main works are anticipated to commence October 2018 with completion summer 2019 and retention payments due summer 2020. At this time it is anticipated that contract spend of £0.672m will be incurred in this financial year in addition to £0.040m for contaminated land fees and site investigation works with a balance of £0.442m being required to be carried forward to future years.						
Mitigating Action						
Opportunities to further mitigate the slippage at St Eunan's is limited due to the timing of main works						
Anticipated Outcome						
Significant progress with transformational projects including Dumbarton Waterfront, strategic disposal sites, Alexandria town centre and further progress with implementing Charrette Action Plans.						
30 Queens Quay - Regeneration						
Project Life Financials	15,620	5,539	35%	15,620	0	0%
Current Year Financials	11,763	1,682	14%	10,293	(1,470)	-12%
Project Description	Queens Quay regeneration					
Project Lifecycle	Planned End Date	30-Jun-18		Forecast End Date		30-Nov-18
Main Issues / Reason for Variance						
This project has experienced delays compared to the original timetable in order to coordinate and deliver the benefits of New Clydebanks Health Centre, Care Home, and District Heating, resulting in forecast end date being extended to November 2018 and £11.5m to be rephased into 2018/19 from 2017/18. However the spend related to these works is now well underway. Work on Quay walls is now almost complete, as are the remediation works around the care home site. Roads infrastructure works are now underway. Spend in 2018/19 is anticipated to be £10.293m with only works on Titan Boulevard and landscaping being the major items still not complete.						
Mitigating Action						
A number of mitigating actions are being monitored through the risk register by the Management Group. Fortnightly meetings with the development partner take place to progress the project and make every attempt to reduce delays and slippage.						
Anticipated Outcome						
Regeneration of Clydebanks Waterfront in line with budget, but delayed to co-ordinate with District Heating project.						
31 Queens Quay District Heating Network						
Project Life Financials	15,100	1,482	10%	15,100	0	0%
Current Year Financials	10,153	136	1%	9,000	(1,153)	-11%
Project Description	Queens Quay District Heating Network					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date		31-Jul-19
Main Issues / Reason for Variance						
Project slippage is due to the delay on the appointment of the Energy Centre Operator (ECO) contractor as the returned tenders were unaffordable resulting in the need to secure additional funding from the Council to cover the Capital costs. An additional £3m of capital funding was approved by Members at June Council, has been phased into 2019/20 and work has commenced on new tender negotiations. The project is currently running behind programme and is now anticipated be physically complete by 31 July 2019, however an accelerated programme is in place which officers are hopeful will help to minimise the delay on the appointment of the ECO contractor. The Scottish Government have been advised that full spend will not be incurred by 31 March 2018, however the £6m grant funding will be fully spent by year end which will fulfil the grant conditions and protect this income resource. The first grant application of £0.711m was submitted end of May 2018 and has now been received.						
Mitigating Action						
Further discussions are to take place to identify Value Engineering items which will identify savings. Once this work has been carried out, Project Board to decide next steps as required.						
Anticipated Outcome						
Project will be delivered over original budget but a recovery plan is in place to deliver no later than anticipated.						

MONTH END DATE

31 July 2018

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Budget Details	Project Life Financials					
	Budget £000	Spend to Date £000	%	Forecast Spend £000	Forecast Variance £000	%
32 Regeneration Fund						
Project Life Financials	12,400	0	0%	12,400	0	0%
Current Year Financials	1,850	0	0%	350	(1,500)	-81%
Project Description	Funding to implement major regeneration projects linked to community charrettes.					
Project Lifecycle	Planned End Date	31-Mar-21		Forecast End Date	31-Mar-21	
Main Issues / Reason for Variance						
At this time it is anticipated that limited total spend of approximately £0.350m will be incurred in 2018/19 with all projects experiencing slippage as detailed below. In relation to the Bowling Basin project Scottish Canals are leading on this and they are still working through development appraisal with the Council. Officers are hopeful that an update will be reported to IRED Committee November 2018, however no spend is projected in this financial year resulting in slippage of 0.250m. In relation to Dumbarton Charette works only foreshore clearance works are likely to take place at a cost of £0.150m in this financial year resulting in slippage of £0.350m. The pathworks are unlikely to be procured until December due to timescales required to complete complex ongoing discussions and dialogue with landowners. Tenders for works to improve public realm at Balloch Village Square and Balloch Road west are still being considered and it is anticipated that this process will be complete and contract awarded to enable an update to be reported to November 2018 IRED Committee. At this time is anticipated that spend in this financial year will include £0.100m on Balloch Village Square which is anticipated to commence February 2019 and complete summer 2019 with slippage of £0.300m and £0.050m on Balloch Road West which is anticipated to commence autumn/winter. In relation to Clydebank Charette A814 it is anticipated that a report will be taken to August Planning Committee which will (depending on the outcome) allow procurement process to commence thereafter. At this time is in projected that only limited spend of approximately £0.050m will be incurred in this financial year for professional fees resulting in slippage of £0.450m.						
Mitigating Action						
Project complexity and the need to programme some works to avoid busy tourism periods and reliance on third parties means that mitigation is challenging.						
Anticipated Outcome						
Progress towards delivery of planned projects from Economic Development Strategy and Charrette Action Plans albeit later than originally anticipated.						
33 Replace Elderly Care Homes and Day Care Centres						
Project Life Financials	27,463	13,801	50%	27,463	(0)	0%
Current Year Financials	8,146	2	0%	2,222	(5,924)	-73%
Project Description	Design and construction of replacement elderly care homes and day care centres in Dumbarton and Clydebank areas					
Project Lifecycle	Planned End Date	31-Jan-19		Forecast End Date	28-Feb-20	
Main Issues / Reason for Variance						
In relation to Dumbarton Care Home, practical completion was achieved on 28 April 2017 with retention due April 2018, however there are a small number of remaining defects yet to be concluded to allow Officers to issue the Certificate of Making Good Defects. All residents now in new home with provision of day care from 7 July 2017. Transition of staff and residents now complete. WDC continue to work with Hub West and Morgan Sindall to agree statement of final account and close all outstanding matters such that the Making Good Defect Certificate can be issued and the final retention can be paid. This is anticipated at this time by October 2018. With regards to Clydebank Care Home, planning consent was granted on 31 May 2017 at Planning Committee with conditions which are subject to ongoing work to discharge. Tender returns were received on 6 December 2017 which at the time were in excess of the available budget. As part of the Capital Plan refresh, the overall budget to deliver both Care Homes was increased to £27.463m. The Project Board approved the decision to progress the technical design stage with the Contractor under a Letter of Intent while further site investigations commenced 28 May 2018 to establish requirement for remediation within the Clydebank Town Hall service yard and adjacent Queens Quay development site. Land transfer and target date to enter contract with the care home contractor is end of August 2018, which should facilitate the site start by the end of September 2018. The project has experienced a delay in programme and capital expenditure due to land ownership issues arising from further remediation works required prior to taking ownership of the land resulting in further slippage of £5,924m in 2018/19 into 2019/20.						
Mitigating Action						
In relation to Clydebank consideration is being given by Officers to compress the tender evaluation period such that the contract can be awarded at earliest opportunity. Due to the complexity of both the relationships and co-dependencies with other neighbouring projects being developed at the same time the ability to mitigate within the project scope of control is limited – corporately, mitigation rests with delivery of programmes for overall Queens Quay Masterplan and in particular District Heating System.						
Anticipated Outcome						
New Care home provision in Clydebank currently delayed as indicated by the overall forecast end date above.						
34 Direct Project Support						
Project Life Financials	2,682	0	100%	2,928	246	100%
Current Year Financials	2,682	0	100%	2,928	246	100%
Project Description	Business support cost such as reallocation of architects and project support at year end					
Project Lifecycle	Planned End Date	31-Mar-19		Forecast End Date	31-Mar-19	
Main Issues / Reason for Variance						
Based on final central support recharges for 2017/18 the budget looks to be under pressure if 2018/19 recharge is at a similar level						
Mitigating Action						
Limited mitigating action due to year end central support reallocation						
Anticipated Outcome						
Direct project support costs allocated as appropriate						
TOTAL PROJECTS AT RED STATUS						
Project Life Financials	136,324	46,176	34%	136,968	643	0%
Current Year Financials	63,334	2,860	5%	41,452	(21,882)	-35%

MONTH END DATE

31 July 2018

PERIOD

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Budget Details	Project Life Financials					
	Budget £000	Spend to Date £000	%	Forecast Spend £000	Forecast Variance £000	%
1 Aitkenbar PS, St Peters PS, Andrew Cameron EE&CC						
Project Life Financials	10,636	10,201	96%	10,426	(210)	-2%
Current Year Financials	460	26	6%	250	(210)	-46%
Project Description	Design and construction of new co-located school to replace 3 separate establishments					
Project Lifecycle	Planned End Date	30-Nov-17		Forecast End Date		23-Aug-16
Main Issues / Reason for Variance						
School opened 23rd August 2016 as per programme. Snagging works are complete and outstanding acoustic fence was installed during the Easter break in April 2018. The final account and acoustic fence is anticipated to be £0.250m giving rise to a £0.210 saving. Final retention payment to contractor expected to be released by the end of August 2018.						
Mitigating Action						
None required						
Anticipated Outcome						
Delivery of main project and acoustic fence.						
2 New Clydebank Leisure Centre						
Project Life Financials	23,810	23,716	100%	23,738	(72)	0%
Current Year Financials	432	338	78%	360	(72)	-17%
Project Description	Provision of new leisure centre					
Project Lifecycle	Planned End Date	31-Mar-16		Forecast End Date		31-Mar-17
Main Issues / Reason for Variance						
The Making Good Defect Certificate was issued on 4 June 2018, thereby releasing the final retention payment. Concluding final minor expenditure items currently and now forecasting an underspend of £0.072m.						
Mitigating Action						
None required at this time						
Anticipated Outcome						
Project delivered on time and within budget.						
3 Dalmonach CE Centre						
Project Life Financials	1,150	44	4%	1,150	(0)	0%
Current Year Financials	1,110	4	0%	995	(115)	-10%
Project Description	To create new community facilities with additional space for early years provisions					
Project Lifecycle	Planned End Date	31-Mar-18		Forecast End Date		31-Mar-19
Main Issues / Reason for Variance						
Tender was returned 6 April 2018 at a cost of £0.500m over the allocated budget however clarification on tender sums and options for value engineering are ongoing which should be complete end of August 2018 - thereafter will enter into negotiations with preferred bidder with a view to appointment in September 2018 with programme to follow thereafter. The additional costs are related to early learning and childcare enhancements and will be funded from new funding advised in May 2018. It is anticipated that the project will be physically complete March 2019 with retentions due March 2020.						
Mitigating Action						
Project being reported and monitored through WDC Leisure Management Meetings, Schools Estate Board Meetings and SAMG updates. Officers have assessed the required spend on the Early Years element of the project and there is expected to be sufficient capacity within the Scottish Government capital grant funding from Early Years to fund the Early Years element of this project.						
Anticipated Outcome						
To create a new community facilities with additional space for early years provisions, over original budget and later than first anticipated.						
4 Levensgrove Park - Restoration & Regeneration						
Project Life Financials	3,639	1,804	50%	3,639	0	0%
Current Year Financials	2,160	325	15%	2,025	(135)	-6%
Project Description	Restoration and Regeneration of Levensgrove Park					
Project Lifecycle	Planned End Date	30-Aug-18		Forecast End Date		30-Aug-18
Main Issues / Reason for Variance						
Early delays due to timescales involved in securing external funding which impacted the procurement timescales. The project started August 2017 with a physical completion date forecast as at 30 September 2018, with retentions due September 2019. Retention payment of £0.135m is required to be rephased to 2019/20. Works continue to progress well despite the original delay and still running within budget.						
Mitigating Action						
None required at this time						
Anticipated Outcome						
To deliver a fit for purpose recreation area suitable for multiple use and within budget.						

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

APPENDIX 8

MONTH END DATE

31 July 2018

PERIOD

4

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

1

Resources Carried Forward

Project Life Financials	(964)	(199)	21%	(964)	0	0%
Current Year Financials	(765)	0	0%	(574)	191	-25%
Project Description	These are resources that have been received in previous years relating to ICT Modernisation, Insurance receipts, HRA contribution re Dalmuir works, Turnberry Homes, Posties Park Sports Hub and Auld Street Bond					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-19		
Main Issues / Reason for Variance						
Not all resources are anticipated to be required in 2018/19 and those that will require to be carried forward are ICT Modernisation (£0.036m), Keil School Planning Gain re Posties Park (£0.060m) and Gruggies Burn (0.095m) with the reasons for the under application of resources as detailed in the appropriate status updates						
Mitigating Action						
Mitigating actions are detailed within the appropriate status updates.						
Anticipated Outcome						
Application of resources held on balance sheet in 2018/19 as appropriate						

2

Match Funding / Other Grants and Contributions

Project Life Financials	(19,303)	(7,154)	37%	(18,862)	441	-2%
Current Year Financials	(10,784)	(150)	1%	(7,569)	3,215	-30%
Project Description	This is match funding from various bodies with the main funding being anticipated for Levensgrove Park, Posties Park and Clydebanks Community Sports Hub					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	30-Mar-19		
Main Issues / Reason for Variance						
Main variance relates to an underachievement of income in 2018/19 related to Queens Quay district heating income accrual of £2.580m which will carry forward into 2019/20 due to level of spend anticipated in year. In addition to this income related to St Eunan's regeneration project is anticipated to be £0.358m less than anticipated due to the level of project spend being less than anticipated. The reason for the spend on these projects being less than anticipated is detailed on the red status project update.						
Mitigating Action						
Mitigating actions are detailed within the appropriate status updates.						
Anticipated Outcome						
Capital receipts received less than forecast						

3

Capital Receipts

Project Life Financials	(39,720)	(2,051)	5%	(37,116)	2,604	-7%
Current Year Financials	(10,264)	3	0%	(10,089)	175	-2%
Project Description	These are capital receipts that are anticipated from sales of land and buildings both as part of the normal disposal programme and also as part of the business case investment in office rationalisation, new school building and new care home development					
Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26		
Main Issues / Reason for Variance						
Capital receipt in year and anticipated to be less than budgeted due to market conditions						
Mitigating Action						
While market conditions are outwith officers control all potential receipts will be explored.						
Anticipated Outcome						
Capital receipts received less than forecast						

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

APPENDIX 8

MONTH END DATE

31 July 2018

PERIOD

4

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

4	Prudential Borrowing						
	Project Life Financials	(118,948)	(87,822)	74%	(122,172)	(3,223)	3%
	Current Year Financials	(44,316)	(3,485)	8%	(25,203)	19,112	-43%
	Project Description	Prudential borrowing is long term borrowing from financial institutions that has been approved for the purposes of funding capital expenditure					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-26		
	Main Issues / Reason for Variance						
	Prudential borrowing in 2018/19 is likely to be less than budgeted due to programme re-phasing						
Mitigating Action							
Prudential borrowing is impacted by programme delivery therefore mitigating action is detailed in the red and amber analysis							
Anticipated Outcome							
While prudential borrowing requirement is likely to be less than budgeted in the current financial year this is anticipated to catch up over the programme life.							

**WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
PROPOSED VIREMENTS TO BE APPROVED**

APPENDIX 9

MONTH END DATE

31 July 2018

PERIOD

4

Project Details		Project Financials		
Project Name		Budget £000	Virement £000	Revised Budget £000
Kilmaronock Cemetery Extension		225,000	(200,000)	25,000
Project is no longer viable due to soil depth and land being unsuitable. It is now proposed that new lairs will be created within the existing footprint of the cemetery which will provide 5-10 years worth of burials. It is further requested that as the requirement for the lairs as initially proposed within Kilmaronock is still required the remaining budget is vired to Vale of Leven cemetery extension to fund additional capacity within Vale of Leven as this is the nearest available cemetery within the West Dunbartonshire area.				
Vale of Leven Cemetery Extension		650,000	200,000	850,000
Due to the issues with regard to the land suitability at Kilmaronock it is proposed that the remaining budget from that project is vired to the Vale of Leven Cemetery extension to fund additional capacity at Vale of Leven as the requirement for the lairs as initially proposed within Kilmaronock is still required and this is the nearest cemetery to Kilmaronock within the West Dunbartonshire area.				
Change of heating fuel - fuel conversion from oil to gas		440,000	(42,828)	397,172
Remaining 2017/18 budget of £0.043m was required to be rephased to 2018/19 to be aligned with the Choices programme budget to allow for upgrade of heating system at Jamestown PS from oil to gas. Request to vire to building upgrade for heating upgrade (choices project)				
Building Upgrades and H&S - lifecycle & reactive building upgrades		5,179,238	42,828	5,222,066
Reported overspend of £0.042m is related to works to Jamestown Primary School oil to gas conversion which is anticipated to be funded by a virement request of £0.042m from the unallocated generic oil to gas conversion budget.				
Total Virements Requested				
Current Year Financials		6,494,238	0	6,494,238

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead Housing and Employability

Council : 29 August 2018

**Subject: Housing Revenue Account Budgetary Control Report
 to 31 July 2018 (Period 4)**

1. Purpose

- 1.1** The purpose of the report is to provide members with an update on the financial performance to 31 July 2018 (Period 4) of the HRA revenue and capital budgets.

2. Recommendations

- 2.1** Members are asked to:

- i) consider and note the contents of this report which shows a projected favourable revenue variance of £0.103m (0.2%); and
- ii) consider and note the net projected annual position in relation to relevant capital projects which is highlighting a variance of £9.654m (28.9%) due to projected slippage of £9.596m (28.7%) and an underspend of 0.058m(0.25%).

3. Background

Revenue

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

Capital

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

4. Main Issues

Revenue Budget

- 4.1** The current budgetary position for HRA Revenue is summarised in Appendix 1 with information regarding projected variances valued at greater than £50,000 being provided as Appendix 2. The analysis shows the projected variance for HRA Revenue is a surplus of £0.103m.

Capital Budget

- 4.2** The HRA capital summary position is shown in Appendix 3. Information on projects that are highlighted as being within the red and amber categories is provided in Appendices 4 to 5. A summary of anticipated resources is shown in Appendix 6. The analysis shows that for the in-year planned spend there is currently a projected in-year variance of £9.654m of which £9.596m relates to project slippage and the remaining 0.058m is an underspend.
- 4.3** From the analysis within the appendices it can be seen that there are six projects with forecast material slippage, these are listed as follows:

Project Name	Slippage (£m)
Targeted EESSH compliance works	2.150
New house build	7.504

5. People Implications

- 5.1** There are no people implications.

6. Financial and Procurement Implications

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

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9 Consultation

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

10. Strategic Assessment

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

governance of the Council. This report is for noting and, therefore, does not directly affect any of the strategic priorities.

Peter Barry
Strategic Lead – Housing and Employability
Date: 10 August 2018

Person to Contact: Janice Rainey - Business Unit Finance Partner (HEED),
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telephone: 01389 737704, e-mail janice.rainey@west-dunbarton.gov.uk

Appendices: Appendix 1 - Budgetary Position (Revenue)
Appendix 2 - Variance analysis (Revenue)
Appendix 3 - Budgetary Position (Capital)
Appendix 4 - Variance analysis Red Projects (Capital)
Appendix 5 - Variance analysis Amber Projects (Capital)
Appendix 6 - Resources (Capital)

Background Papers: None

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL
HRA REVENUE BUDGETARY CONTROL 2018/2019

Appendix 1

PERIOD END DATE

31 July 2018

Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Forecast Spend	Forecast Variance 2018/19		Annual RAG Status
Employee Costs	4,409	1,651	4,454	45	1%	↓
Property Costs	1,795	678	1,807	12	1%	↓
Transport Costs	101	23	98	(3)	0%	↑
Supplies, Services And Admin	379	107	368	(11)	-3%	↑
Support Services	2,669	845	2,609	(60)	-2%	↑
Other Expenditure	291	127	319	28	10%	↓
Repairs & Maintenance	11,694	3,733	11,532	(162)	-1%	↑
Bad Debt Provision	1,058	353	1,058	0	0%	→
Void Loss (Council Tax/Lost Rents)	1,084	399	1,063	(21)	-2%	↑
Loan Charges	19,028	6,343	19,028	0	0%	→
Total Expenditure	42,508	14,259	42,336	(172)	0%	→

House Rents	40,822	13,579	40,738	84	0%	↓
Lockup Rents	230	76	229	1	0%	↓
Factoring/Insurance Charges	1,114	387	1,160	(46)	-4%	↑
Other rents	132	41	124	8	6%	→
Interest on Revenue Balance	70	21	62	8	11%	↓
Miscellaneous income	140	42	126	14	10%	↓
Total Income	42,508	14,146	42,439	69	0%	→

Net Expenditure	0	113	(103)	(103)
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WEST DUNBARTONSHIRE COUNCIL
HRA REVENUE BUDGETARY CONTROL 2018/2019
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 2

MONTH END DATE 31 July 2018

PERIOD 4

Budget Details	Variance Analysis				
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status	
	£000	£000	£000	%	

SUPPORT SERVICES	2,669	2,609	(60)	-2%	↑
Service Description					
This budget covers central support recharges to the HRA					
Variance Narrative					
Main Issues	A review of the support services allocation across all services was undertaken during 2017/18 to reflect the revised current service structures. This resulted in the amount to be recharged to the HRA to be less than budgeted. It is anticipated that a similar charge will occur in 1819 which would result in a favourable variance.				
Mitigating Action	No mitigating action is required as the variance is favourable				
Actual Outcome	A year end underspend is anticipated				

REPAIRS & MAINTENANCE	11,694	11,532	(162)	-1%	↑
Service Description					
This budget covers all repair and maintenance expenditure to houses and lockups					
Variance Narrative					
Main Issues	A large part of the budget for these costs are demand led so can fluctuate significantly from year to year so at this early stage in the year it is difficult to project to year end . However in light of last years underspend and the expectation that ongoing housing capital investment should reduce to some extent the number of repairs, an underspend of £162K seems a reasonable year end position to be projecting at this stage.				
Mitigating Action	No mitigating action is required as the variance is favourable				
Anticipated Outcome	A year end underspend is anticipated				

Budget Details	Variance Analysis				
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status	
	£000	£000	£000	%	

HOUSE RENTS	(40,822)	(40,738)	84	0%	↓
Service Description					
Rental income from houses					
Variance Narrative					
Main Issues	This budget is based on the expected numbers of stock available for rent and makes assumptions about when surplus stock will be removed from the letting pool . Since the budget was set, the movement in surplus stock/rental value of stock removed has been slightly different from that budgeted therefore there is small adverse variance on rent .				
Mitigating Action	This is part of ongoing housing strategy and timescales will vary as properties become vacant. Any income shortfall will be contained within the overall HRA Budget.				
Anticipated Outcome	There will be a shortfall in rental income				

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 3

MONTH END DATE 31 July 2018

PERIOD 4

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red								
Projects are forecast to be overspent and/or experience material delay to completion	2	7.4%	486	17.7%	2	7.4%	486	17.7%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	2	7.4%	20	0.7%	2	7.4%	20	0.7%
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	23	85.2%	2,233	81.5%	23	85.2%	2,233	81.5%
TOTAL EXPENDITURE	27	100%	2,739	100%	27	100%	2,739	100%

Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Slippage £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	111,501	486	111,443	(58)	15,596	486	5,942	(9,654)	(9,596)	(58)
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	5,824	20	5,824	0	1,506	20	1,506	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	69,874	2,233	69,874	0	16,304	2,233	16,304	0	0	0
TOTAL EXPENDITURE	187,199	2,739	187,141	(58)	33,406	2,739	23,752	(9,654)	(9,596)	(58)
TOTAL RESOURCES	187,199	2,739	187,141	(58)	33,406	2,739	23,752	(9,654)		
NET EXPENDITURE	0	0	0	0	0	0	0	0		

MONTH END DATE

31 July 18

PERIOD

4

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

1

Targeted EESSH compliance works						
Project Life Financials	24,748	132	1%	24,748	0	0%
Current Year Financials	5,150	132	3%	3,000	(2,150)	-42%
Project Description	Low Rise Works					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Building Services are progressing current programme on-site and satisfactorily meeting interim targets. Procurement of large capacity back-up contractor via Scotland Excel framework is progressing well. Tenders are back, checked and a report is going to Tendering Committee at the end of August for approval to accept. This will facilitate the delivery of a significant increase in this programme aimed to maximise installations and budget spend. A tentative year end projection of spend at this time is £3.00m.						
Mitigating Action						
A report is being submitted to tendering committee at the end of August.						
Anticipated Outcome						
Building Services and small back-up contractor to complete planned workload and spend targets. A report is being submitted to tendering committee at the end of August. New large Excel Framework contractor back-up to be procured and in place by end of September.						

2

New house build						
Project Life Financials	86,753	354	0%	86,695	(58)	0%
Current Year Financials	10,446	354	3%	2,942	(7,504)	-72%
Project Description	New house build					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Singer ave/Second st - No issues, Project is complete. Budget set for final payment.						
St Andrews school site - New build programme has been reprofiled through the procurement of a delivery partner. (£4.244m slippage).						
Creveul court site - No issues.						
Haldane Acquisition site - New build programme has been reprofiled through the procurement of a delivery partner (£0.595m slippage).						
Aitkenbar PS site - No issues.						
Dumbarton Harbour - A public procurement exercise was required to appoint main contractor. This has resulted in the estimated site start of Sept being delayed until Dec 18/Jan 19.(£2.607m slippage).						
Central Bellsmyre - Payment accrued from last year will not be required.(£0.058m underspend).						
Mitigating Action						
The Council is in the process of procuring a delivery partner to achieve our ambitious More Homes West Dunbartonshire new build targets, as a result the delivery programme is in the process of being reprofiled. The revised timescales will still allow the delivery of the program to be achieved within the target dates and spend on other development sites within the programme will also be accelerated. Progress on this will be closely monitored on a regular basis and reported to Housing and Communities Committee on a quarterly basis.						
Anticipated Outcome						
New build programme will be delivered in full and in advance of the target date.						

Project Life Financials	111,501	486	0%	111,443	(58)	0%
Current Year Financials	15,596	486	3%	5,942	(9,654)	-62%

MONTH END DATE

31 July 18

PERIOD

4

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

1 **Non Traditional and Traditional Improvement Works**

Project Life Financials	3,211	2	0%	3,211	0	0%
Current Year Financials	1,200	2	0%	1,200	0	0%

Project Description Risk Street Over clad

Project Lifecycle Planned End Date 31-Mar-20 Forecast End Date 31-Mar-20

Main Issues / Reason for Variance

No issues, projected to complete and meet spend target. Contractor preparing final pre-start information to allow site establishment and set-up/work to commence thereafter anticipated for September. Planning officers have received an objection which is being considered during the normal processes.

Mitigating Action

Contract administrator is in liaison with Contractor to receive pre-start information. Planning team are considering objection via normal processes.

Anticipated Outcome

Project to complete as planned and meet spend targets.

2 **Regeneration/Demolition of Surplus Stock**

Project Life Financials	2,613	19	1%	2,613	0	0%
Current Year Financials	306	19	6%	306	0	0%

Project Description Regeneration/Demolition of Surplus Stock

Project Lifecycle Planned End Date 31-Mar-19 Forecast End Date 31-Mar-20

Main Issues / Reason for Variance

Alexander Street demolition complete, O'Hare now scheduled for completion in September 2018.

Creveul Court - Rehousing of remaining tenant almost complete and demolition will follow as soon as feasible afterwards.

Mitigating Action

None required at this time.

Anticipated Outcome

Project to complete as planned and meet spend targets.

Project Life Financials	5,824	21	0%	5,824	0	0%
Current Year Financials	1,506	21	1%	1,506	0	0%

MONTH END DATE

31 July 18

PERIOD

4

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

1 New Build Grant

Project Life Financials	(38,534)	0	0%	(38,534)	0	0%
Current Year Financials	(6,093)	0	0%	(2,033)	4,060	-67%

Project Description Grant to facilitate the building of new build housing

Project Lifecycle Planned End Date 31-Mar-19 Forecast End Date 31-Mar-23

Main Issues / Reason for Variance

Reprofiling of the new house build program as outlined in Appendix 4 will result in changes to timing of Scottish Government Grant drawdown.

Mitigating Action

None required - timing issue only.

Anticipated Outcome

Further Scottish Government Grant drawdowns will be made in 19/20 to match expenditure.

2 Prudential Borrowing

Project Life Financials	(121,527)	(2,142)	2%	(121,468)	59	0%
Current Year Financials	(19,117)	(2,142)	11%	(13,522)	5,595	-29%

Project Description Prudential borrowing to finance capital expenditure not already funded from grants/contributions, revenue contributions or capital receipts

Project Lifecycle Planned End Date 31-Mar-19 Forecast End Date 31-Mar-23

Main Issues / Reason for Variance

Prudential Borrowing is impacted by the both the total level of capital spend and the level of other capital resources. The level of prudential borrowing in 2018/19 and overall is likely to be less than anticipated for reasons identified within each project that shows re-phasing requirements in the red analysis.

Mitigating Action

Mitigating actions are detailed in the red analysis.

Anticipated Outcome

Prudential Borrowing overall likely to be less than anticipated.

TOTAL RESOURCES

Project Life Financials	(187,199)	(2,739)	1%	(187,141)	58	0%
Current Year Financials	(33,406)	(2,739)	8%	(23,752)	9,654	-29%

WEST DUNBARTONSHIRE COUNCIL
Report By: Carron O'Byrne, Interim Chief Social Work Officer

Council: 29th August 2018

Subject: Chief Social Work Officer's Annual Report April 2017 to March 2018

1. Purpose

- 1.1** The attached report presents the West Dunbartonshire Annual Chief Social Work Officer's Report for the period 1st April 2017 to 31st March 2018.

2. Recommendations

- 2.1** The Council is recommended to:

- (i) Note the contents of the attached report and associated Appendices and note that the Chief Social Work Officer (CSWO) will make this report widely available within the HSCP, Council and externally as appropriate to the Scottish Government

3. Background

- 3.1** The Scottish Government's Clinical and Care Governance Framework states that all aspects of the work of Integration Authorities, Health Boards and local authorities should be driven by and designed to support efforts to deliver the best possible quality of health and social care. The national framework has been developed on the understanding that Integration Authorities will build on the existing professional and service governance arrangements already in place within Health Boards and Local Authorities.
- 3.2** It is a statutory requirement that every local authority should appoint a professionally qualified Chief Social Work Officer. This requirement and the statutory guidance were initially set out in the Social Work (Sc) Act 1968. The particular qualifications are set down in regulations. A recent review took place in 2016 by the Office of the Social Work Advisor to the Scottish Government in respect of the National Guidance for CSWO's and this was published in July 2016.
- 3.3** With respect to the governance of social care, the Chief Social Work Officer reports to the Council on the delivery of safe, effective and innovative social work services and the promotion of values and standards of practice. The role of the CSWO is to provide professional governance, leadership and accountability for the delivery of social work and social care services, not only those provided directly by the HSCP but also those commissioned or purchased from the voluntary and private sector. Social work services are

delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

- 3.4** The purpose of this report is to provide Council with information on the statutory work undertaken on the Council's behalf during the period 1st April 2017 to 31st March 2018. This report will be posted on the Council website, the Health and Social Care Partnership website and will be shared with the Chief Social Work Advisor to the Scottish Government.

4. Main Issues

- 4.1** The attached report covers the following areas:

- Chief Social Work Officers Summary of Performance, Key Challenges, Developments and Improvements.
- Local Authority Overview and Delivery Landscape.
- Partnership Working – Governance and Accountability Arrangements
- Resources
- Workforce
- Regulation, Inspection and Quality Assurance
- Statutory Functions
- Service Quality and Performance
- Planning for Change, Key Challenges and Opportunities

- 4.2** The purpose of the report is to report on key challenges and pressures for the social work service delivered within the HSCP and to comment on performance and key achievements.

5. People Implications

- 5.1** The people implications arising from this report relate to the impact on staff in terms of the increasing demand upon social workers in carrying out their role.

6. Financial and Procurement Implications

- 6.1** Financial implications have been highlighted within the attached annual report. The changing demographics in West Dunbartonshire, of more older people with greater needs, combined with the increasing demands we are seeing from our younger people, will require on-going focus to ensure our resources are utilised to best effect.

7. Risk Analysis

- 7.1** The CSWO annual report as attached highlights risks associated with the rise in demand for children and families social work services.

- 7.2** Effective clinical and care governance arrangements need to be in place to support the delivery of safe, effective and person-centred health and social

care services within integrated services and the CSWO is assured that they are.

8. Equality Impact Assessment (EIA)

- 8.1** There is no requirement to carry out an EIA in respect of this report which has the sole purpose of advising Council of the delivery of social work services within the context of the HSCP.

9. Strategic Environmental Assessment

- 9.1** This is not required.

10. Consultation

- 10.1** The CSWO Annual Report has been compiled with contributions from staff and managers across the service and reflects the commitment of the staff of the Health & Social Care Partnership. There is no specific requirement to consult on what is in effect a report based on the professional view and assurance of the CSWO as a statutory officer of the Council.

11. Strategic Assessment

- 11.1** The key messages and learning from the work detailed within the CSWO Annual Report provide assurance that the strategic duty to provide social work services is being robustly and professionally delivered in line with statutory requirements.

Author: Carron O'Byrne
Interim Chief Social Work Officer
Head of Children's Health, Care and Criminal Justice

Date: 24 July 2018

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e-mail: beth.culshaw@ggc.scot.nhs.uk

Attached: West Dunbartonshire Chief Social Work Officer Annual Report 2017 - 2018

Appendix 1: West Dunbartonshire HSCP Strategic Needs Assessment

Appendix 2: Regulatory Inspection Outcomes

Appendix 3:	Performance and Assurance Reporting Framework (PARF)
Appendix 4:	HSCP Local Government Benchmarking Framework Indicators 2016 to 2017
Appendix 5:	West Dunbartonshire HSCP Performance Indicator Summary Report 2017 to 2018
Wards Affected:	All

Chief Officer: Beth Culshaw



WEST DUNBARTONSHIRE

CHIEF SOCIAL WORK OFFICER's ANNUAL REPORT 2017-2018

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34-36

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1.	West Dunbartonshire HSCP Strategic Needs Assessment 2018	
2.	Regulatory Inspection Outcomes	
3.	Performance and Assurance Reporting Framework (PPCOG)	
4.	HSCP Local Government Benchmarking Framework Indicators 2016 to 2017	
5.	West Dunbartonshire HSCP Performance Indicator Summary Report 2017 to 2018	

Foreword

It is my pleasure to provide my sixth Chief Social Work Officer's report for West Dunbartonshire. I would like to acknowledge all the colleagues who have supported me in the provision of relevant material for inclusion in this report.

The requirement for each Council to have a Chief Social Work Officer (CSWO) was initially set out in the Social Work (Sc) Act 1968 and further supported by Section 45 of the Local Government etc (Scotland) Act 1994. The role of the CSWO is to provide professional governance, leadership and accountability for the delivery of social work and social care services, not only those provided directly by the Council or HSCP but also those commissioned or purchased from the voluntary and private sector. Social work services are delivered within a framework of statutory duties and powers and are required to meet national standards and provide best value.

The purpose of this report is to provide Council with information on the statutory work undertaken on the Council's behalf during the period 1st April 2017 to 31st March 2018. This report will be posted on the Council website, the Health and Social Care Partnership website and will be shared with the Chief Social Work Advisor to the Scottish Government.

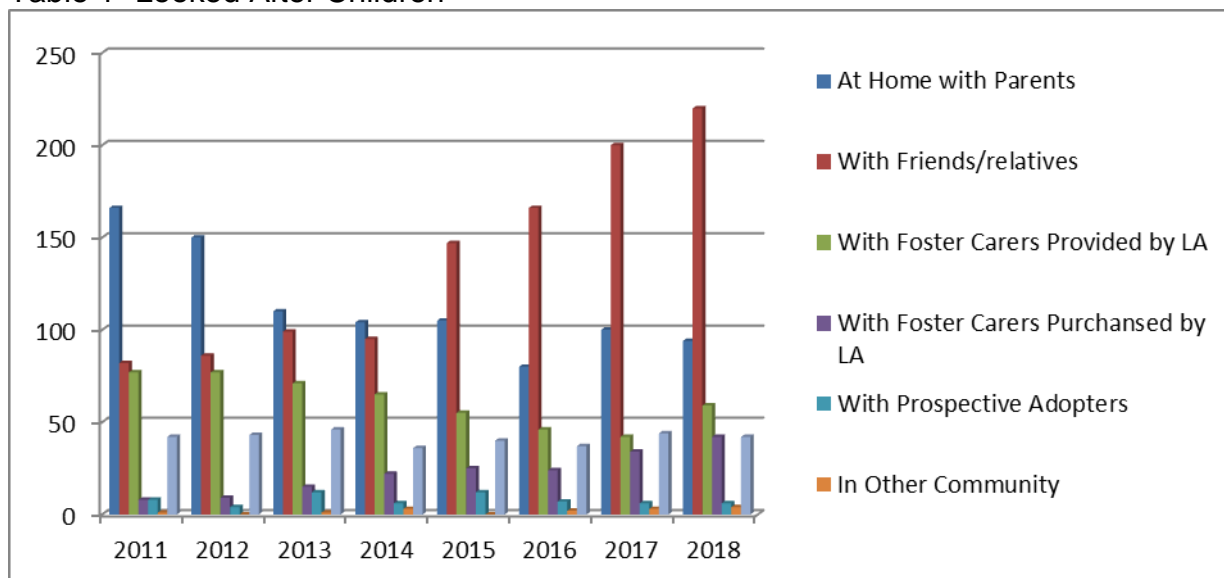
Jackie Irvine
Chief Social Work Officer
Hartfield Clinic
Latta Street
Dumbarton
G82 2DS

1. Chief Social Work Officers Summary or Performance, Key Challenges, Developments and Improvements.

- 1.1 In the past year further progress has been made in the operational delivery of health and social care services in line with the benefits and the efficiencies to be achieved from integration.
- 1.2 It is acknowledged by the Senior Management Team of the HSCP that West Dunbartonshire has benefited from the history of partnership and integrated working. In this regard a significant amount of joint arrangements were already in place
- 1.3 In terms of overall demand we have continued to see child protection and child welfare referrals rise within the period that this report covers. Further detail of this rising demand and is provided in Section 7 of this report.
- 1.4 Whilst the response to this demand clearly illustrates good practice, in that the children and families teams are responding to those in need of care and support it also causes a likewise increase in the number of looked after children in West Dunbartonshire and this has a direct impact on the need for resources in the form of accommodating children and staff time.

The impact and rise in looked after children can be best illustrated by table 1 below.

Table 1- Looked After Children



- 1.5 As a result there has been considerable over spend in the budgets associated with caring for children away from home in addition to a rising number of kinship placements. There is further detail of this in Section 4 below.
- 1.6 Demand for Criminal Justice services as determined by the level of Community Payback Orders (CPOs) issued by the local Sheriff Court is significant. This is understood in terms of the level of deprivation and poverty experienced in West Dunbartonshire however with a stretched budget position in 2016/17 our performance in respect of Unpaid Work Placements issued as a condition of CPOs has been particularly poor.

To mitigate against this and turn performance around we have taken the following actions:

- Completed a re-design of the service to ensure efficient and effective case allocation;
- Are now in a position to advertised for additional staff given that we received a slight increase in our grant from the Scottish Government for 2018/19;
- Our new Criminal Justice Service Manager has implemented a revised allocation policy and overviews performance against demand on a weekly basis;
- Established regular meetings with the local Sheriff's to advise of actions taken and seek their views and feedback about improvements we have made and the impact they are experiencing.

I am pleased to report therefore that there has been significant progress in respect of our performance since the beginning of this year.

- 1.7 Section 8 of this report provides detail of our overall performance and there are a number of high performing areas across the services provided by the HSCP and evidence of service user satisfaction in the quality and type of services they receive with clear evidence of clear improvements and successes.

2. Local Authority Overview and Delivery Landscape

Integration

- 2.1 The Health & Social Care Partnership Board is responsible for the operational oversight of West Dunbartonshire Health & Social Care Partnership (WD HSCP), which is the joint delivery vehicle for those services delegated to the Integration Joint Board; and through the Chief Officer, who is responsible for the operational management of the Health & Social Care Partnership. These arrangements for integrated service delivery have been conducted within an operational service delivery framework established by the Health Board and Council for their respective functions, ensuring both organisations can continue to discharge their governance responsibilities.
- 2.2 West Dunbartonshire HSCP brings together the full complement of service including Children's Social Work and Criminal Justice Services.
- 2.3 The Strategic Plan for 2017-2018 is one of the main requirements of the HSCP Integrated Joint Board and was developed in consultation with community representatives and key stakeholders. The Strategic Plan describes the priorities for the HSCP and sets out clearly the agreed outcomes and priorities for action, resource allocation and spend against the national health and well-being indicators.
- 2.4 As Chief Social Work Officer, I fully support and endorse the work that has been undertaken in establishing a clear construct for the HSCP and the Strategic Plan for 2017-2018.
- 2.5 In addition it is my professional view that this full complement of services within the HSCP is essential both from a collaborative point of view but also ensures all services are mindful of the contribution they make across the range of public protection requirements which are a statutory function in respect of social work delivery.

Demographics

- 2.6 West Dunbartonshire lies north of the River Clyde encompassing urban and rural communities. According to the National Records for Scotland, the 2017 population for West Dunbartonshire is 89,610; a decrease of 0.3 per cent from 89,860 in 2016. The population of West Dunbartonshire accounts for 1.7 per cent of the total population of Scotland.

- 2.7 In West Dunbartonshire, 17.6% of the population are aged 0-15 which is slightly higher than Scotland which sits at 16.9%. In the next age group 10.3 per cent of the population are aged 16 to 24 years. This is smaller than Scotland where 10.9 per cent are aged 16 to 24 years. Persons aged 65 and over make up 18.2 per cent of West Dunbartonshire which is slightly lower than the proportion of people aged 65 and over in the Scotland population which is 18.7 per cent.
- 2.8 National and local evidence indicates that the population of West Dunbartonshire is ageing due to a combination of factors: that the number of births within the area is dropping; the number of people migrating to other council areas within the 15 – 44 age group is increasing; and the number of deaths registered annually is falling.
- 2.9 West Dunbartonshire's Social and Economic Profile 2017 shows that we have seen relatively large increases in our share of the 20% most deprived data zones in Scotland, showing the biggest increase in relative deprivation from 2012.
- 2.10 In relation to income deprivation, West Dunbartonshire has the 2nd highest rate of income deprived population in Scotland with a percentage of 18% lower than Glasgow City at 20%. Source SIMD 2016
<http://www.gov.scot/Resource/0051/00513914.pptx>
- 2.11 Child Poverty also remains persistently high with the latest figures showing that 26% of children in West Dunbartonshire are affected by child poverty (Source End Child Poverty Now 2018). Work continues to implement to Child Poverty (Scotland) Act 2017 to give all our children the best start in life. This work is being taken through the Nurtured Delivery and Improvement Group of the Community Planning Partnership.
- 2.12 Of particular note is that Universal Credit full service is scheduled to be rolled out in West Dunbartonshire in October 2018 and that the Scottish Government Welfare Reform (Further Provision) (Scotland) Act 2012 - Annual Report - 2017 (Scottish Government 2017) highlights that West Dunbartonshire is projected to have the highest reduction in welfare spending per individual adult by 2020/21 of all Scottish Local authorities.

2.13 Our Strategic Needs Assessment (Appendix 1) and recent work with NHS ISD reflects that we have high levels of people with long term and complex conditions, often linked to the history of heavy industry in the area, with related diseases affecting people at a relatively young age. Because of this, our commitment to work together in shifting the balance of care and support is delivered to people from hospital to community settings and most importantly in people's homes; thereby supporting a whole population approach to improved health and wellbeing.

Commissioning

2.14 A review of Commissioning and Procurement processes is being undertaken across the HSCP in partnership with West Dunbartonshire Council. The model of commissioning in West Dunbartonshire was an established Market Facilitation Consortium model of market analysis across all health and social care services from within the statutory, independent and third sector. The Consortium provides a framework for all partners; with clarity of roles, responsibilities, expectations and opportunities for each sector partner described within the context of market facilitation.

2.15 In partnership with West Dunbartonshire CVS, as the local third sector interface (TSI), and Scottish Care the approach was developed as a model of local market facilitation across older people, adults, and children's services – with the shared emphasis on improving quality and outcomes. This reinforces the expectations of the national clinical and care governance framework in relation to co-ordination across a range of services, including procured services, in order to place people and communities at the centre of all activity relating to the governance of clinical and care services.

2.16 To ensure a measurable approach a Contract Management Framework is being developed; further clarifying the responsibilities and roles of strategic commissioning and contract management within the entire HSCP across all services alongside the Council's Procurement Team.

2.17 The approach will be embedded with Service Managers supporting a streamlined and consistent contract monitoring approach across the HSCP and wider partners. This aligns more clearly to the direction of travel for the Care Inspectorate inspection processes in terms of a self-evaluation and quality improvement framework.

3. Partnership Working – Governance and Accountability Arrangements

Role and Function of the CSWO

- 3.1 It is a statutory requirement that every local authority should appoint a professionally qualified Chief Social Work Officer. This requirement and the statutory guidance was initially set out in the Social Work (Sc) Act 1968. The particular qualifications are set down in regulations. A recent review took place in respect of the National Guidance and this was published in July 2016.
- 3.2 The revised statutory guidance was issued to local authorities by Scottish Ministers under section 5 of the 1968 Act. This guidance is for local authorities and is also relevant to bodies and partnerships to which local authorities have delegated social work functions. In recognising the democratic accountability which local authorities have clarity and consistency about the role and contribution of the CSWO are particularly important given the diversity of organisational structures and the range of organisations and partnerships with an interest in the delivery of social work services.
- 3.3 The role of the Chief Social Work Officer relates to all social work services, whether they be provided by the local authority or purchased from the voluntary or private sector, and irrespective of which department of the Council has the lead role in providing or procuring them.
- 3.4 The recent guidance is intended to support local authorities in effectively discharging their responsibilities for which they are democratically accountable and to help local authorities maximise the role of the CSWO and the value of their professional advice – both strategically and professionally. It is also aimed at assisting Integrated Joint Boards (IJBs) to understand the CSWO role in the context of integration of health and social care brought in by the Public Bodies (Joint Working) (Sc) Act 2014.
- 3.5 There is a small number of duties and decisions, which relate primarily to the curtailment of individual freedom and the protection of both individuals and the public, which must be made either by the Chief Social Officer or by a professionally qualified social worker to whom the responsibility has been delegated by the Chief Social Work Officer and for which the latter remains accountable. These include:
 - Deciding whether to implement a secure accommodation authorisations in relation to a child, reviewing such placements

and removing a child from secure accommodations if appropriate;

- Transferring a child on a supervisions order in cases of urgent necessity;
- Acting as a guardian to an adult with incapacity where the guardianship functions relate to personal welfare of the adult;
- Decisions associated with the management of drug treatment and testing orders;
- Carrying out functions as the appropriate authority in relation to a breach of a supervised release order, or to appoint someone to carry out these functions.

Partnership Working – Systems and Structures

- 3.6 As CSWO I have chaired the following area wide meetings; Child Protection Committee (CPC), the Nurtured Delivery and Improvement Group (DIG) and the Violence Against Women Strategy Group (VAWSG), the latter of which I chaired on behalf of West Dunbartonshire and Argyll and Bute local authorities as a joint strategy group.
- 3.7 In order to ensure that I am effective in carrying out my duties with respect to assurance and accountability of the full range of social work functions I also attended the following meetings: the Community Planning West Dunbartonshire (CPWD), the Public Protection Committee, The Safe and Strong Delivery and Improvement Group, West Dunbartonshire Council, the Integrated Joint Board (IJB), the Audit Committee of the IJB and the Clinical and Care Governance Senior Management Team as well as the Clinical and Care Governance Forum.
- 3.8 It is important to note the voluntary and third sector is represented at most of these partnership groups and as such the vehicle for engagement with the Third Sector is via West Dunbartonshire Community Voluntary Services (WDCVS).

Community Justice Reform

- 3.9 With effect from April 2016 the responsibility for planning and delivery of community justice has been the responsibility of local community justice partners. As such statutory partners are required to produce a local plan for community justice, a Community Justice Outcomes and Improvement Plan. This has been the focus of partners in 2017-18 in addition to embedding the structure for reporting the CPWD Board via the Safer Delivery and Improvement Group.

3.10 The introduction of the Community Justice (Scotland) Act 2016 sets out a duty on the named community justice statutory partners to reduce/prevent reoffending by:

- Ensuring that improved processes for assessment of need and access the relevant services is implemented for those 16 years and older involved within, or on the edges of, the criminal justice system;
- Preparing and publishing a local plan that details how they will improve community justice outcomes;
- Submitting an annual report on progress to Community Justice Scotland, having first consulted with third sector, community bodies and any other persons as they consider appropriate.

3.11 The rationale driving the national strategy for community justice is that the issues underpinning offending are complex, beyond the power of any single agency to resolve and may have aspects which have particular importance in certain localities, for instance the persistently high levels of reported domestic violence in West Dunbartonshire

Locality Engagement Networks (LENs)

3.12 We have continued to develop our locality arrangements – in tandem with our support for the development of local primary care quality clusters - to provide forums for professionals, communities and individuals to inform service redesign, transformational change and improvement.

3.13 This includes strengthened development of our Local Engagement Networks (LENs) for each locality area, through engagement with carers, patients, service users and their families. Each LENs looks at issues around distinct community health and social care services and gives people the chance to share thoughts on how the service could be improved.

3.14 This year's LENs has focused on Physical Disability and Adults with Complex Needs one for service users and one for service providers, People living with Dementia and their Carers, NHSGGC Moving Forward Together and West Dunbartonshire Primary Care Improvement Plan (PCIP). Also for the PCIP the Public Involvement Officer engaged with the Community Care Forum, Seniors Forum, Parenting Group, Patients Group and Recovery Groups to seek their views on the plan.

Quality Assurance

3.15 As CSWO I am able to monitor, influence and improve the quality of social work services through my representation on the above

groups, within the local partnership arrangements and through my leadership role. A key role in assuring myself, the Council and the IJB, of the quality and effectiveness of the social work contribution and delivery, is to hear about the experience that partners and users have and to address any deficits in delivery as identified through these processes and also through our complaints process.

Clinical and Care Governance

- 3.16 In committing to improving quality, efficiency and effectiveness of our services, the Clinical and Care Governance Framework for the HSCP focuses on ensuring that the care we provide is person-centred, safe, and clinically cost effective. We continue, through self-assessment and self-evaluation, and performance and service review, to analyse our long term outcomes and define our success by showing a clear direction of travel and progress across our improvement agenda.
- 3.17 With the introduction of the Health and Care Standards for Scotland from 1st April 2018 and the introduction of the public sectors Duty of Candour reporting requirements we have ensured that this is built into our Clinical and Care Governance reporting at a local level and that our staff and services fully understand the requirements of both the standards and the Duty of Candour.
- 3.18 The Duty of Candour introduces a new organisational duty of candour on health, care and social work services as from 1st of April 2018, to ensure that organisations are open, honest and supportive when there is an unexpected or unintended incident resulting in death or harm, as defined in the Act. This duty requires organisations to follow a duty of candour procedure which will include notifying the person affected, apologising and offering a meeting to give an account of what happened. The procedure also requires the organisation to review each incident and offer support to those affected; people who deliver and receive care.
- 3.19 As CSWO I have been instrumental along with the HSCP Senior Management Team in developing our local Clinical and Care Governance arrangements fit for the new structure of delivering social work services and our local framework works effectively in learning from good practice across the integrated partnership. In addition to our Clinical and Care Governance Senior Management Team we also hold regular Clinical and Care Governance Forums with a wider range of managers and staff to examine some of the key issues in relation to health and care support and address the organisational development aspects of this.

4. Resources

4.1 Financial performance is an integral element of the HSCPs overall performance management framework, for both health and Council funding with regular reporting and scrutiny by the Partnership Board and its Audit Committee. The 2017/18 financial performance reports demonstrate that in challenging economic times the requirement to deliver services for best value is being met, whilst maintaining quality and securing continuous improvement.

West Dunbartonshire Integrated Joint Board Health & Social Care Partnership	2017/18 Gross Expenditure	2017/18 Gross Income	2017/18 Net Expenditure
	£000	£000	£000
Older People Residential, Health and Community Care	37,656	(7,113)	30,543
Homecare	14,219	(652)	13,567
Physical Disability	2,972	(190)	2,782
Children's Residential Care and Community Services (including specialist)	21,879	(978)	20,901
Strategy Planning and Health Improvement	1,674	(77)	1,597
Mental Health Services - Adult & Elderly Community and Inpatients	11,133	(2,099)	9,034
Addictions	3,093	(172)	2,921
Learning Disabilities - Residential and Community Services	16,225	(485)	15,740
Family Health Services (FHS)	24,952	(990)	23,962
GP Prescribing	19,887	0	19,887
Hosted Services - MSK Physio	6,052	(275)	5,777
Hosted Services - Retinal Screening	745	(4)	741
Criminal Justice	1,962	(1,961)	1
HSCP Corporate and Other Services	1,978	(986)	992
IJB Operational Costs	283	0	283
Cost of Services Directly Managed by West Dunbartonshire HSCP	164,710	(15,982)	148,728
Set aside for delegated services provided in large hospitals	17,066	0	17,066
Assisted garden maintenance and Aids and Adaptions	927	0	927
Total Cost of Services to West Dunbartonshire HSCP	182,703	(15,982)	166,721
Taxation & Non-Specific Grant Income (contribution from partners) Note 6		(167,295)	(167,295)
(Surplus) or Deficit on Provisions of Services Total Comprehensive Income and Expenditure			(574)

4.2 The key messages from our first full year of operation during the financial year 2017/18 are:

- On a total budget allocation of £167.295m for our funding partners WDC and NHSGGC, we have ended the year with a surplus of £0.574m after taking account of planned additions to reserves;

Within social care the cost of:

- Community and residential placements for children and young people exceeded the budget by £1.80m. Of this total the cost of kinship and fostering placements accounts for £0.709m, due to an unprecedented increase in numbers. The number of kinship placements increased by 43 and the number of fostering placements 17. Due to difficulties across Scotland in attracting foster carers to sign with local authorities the majority of these new places had to be arranged with external fostering agencies at a higher cost.
- Children placed within residential schools due to emotional, behavioural or physical disabilities exceeded the budget by £0.736m. This is an extremely volatile budget and secure placements can cost in excess of £0.200m per child. Childcare managers review these packages on a weekly basis for alternative, appropriate community based support;
- Older people supported through care at home services or in residential or nursing care exceeded the budget by £0.430m and £0.626m respectively and can be attributed to demographic demand and continued improved performance on anticipatory care planning and reduction to bed days lost through delayed discharge;
- All other adult services including learning and physical disability and mental health and addiction services collectively underspent by £0.943m, due to many factors including a reduction in a small number of high tariff, complex mental health and learning disability clients in receipt of high cost packages and the cost of rolling out the living wage being less than anticipated as it does not require to be applied to the cost of sleepovers until the end of 2018;

- 4.3 Even with mitigating actions the likelihood of downgrading the “extreme” financial risks around efficiency targets and future funding is not possible in the current climate of financial austerity and short term funding allocations. However working in partnership with Chief Officers, Chief Financial Officers, COSLA and NHS Boards this has been recognised at the highest level within the Scottish Government.
- 4.4 The delivery of all 2018/19 HSCP Board approved savings is also a risk. The approved savings options have to release cost efficiencies of £0.597m within social care and £0.619m in health care services. Some savings are related to a small reduction in staffing and the achievement of turnover savings, but only where it is practicable to do so and does not have a detrimental impact on front line delivery.
- 4.5 There are a number of risks which may impact on the successful implementation of the Carers’ Act. The financial impact of waiving of charges for carers has not been quantified. There is a risk this may place significant financial pressure on the future budget plans.
- 4.6 Local work is underway to explore further the potential impact of waiving of charges. There may be additional resources required to undertake carers’ assessments, Self-Directed Support and care management. A working group has been being established

to review and monitor approach and impact on services. The expectations of carers and the delivery of an open eligibility criteria needs to be reviewed in terms of financial impact and supported within available resources and / or allocated funding. There is a need for clear financial modelling within the first year of the Carers' Act to better understand how this change could impact the current planned commitments.

- 4.7 The Scottish Government's extension to Free Personal and Nursing Care to those under 65 is due to commence on 1st April 2019. This is a complex piece of legislation and it is simply not a case of extending a current policy by incorporating another age band. Extending free personal care to under 65s could have important benefits for many people who are charged for these services and could mean an increase in demand for these services.
- 4.8 By April 2019 all IJBs need be able to provide free personal care to all eligible adults at no cost. The HSCP Board (through delegated authority of WDC) would need to have a clear and unambiguous charging policy to ensure it is clearly laid out what free personal care actually means i.e. what is included and what is not. This would include the provision of good quality information on their charging policies so that service users, their carers and their families understand how their charges are calculated and how we will collect them.
- 4.9 Over the coming year the HSCP Board will be reviewing and establishing systems and processes to ensure high standards of conduct and effective governance, and establishing a culture of openness, support and respect of:
- Waiving of charges;
 - Assessment - personal care v non personal care;
 - Financial Assessments for those in residential care;
 - Residential Care Contracts;
 - Monitoring and Accountability processes; and
 - Review and monitoring processes.

5. Workforce

- 5.1 The first integrated Workforce & Organisational Development Strategy was developed for 2015-18. This included a Support Plan for 2015-16 for the West Dunbartonshire Health & Social Care Partnership.
- 5.2 The support plan was developed to support the delivery of the overall Strategic Plan. A commitment was provided to the Partnership Board on 18th November 2015 that annual updates would be provided on the Support Plan for the lifetime of the Workforce and Organisational Development Strategy (2015-18). The support plan provides a framework to address priorities and update on progress on the previous year and any areas of concern.
- 5.3 The update for 2017/18 was approved by the Joint Staff Forum and Partnership Board in 2018, this covered a number of areas where progress had been made during 2016/17 and identified priority areas for 2018. It highlights that the provision of Mental Health Officers continues to be a risk and we will continue with our programme to support staff with training to build capacity and capability to meet future demand. This will continue to be a priority for our Workforce and OD plan for 2018/19.
- 5.4 We utilise supervision sessions to discuss career development, learning interventions, and profession specific training to support staff and partners in their roles. One example is the training being delivered on self-harm and relationship training for appropriate staff and community planning partners working with looked after and accommodated children and young people.
- 5.5 The ageing workforce within Care at Home Services presents a challenge with over 22% of the workforce over 60, and trend analysis for this group in particular shows staff are choosing to work longer. How we support older people in the workforce is one of the areas that our Employee Wellbeing Group are addressing.
- 5.6 In relation to the Health and Social Care Partnership we are currently supporting a number of staff on leadership programmes both at national level such as Leading for the Future, Collaborative Leadership and a number of leadership opportunities which are offered both through the NHS and Council to support staff in frontline leadership and management roles. The managers currently undertaking training are from different levels of management and professional backgrounds. These courses create opportunities for staff to share good practice and facilitate better understanding of respective roles within an integrated setting.

- 5.7 The Scottish Social Services Council (SSSC) are the main regulatory agency for social care staff. The next group of staff to be registered are the Home Care workforce. The expectation is to ensure these staff achieve the minimum qualification to full fill their registration requirements. This is being phased in over time to allow support staff to achieve these qualifications within the set time period from the date they register. The Register opened for this group of staff on 2nd October 2017 and work is well underway in preparing and ensuring compliance with the registration of the Home Care Workforce. Awareness raising sessions have been delivered with more planned later on in the year to help staff to understand the requirements of registration. These sessions will be delivered jointly with Joint Trade Unions.
- 5.8 An internal audit was undertaken to look at systems in place to ensure staff have up to date registration with SSSC. As a direct result a module has been developed within our electronic HR system and the CSWO has asked that all managers now use this system. Managers can update registration for staff and run reports. This provides assurance that there is one recording system across the entire Council for staff registered with the SSSC.
- 5.9 Within the HSCP all staff for the first time took part in a survey using a system called iMatter. This allows us to undertake a consolidated staff survey of social work and health staff. Ownership for the Team Action plans lies with the Teams and is aimed at making improvements to how the team operates and identify what is important to the staff. There are significant benefits to implementation of a single approach to staff engagement across the HSCP, reflecting a further development in respect of integration.

6. Regulation, Inspection and Quality Assurance

Role of the CSWO

- 6.1 As CSWO I have the overall responsibility to ensure that the social work service workforce continues to operate within the standards and codes of practice as set out by the Scottish Social Services Council (SSSC) in order to maintain their professional registration.
- 6.2 The Care Inspectorate's role is to register care services and to inspect all care and social services with the aim of encouraging and driving improvement in those services where they have detailed either recommendations and or requirements in certain aspects of care. All inspection findings and reports are reported to the HSCP Audit Committee along with any details of improvement actions and progress.
- 6.3 We work closely with the Care Inspectorate in discharging our responsibilities to ensure that service provision, both provided and commissioned, are of the highest standard. The Quality Assurance team within the HSCP has a clear role in proactively monitoring the quality of care delivered and ensuring that the response to individual concerns about service delivery are responded to quickly and effectively.
- 6.4 Following the Joint Inspection of Services for Children and Young People in West Dunbartonshire as reported in February 2017 we have continued to progress our Improvement Action Plan and engage with our link Inspector regarding the approaches we are taking to improve practice and outcomes.

Regulated Services - Grades and Outcomes

- 6.5 Our performance in this area across all regulatory services has gone from strength to strength. There has been a strong emphasis and robust approach taken to improving our grades both by the Senior Management Team of the HSCP and the Integrated Joint Board via the Audit Committee. Whilst performance overall is reassuring there can be no place for complacency and there are a few areas where further improvement is still required.
- 6.6 We are in the process of preparing for the thematic inspection of Self Directed Support which comes at a good time for West Dunbartonshire as we are about to embark on reviewing our local guidance and training and the learning from this inspection will be an opportunity to review our approach and processes.
- 6.7 One particular service which has achieved grades of 'Excellent' across all quality indicators inspected has been our Throughcare service. In February 2017 the Adult Placement part of this service achieved the highest grades achievable and this then followed with the Housing Support element of the service in March 2018 achieving grades of 'excellent' as well. It is recognised that this strength and quality has only been achieved by the hard work,

commitment and dedication of the whole staff team, and they are to be congratulated.

- 6.8 For further details across all inspections and grades, requirements and recommendations carried out between 1st April 2017 and the end of March 2018 please see **Appendix 2** - Regulatory Inspection Outcomes. There are some inspections that have taken place in this period but still require to formally report, therefore they have not been included.

7. Statutory Functions

Public Protection Chief Officers Group (PPCOG)

- 7.1 The Public Protection Chief Officers Group (PPCOG) is chaired by the Chief Executive of the Council with key representation from the Director of Nursing (NHS GGC), the Divisional Commander (Police Scotland) and the Chief Officer (HSCP). The PPCOG is responsible for the strategic co-ordination of all public protection services in West Dunbartonshire.
- 7.2 In the past year they have received regular updates from the Child Protection Committee in respect of the analysis and findings of the National Child Protection Improvement Programme (CPIP).
- 7.3 The Cabinet Secretary for Education and Lifelong Learning announced in Parliament on the 26th of February that the Scottish Government would undertake a Child Protection Improvement Programme (CPIP). The core objective was to identify where recommendations for sustainable improvement could be made, building upon the observable improvements in practice that had already been made in recent years and to seek to further embed Scotland's unique approach to child wellbeing: Getting It Right For Every Child (GIRFEC).
- 7.4 Recommendation of the CPIP Systems Review states:
- “Chief Officers should be supported by the National Child Protection Leadership Group and Child Protection Committees Scotland to strengthen delivery of their responsibilities, as set out in National Guidance for Child Protection in Scotland (2014), and to identify where further work may be required.”*
- 7.5 The Public Protection Chief Officers Group (PPCOG) has for some years held regular development sessions in order to learn from elsewhere and to review the purpose and function of the group in terms of assurance and governance. The most recent development session followed on from the discussion and debate at the national leadership event. The PPCOG are now revisiting the membership of the group as well as key aspects in respect of the Child Protection Committee (CPC) and the Adult Protection Committee (APC).
- 7.6 Essential to the continuing developmental focus will be the consideration given to the revision of the Child Protection Committees (2005) Guidance which was presented in draft at the leadership event in May 2018, with the final version to be produced shortly following this opportunity for consultation.
- 7.7 The Performance and Assurance Reporting Framework, as attached at **Appendix 3**, was initially developed in 2013. This provides an account and assurance of all performance against targets for; child protection, high risk offenders, vulnerable adults and adults at risk. The main purpose of the report

is to ensure that the PPCOG review; performance, outcome and demand levels and take any necessary action required or request the provision of further analysis and review.

Child Protection

7.8 Across the past 3 years there has been a noticeable rise in the number of child concern and protection referrals coming into the children and families social work service of the HSCP. These statistics and activity levels have been monitored and analysed on a quarterly basis for a number of years, for the purpose of reporting to the PPCOG and for the CSWO to monitor demand in comparison to resources and address any risks that may occur in this respect.

7.9 With regards to the detail of the rise in child protection referrals received by the children and families service in the last 2 years, this has risen from a full year effect of; 330 in 2016/17 to 423 in 2017/18. This represents an increase of 28%. While this shows a continual increase this is considerably lower than the increase experienced in 2016/17 which was 64%.

This is illustrated in the charts below:

Chart 1

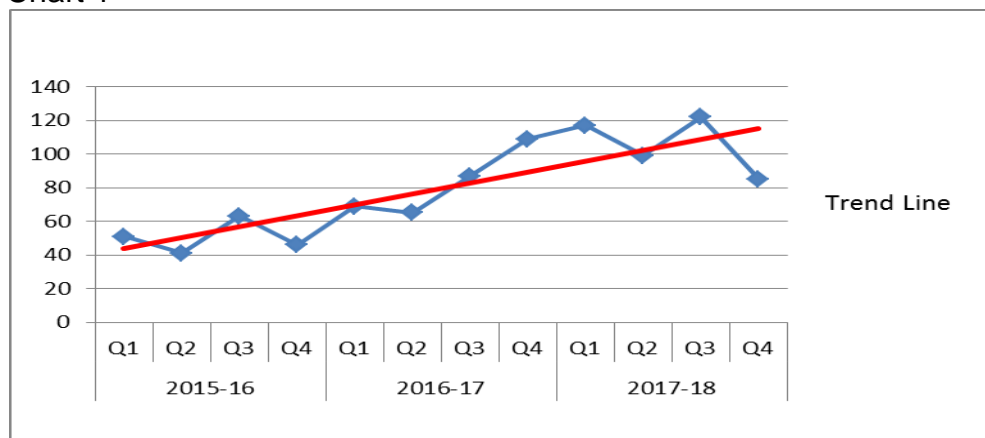
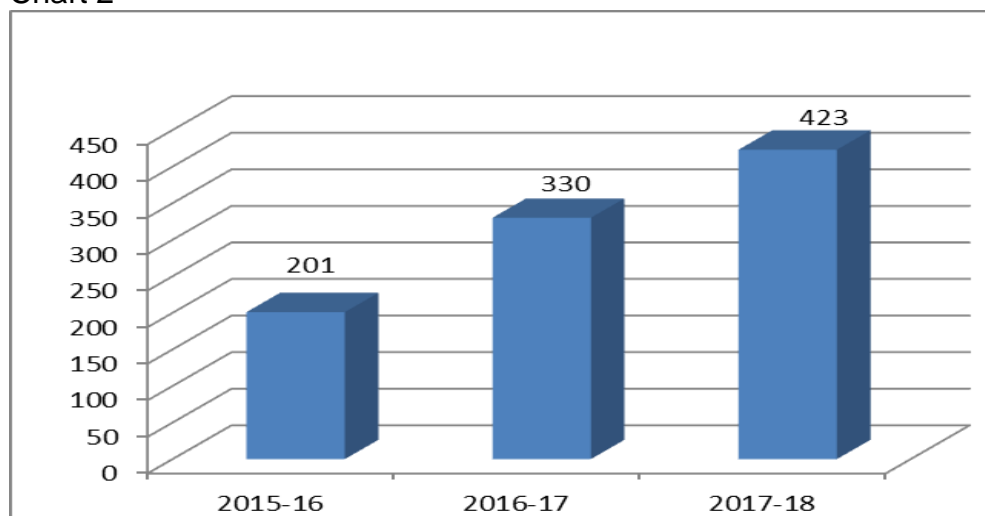


Chart 2



- 7.10 With regards to the number of referrals that led to a child protection investigation this follows a similar upward trajectory which is reassuring in terms of good practice and ensuring that these referrals are assessed and interventions are based on the level of risk and need identified.
- 7.11 Similarly and in line with expectation given the rise in referrals and investigations, children placed on the Child Protection Register (CPR) have followed a similar pattern. In 2016/17 a total of 123 children were placed on the CPR across the year compared to 111 in 2017/18. This is not however a static picture as children are also removed from the CPR throughout the year.
- 7.12 From analysis it is starkly evident that the reason for registration is predominantly due to 'domestic abuse' and 'neglect' the latter of which reflects the national picture, however is set in an area where we are the second highest local authority area for reported incidents of domestic abuse.
- 7.13 From analysis of this rise in referrals and activity we have identified that there are a number of contributing factors; poverty, our robust Initial Referral Discussion (IRD) multi-agency process, impact of reflective practice and more consistent practice overall.
- i) Poverty – families who may previously not have come to the attention of the statutory social work service and other agencies now are, due to the level of pressure they are experiencing from both reduced income and reduced benefits;
 - ii) The introduction of the Initial Referral Discussion (IRD) process has led to increased collective multi-agency identification of child concern cases. This reflects good practice and is in line with National Guidance. Identifying and allocating the cases which other services have concerns about is extremely important in order that we are able to intervene early and prevent further concern or harm occurring.
 - iii) Reflective practice – we undertake reflective reviews of both local cases and some more high profile national cases. This has led to changes to local practice and an increased recognition that children and families need our support earlier and as such we have intervened earlier to prevent and reduce risk.
 - iv) A clear focus of the managers now holding the Team Leader role has been to ensure there is more consistent practice across the social work teams by jointly improving our approach to assessment of referrals. Again this reflects good practice and illustrates that we have learnt from past cases, and that this learning leads to a change in practice in order to improve outcomes for children, as expected by the Care

Inspectorate. These changes have been supported by other professionals, and there is a reported increase in confidence in the approach of the current management structure.

- 7.14 The CPC Improvement Action Plan details the various areas for development and improvement for the CPC. This is a 'live' plan and as such is a standing agenda item on the CPC, to which progress is noted every two months and additional improvement areas or actions are added following either case file audit, reflective case reviews, the outcome of national Significant Case Reviews or via self- evaluation. This plan recently been reviewed and we are in the process of finalising our Annual Report.

Domestic Violence

- 7.15 Domestic Violence continues to present a significant challenge for the residents and services within West Dunbartonshire. During 2017/18 West Dunbartonshire was identified as having the highest prevalence rate in Scotland.
- 7.16 Prior to this and following our Joint Inspection of Children's services by the Care Inspectorate, reported in February 2017 the Chief Social Work Officer commissioned a specific report by the department of Public Health (DPH) on the prevalence in West Dunbartonshire and a literature review in respect of tried and tested interventions. This report is available on the DPH website for further information.
- 7.17 The focus in the past has traditionally one of 'reaction' to the impact and effects of domestic abuse however the Community Planning Partnership has in 2017/18 made this one of the top priorities for the Local Outcome Improvement Plan (LOIP) and the concerted effort is now also balanced with 'preventing' domestic abuse.
- 7.18 Through the implementation of a Domestic Abuse Summit there has been an increased awareness raising campaign, engaging staff and services as well as local businesses and the community. This will be a continued focus in the year ahead however it is recognised that to make a significant impact on the prevalence of domestic abuse within West Dunbartonshire may take 10 to 20 years.

Adult Support and Protection (ASP)

- 7.19 The Adult Protection Committee (APC) continues to meet on a quarterly basis, has an independent chair as required by statute and attendees include a representative from Police Scotland, Trading Standards, Care Inspectorate, Mental Welfare Commission, adult social work services, community Health, Advocacy Services, Scottish Care, Children and Families Fieldwork Manager, CSWO and the Scottish Fire and Rescue Service.

- 7.20 A key component of the quality assurance work undertaken by the APC continues to be the completion of regular case file audits for the purpose of learning and improvement. The new Public Protection post holder has made a significantly impact on the extent of analysis and improvement in respect of; performance monitoring and analysis, provision of training for staff and other agencies and providing advice to staff and managers about specific complex cases.
- 7.21 The self-evaluation and training working group has merged with the training sub group of the Child Protection Committee and work is underway to provide large scale awareness training on both child protection and adult protection, thereby reducing the time out of work for training. The outcome from quality assurance audit work is considered by the Training Sub Group in order to consider what additional training and development is required. In addition this group develops and maintains a comprehensive multi-agency training strategy to ensure that appropriate training on child protection and adult protection is available to staff from the wide variety of organisations and at different levels of training as appropriate to role and function.
- 7.22 Referrals for adults at risk has decreased slightly from 413 in 2016/17 to 347 in 2017/18, whilst vulnerable adult referrals have risen slightly from 725 in 2016/17 to 743 in 2017/18. These figures and further detail pertaining to adult support and protection targets and activity is illustrated within Appendix 3.

Criminal Justice – the Management of High Risk Offenders

- 7.23 Multi Agency Public Protection Arrangements (MAPPA) is a model of sharing information and creating and reviewing risk management plans. MAPPA places statutory duties on responsible authorities to share information and work together to assess and manage the risk of certain categories of offender. Since the establishment of MAPPA in 2007 the focus has been on registered sex offenders and a the small number of restricted patients.
- 7.24 With effect from April 2016 the remit of MAPPA extended to other offenders who are assessed as posing an imminent risk of serious harm to the public. The extension to include this category required an extensive commitment to the training of social workers and front line managers in order to enhance their knowledge and skills in the assessment of risk of serious harm. The number of offenders falling into this category is small but their assessment and management is by definition complex and demanding.
- 7.25 The level of risk of MAPPA cases are assessed on a multi-agency basis through a process of assessment and continual review, with MAPPA level 3 being the highest and Level 1 being the lowest. There have been no level 3 MAPPA cases in 2017/18 and a small number of level2 MAPPA cases. The total number of offenders managed within the community in 2017/18 was 79 with the vast majority of these being assessed as MAPPA level 1 cases.

Mental Health Officer Service

- 7.26 Throughout the period 2017/2018, the MHO service has maintained a reasonably consistent level of resource. The core Mental Health Officer team currently has a full staffing compliment. During the 2017/2018 period, two MHOs who had been with the team for a combined period of 15 years retired from the service. Authorisation was secured to recruit to these vacant posts, and this was successfully achieved on first advert on each occasion. However whilst one qualified MHO has joined the organisation from another local authority area, two have departed and a further two less experienced MHOs opted to relinquish the role in early 2018.
- 7.27 Despite an overall decrease in numbers of whole time equivalent MHOs employed by the organisation, this has not had a marked impact on the effective delivery of the service. This is testimony to the dedication and commitment of our staff, and continuing efforts to refine areas of practice and productivity. The local authority's Internal Audit team undertook a review of an element of service delivery relating to the provision of MHO reports to accompany guardianship application (Adults with Incapacity (Scotland) Act 2000). As a result of this exercise, enhanced processes were developed and implemented with a view to providing accurate reporting data and identifying ways in which outcomes in this area could be improved.
- 7.28 The audit service review was welcomed and has proven to be helpful alongside a broader consideration of how the MHO service can more effectively and efficiently meet its statutory obligations on behalf of the organisation. To further progress this area of work, the service is currently being supported by the organisation's Public Involvement Officer in undertaking a broad consultation exercise in respect of the experience of service users, carers, and partner agencies who have/have had involvement with the MHO service. It is anticipated that this exercise will be completed and a report submitted in late 2018/early 2019.

8. Service Quality and Performance

Overall Performance

- 8.1 The following performance reports are attached for information as they cover key requirements in respect of social care performance and Appendices 3 and 4 are reported externally. All performance reports as attached illustrate a wide range of performance indicators. These provide in the main a very positive reflection of the quality of social care service delivery within West Dunbartonshire's Health and Social Care Partnership.

Appendix 2: Regulatory Inspection Outcomes as referred to in Section 6 of this report.

Appendix 3: Performance and Assurance Reporting Framework as developed for the West Dunbartonshire Public Protection Chief Officer's Meeting as previously referred to in section 7.7 of this report.

Appendix 4: HSCP Local Government Benchmarking Framework Indicators for 2016 to 2017.

Appendix 5: WD HSCP Key Performance Indicator Summary 2017 to 2018.

In addition to these performance reports this section will illustrate a few key highlights in terms of service delivery, recognition and improved outcomes.

Adult Care Team

- 8.2 Over the past 18 months, West Dunbartonshire HSCP's Adult Care Team partnered Bobath Scotland to develop and deliver an innovative project to better support Adults living with Cerebral Palsy in West Dunbartonshire.

The partnership aimed to understand the specific challenges facing Adults with cerebral palsy in their local communities and seek to develop and deliver a local response to these, by embedding the knowledge and strategies developed by Bobath within routine care planning and local support.

All individuals with a diagnosis of Cerebral Palsy who were known to West Dunbartonshire HSCP's Adult Care Team were offered the opportunity to opt in to the project – 17 did so. This is significant as the individuals were seen within West Dunbartonshire and were not required to travel to the national specialist centre in Glasgow, ensuring a truly person-centred approach.

Carers were also provided with dedicated information and training sessions and indicated that they particularly valued the information provided relating to the impact of the ageing process on the experience of Cerebral Palsy as well

as the demonstration of moving and handling techniques to promote the safety of both Carers and those that they care for.

The longer term impact of the project has been to build understanding and skills, and to redesign existing resource to better support Adults with Cerebral Palsy to live as independently as possible in the West Dunbartonshire community.

The project has been recognised during Scottish Parliamentary debate as an example to be followed and the blueprint of the work is now being rolled out to other HSCP's and local authority areas. The Adult Care Team were finalists in West Dunbartonshire Council's Staff Awards in relation to the work undertaken in partnership with Bobath.

Community Hospital Discharge Team

- 8.3 The Community Hospital Discharge Team – which does not operate a waiting list – receives an average of 66 new referrals per week. The team are focussed on ensuring safe and timely discharge to home or a homely setting and offer a multi-disciplinary response to presenting need.

The team was commended by NHS GGC in relation to their efforts throughout the winter period, with no individuals delayed in hospital in the peak of winter; and especially in their exemplary response and continuation of service throughout the severe snow in March 2018.

This year, the Community Hospital Discharge Team participated in a Scottish Government pilot in relation to Section 28 of the Carers Act (Carer involvement in hospital discharge of cared-for person) from which learning and good practice was shared on a Scotland-wide basis prior to the Act's commencement in April 2018.

By continuing to focus on timely and appropriate hospital discharge the number of acute bed days lost to delayed discharge for West Dunbartonshire residents improved by 29.5% between 2016/17 and 2017/18.

Avoiding Hospital Admissions – Falls and Frailty

- 8.4 In 2017 /18 almost 2,000 level one falls conversations were recorded within health and care teams including social workers and community occupational therapists and just over 1,000 level two multi factorial falls assessments were completed resulting in 241 home exercise programmes being delivered. Work continues with Scottish ambulance to increase referrals to the Community Older Peoples team for assessment after a fall to reduce need for hospital admission wherever possible.

Our recent efforts have focused on identifying and managing frailty of older people who have a health and or social care intervention in the community.

The use of the Clinical Frailty scale has been imbedded in practice and to date almost 3,000 Frailty screens have been completed within the integrated health and social care teams. Providing a greater understanding of the potential needs of the older population.

In addition the Community Alarm team are about to introduce two TEC projects. One supporting our Primary Care colleagues by installing digital GSM alarm units for COPD patients, and the other will use new digital alarm units and sensors including GPS. By installing this equipment it will facilitate a more detailed picture of needs. The move to new digital alarm systems is an exciting time for the community alarm team.

New Care Home – Crosslet House

- 8.5 Our new build Crosslet House Care Home in Dumbarton was handed over to West Dunbartonshire Council on 28 April 2017, when a period of outstanding works was completed and furniture/fittings were brought into the building in preparation for residents to move in. The first residents moved into Crosslet House on 7th June 2017, with phased transfer of residents from the old Dumbarton care homes being completed on 23rd June 2017.

There are currently 70 residents at Crosslet, with capacity to increase occupancy to 84 residents. The design of the building provides an opportunity for residents to spend time in their flats, whilst coming together in shared spaces to meet others and engage in activities. The day services area of Crosslet House provides the flexibility of activity areas, dining areas and break out spaces, which fits with the modern day services model providing opportunity for choice both within the building and in the local community.

The new Clydebank Care Home and Day Service should be open in Spring 2020, when the 3 residential homes and 2 day care services in Clydebank will migrate into the new building, with similar models of service provision to that of Crosslet House.

Sensory Impairment Team:

- 8.6 Led by a senior social worker this team of social workers, rehabilitation worker and resource worker we have significantly reduced waiting times for assessment and interventions - from over 1 year to an average of 2 weeks wait. New sensory impairment specific assessment tools have been introduced and the team have been proactive in reaching out to the third and independent sector and teams within the HSCP to raise awareness and promote good links. In addition to this they have completed a number of training courses to enhance their skills such as the BSL and Rehabilitation course.

Corporate Parenting-West Dunbartonshire Champion's Board

- 8.7 Our Champions Board continues to develop from strength to strength with the essential funding from Life Changes Trust in September 2017. A Co-ordinator

was identified in July/August 2017 and the funding period will run from 1st November 2017 to 31st October 2020.

The aim of our Champions Board is to create opportunities for all of our Care Experienced young people, to get to know, and to build strong, positive, meaningful and lasting relationships with some of their many Corporate Parents.

Between August/September 2017 and the end of March 2018, around 30 young people had engaged with the Co-ordinator of the Champions Board and by 12th March 2018 they had created a 'Dear parent' letter which presented to Joyce White OBE, Chief Executive of West Dunbartonshire Council in June 2018. The idea of this letter was based on 'Dear parent' letters which schools usually send out to 'all parents', however their 'Dear parent' letter was aimed at Corporate Parents rather than biological parents.

Young people have taken part in many activities in relation to engaging with the Champions Board, including badminton, KanJam (a Frisbee based game!) Christmas pantomime, meals out, go-karting and much more.

We have employed 3 care experienced young people as 'lead young people' to the Champions Board. One young person is employed on a full time basis to work alongside the Co-ordinator and all care experienced young people, along with another two young people employed on a part time basis. One of the part time workers focuses on working with those young people within our 3 residential houses, and the other works with those young people who are looked after at home and works with our Alternative To Care (ATC) team.

The level of engagement between care experienced young people and some of their 'more senior' Corporate Parents has been fantastic. The Chief Executive, Chief Officer (HSCP) and Chief Education Officer are all currently mentoring our 3 care experienced lead young people to the Board, and many others have offered to meet either individually, or as a group to work closely with care experienced young people from across all areas of the care sector. The Champions Board team of staff have very positive visions for its future and have already achieved some excellent outcomes, including free access to swimming and gym facilities for all care experienced young people in West Dunbartonshire, and 20 free driving lessons each, for around 10 care experienced young people, through our partners Working 4 You.

Young People's Achievements

- 8.8 Several young people, who work with our Throughcare and Aftercare Services team, undertook a "cooking on a budget" course at West College Clydebank. The group, supported by Throughcare staff, attended the college over a period of a few weeks and learned all about food hygiene, food preparation, planning menus etc. The course ended with the students producing a three course celebration meal which was served in the Colleges training restaurant

to invited family and guests. The course was a piece of partnership working between Throughcare, Working 4 You and West College Clydebank.

Young people working within this service also completed an 'Inspiring Young Leaders' programme which was run over the course of a few weeks, and included talks and workshops from external speakers and guests. All young people 'graduated' with their certificate on the final day of the course.

Young people from our three Children's Houses have had some incredible achievements across the year. These include the following:

- A young person completing a 'Sportathon' event, throughout the night, with her peers from school, raising money for Sport relief;
- Young people performing, at a very high level, in a local gymnastics class;
- Young people receiving awards at school for their 'attendance' and 'talents for writing';
- Young people and a staff member taking part in a fundraising event for a national charity;
- Young people completed a mentoring/coaching course and Fire Reach course, with Scottish Fire and Rescue Service, and also working with Police Scotland Youth Volunteers;
- A young person met with the First Minister and Deputy First Minister to receive her SQA award for learning in diverse circumstances, and achieving the top grade in her Nat 5 exam;
- Another young person met the First Minister at an event, and inviting the First Minister to dinner at one of our houses – which she accepted! The First Minister then invited some young people and staff to attend First Ministers questions at Holyrood;
- A young person representing Scotland at a home nations football tournament (and scoring a goal!).

These are just some of the achievements from some of our very talented care experienced young people – well done to all.

Transition

- 8.9 The Transitions Advisory Group (TAG) has now been in place since early 2017, supporting the transition of young people with additional support needs from education and children's services to adult services within the HSCP. This replaced the previous transitions group which was mainly focussed on young people with a learning disability.

The TAG consists of a fixed group of managers from mental health, learning disability, adult services, children's services, specialist education and educational psychology. Each case is presented by education and social work and fully discussed by the TAG membership, reaching agreement in respect of the adult service that will support the transition plan; thereafter

children's services, education and the appropriate adult service work collaboratively to take the transition plan forward, including the realignment of any budgetary requirements via the appropriate resource group.

A transitions audit is planned for early 2019 as part of the rolling programme of audit within children's services, in which we will look at the effectiveness of the transitions planning process and subsequent outcomes for young adults within adult services. In addition, further work as part of the refresh of the autism strategy will better inform the transitions process for young people with an autism or Asperger's diagnosis.

We are developing clearer transition processes for young people and their families moving from Children Services to Adult Services. Improvements have been introduced to streamline the process and to begin the transition process at an earlier stage to allow for more robust care planning, simplifying the resource allocation process and identification of which area of adult service is best qualified to meet their needs. It is anticipated these changes will result in less anxiety and greater assurances for young people with additional support needs and their families regarding the nature of their support as they make the often difficult transition from children's to adult services.

Self-Directed Support

- 8.10 We continue to embrace the principles and requirements of the Social Care (Self-Directed Support) (Scotland) Act 2013 by ensuring service users and their families are fully informed of the range of options they have available in terms of the nature of the support they receive.

We recognise and are committed to supporting those who wish to take advantage of the opportunities that Self-Directed Support (SDS) provides. To support service users and families to understand our options, SDS is embedded in our assessment process across adult and children's services. Our Integrated Resource Framework continues to support indicative personal budgeting assessment. This framework supports fairness and equality across all individuals eligible for local authority funded support.

We have taken cognisance of the Audit Scotland report which was presented to our Partnership Audit Committee and recognise that there is further improvement to be made in this area across children's and adult services. We welcome the opportunity of being one of the first six areas to undergo a thematic inspection of SDS which will inform our learning and need for improvement moving forward. This coincides with our intention to revise our local guidance and training.

Parental Capacity Assessments

- 8.11 A review of the current addictions parental capacity assessment found that it failed to capture GIRFEC principles and SHANARI wellbeing indicators. A small working group representative of all staff care groups developed the Child Wellbeing Assessment, a final draft of which has just been circulated for comment. This will sit on the care first platform and will be used consistently across all adult services in West Dunbartonshire HSCP where adults involved in services have caring responsibilities for children.

Carers Act 2016

- 8.12 WDHSCP works in partnership with third sector organisations, Carers of West Dunbartonshire (adult carers), Y Sort-it (young carers) and West Dunbartonshire Community Volunteering Service (WDCVS) to provide carer services across West Dunbartonshire. Following a review and revalidation of West Dunbartonshire Carers Development Group there was a renewed focus on taking forward and preparing for the implementation of the Carers Act 2016, which came into effect in April 2018. This partnership approach works to plan services, identify carers and focus resources to ensure adult and young carers are equal partners in the planning and delivery of care and support.

Several large scale carer's events took place through 2017/18 to consult with carers on their needs and how they wanted support services to respond to both their needs but also the requirements of the Carers Act.

9. Planning for Change, Key Challenges and Opportunities

Demography and Health Inequalities

- 9.1 West Dunbartonshire's Social and Economic Profile 2017 shows that we have seen relatively large increases in our share of the 20% most deprived data zones in Scotland, showing the biggest increase in relative deprivation from 2012. Our Strategic Needs Assessment reflects that we have high levels of people with long term and complex conditions, often linked to the history of heavy industry in the area, with related diseases affecting people at a relatively young age. Because of this, we are invariably experiencing high levels of demand for both health and social care services as delivered by the HSCP. Whilst we are committed to working together in shifting the balance of care and supporting a whole population approach to improved health and wellbeing we are also facing significant resource challenges in meeting this level of need, particularly within the current financial climate.

9.2 Mental Health Strategy 2018-2023

We are currently working with colleagues across Greater Glasgow and Clyde NHS Board and the six HSCPs to develop the transformation required in order to meet the requirements of the Mental Health Strategy for 2018-2023. This work is well underway in line with the Scottish Government principles; empowering individuals and communities, to integrate service provision, to prioritise expenditure on public services which prevent negative outcomes and to be more efficient.

Locally we are that we are looking at the priority need for mental health development in West Dunbartonshire to incorporate extra support to GP practices, Early Interventions (AIMS) and how we link mental health to the justice collaborative to ensure that people moving out of prison care are provided with support in relation to mental health care, housing and support.

Adverse Childhood Experiences (ACEs)

- 9.3 In May this year a small working group of staff from across agencies delivered two local events to raise awareness in West Dunbartonshire of the impact of ACEs not only on children but importantly on the lifelong effects to both an individual's emotional and physical health. The aim of the event was to engage people from all support services to better understand some of the challenges presented by having a high ACEs score but also to provide a positive understanding of the potential to overcome these adversities with appropriate support.

From this event a local ACEs Hub has been formed of over 30 people from a wide range of services. Phase two of this development work is to extend the opportunity to staff and services to view the ACEs DVD and engage in a discussion with a panel to consider how we can work differently to support people who have experienced ACEs in a much more asset based approach.

The Permanence and Care Excellence Programme (PACE)

- 9.4 West Dunbartonshire is in Phase One of taking forward the Permanence and Care Excellence Programme (PACE) with the Permanence Consultant at the Centre for Excellence for Looked after Children (CELCIS). This work will examine our performance data in respect of permanence and consider where our processes need to be adjusted in order to meet appropriate milestones for the child/ren in our care. This work will not only involve our social work children and families services but also; Legal Service, the Scottish Children's Reporter Administration and Children Hearing Scotland.

The Data Sharing Agreement has been signed to enable our data to be shared to explore data and track the journey of our children. The next stage will involve a two day improvement, learning and development scheduled for late September. From this we will agree our local strategy and identify PACE champions who will review progress and plan next steps.

Financial Challenges

- 9.5 Social work services is very much a demand led service exclusively in respect of the needs of older people and children as outlined above. As such many of the most vulnerable citizen's require a range of support needs and these can be fairly complex and therefore costly.

The Social Care budget remains under pressure, mainly due to the increased level of demands for services.

The HSCP is planning forward to achieve the required level of in-year savings which brings significant challenge, in addition to delivering a balanced position against budget for the current financial year. The Chief Officer continues to manage and review the budget across all service areas in conjunction with the senior management team.

In addition to demand as described above, there is also pressure in light of the economic uncertainty in the next few years which has an automatic impact on service delivery and in addition the more vulnerable citizens of West Dunbartonshire are inevitably feeling the effects of austerity measures especially with regards to the reform of the benefits system and the introduction of Universal Credit.

As outlined in Section 4 there is also financial risk associated with; the introduction of new legislation, waving charges, extension of free personal and nursing care, duties under the Carer's Act and Self Directed Support.

The HSCP as a whole provides significant front line services and support to the communities of West Dunbartonshire. It is important therefore in my role as Chief Social Work Officer, to continue to champion the protection of front line services for vulnerable communities wherever possible above all other

back office functions. This applies both within the HSCP but also to the Council as a whole. If we are to improve the life chances of some of our most vulnerable children, families and adults in the years to come then we need to prioritise those services that impact directly on the lives of these people.

Impact of Continuing Care

- 9.6 The requirement to accommodate children and young people in their existing/current placement until the age of 21, should they wish to do so, came into effect with the Children and Young People (Sc) Act 2014. Whilst there was some provision made within the Scottish Government's Financial Memorandum to provide additional funding to the Local Authority, there was no certainty at that time what the full impact would be on Local Authority expenditure.

For West Dunbartonshire the demand for continuing care is far out-stripping the resource allocated and therefore adding significant pressure on a service which is already under significant demand and brings with it continued financial risk.

Since introduction of this duty on Local Authorities there has been no attempt made by the Scottish Government to review and analyse the true cost of Continuing Care. The national CSWO meeting agreed that this was now a pressing issue for all Local Authorities and requires the support of COSLA in addressing this.

Jackie Irvine
Chief Social Work Officer
West Dunbartonshire Council and HSCP
July 2018



**West Dunbartonshire
Health & Social Care Partnership
Strategic Needs Assessment
2018**

Adults & Older People

Summary

21st June 2018

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For further information on the data and statistics used within this document, please contact West Dunbartonshire Health and Social Care Partnership
<http://www.wdhscp.org.uk/>

2 Introduction

Strategic Planning

The Public Bodies (Joint Working) (Scotland) Act 2014 established the need for Integration Authorities to set up a Strategic Planning Group for the purpose of developing, finalising and reviewing their strategic plans, in accordance with section 32 (11) of the Act 2014. Strategic planning is central to the role that Integration Authorities have in commissioning and helping redesign local health and care services (Audit Scotland 2016).

The need to change models of local health and care services is being driven predominantly to meet changing needs. People are living longer and the number of people with long-term conditions such as diabetes, and complex needs, such as multiple long-term conditions, is increasing (Audit Scotland 2016).

A recent report by Audit Scotland (2018) sets out the challenges faced by public services and acknowledges longer term robust planning is even more crucial, this necessitates looking to the future, taking into account factors such as how the landscape is changing and may further change considering not only the demographic changes, but changes to public spending and policy (Audit Scotland 2018).

National Policy Context

The National Health and Social Care Delivery Plan recognises that if Health and Social Care is to be transformed in the next few years, change must be at a pace and emphasises that partnership working is fundamental to this process planning with partners both across and outside of the public sector (Scottish Government 2016a).

The national plan sets out an ambition to work across boundaries to plan and deliver services that will meet the triple aim aspiration of providing better health, better care and better value:

“we will increase the value from, and financial sustainability of, care by making the most effective use of the resources available to us and the most efficient and consistent delivery, ensuring that the balance of resource is spent where it achieves the most and focusing on prevention and early intervention”. (Scottish Government 2016a)

The National Clinical Strategy emphasises the need to fully understand the drivers for change giving a high level perspective on why change is needed & direction that change should take in order to maximise patient value from the available resources. A key area identified is planning and delivery of primary care services around individuals and their communities (Scottish Government 2016b).

The very recent report from Chief Medical Officer (CMO) reaffirms the message that a radical change is required in order to effectively meet the needs of the public and demands of the future (Scottish Government 2018).

The overarching message from the CMO is clear in that it is not only about providing high quality healthcare but importantly and in parallel to this it is about addressing the wider determinants that impact on health; the need to give equal priority to the causes such as socio-economic factors, as to health conditions (Scottish Government 2018).

Epidemiological Approach

This Strategic Needs Assessment (SNA) will take a ‘population view’ by using an epidemiological approach to describe:

- Why some population groups or individuals are at greater risk of disease e.g. socio-economic factors, health behaviours
- Whether the burden of diseases are similar across the population of West Dunbartonshire
- Health & Social Care provision in the community, including the patterns of service use across West Dunbartonshire Health & Social Care Partnership (WDHSCP).

Sections will be structured around Population View, Individual Behaviours and Burden of disease and Health & Social Care provision in the Community.

Trends and projections will be analysed and considerations put forward to provide a broad rationale for planning HSCP services and to anticipate needs for future services. The findings will therefore contribute to WDHSCP strategic planning processes and the forthcoming refresh of the WDHSCP Strategic Plan due April 2019.

The concept of using an epidemiological approach for a 'population view' underpins the discipline of health & care needs assessment (Ben-Shlomo, 2013, Bhopal, 2008). Planning based on demographic changes, risk factors combined with trends in health status and disease patterns over time can strengthen strategic planning processes by predicting future service needs (Ben-Shlomo, 2013, Rose et al, 2009, Bhopal, 2008).

3 Summary Report of Key Findings

Section 1 – Population View

Demographics

Current Population

Figure 1

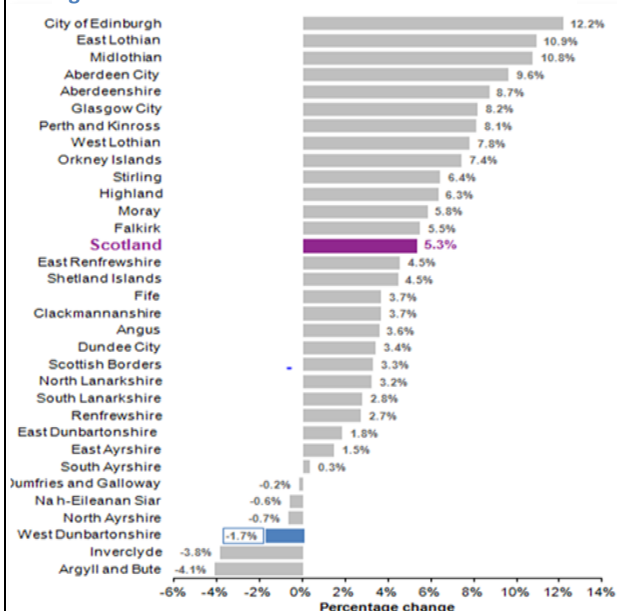
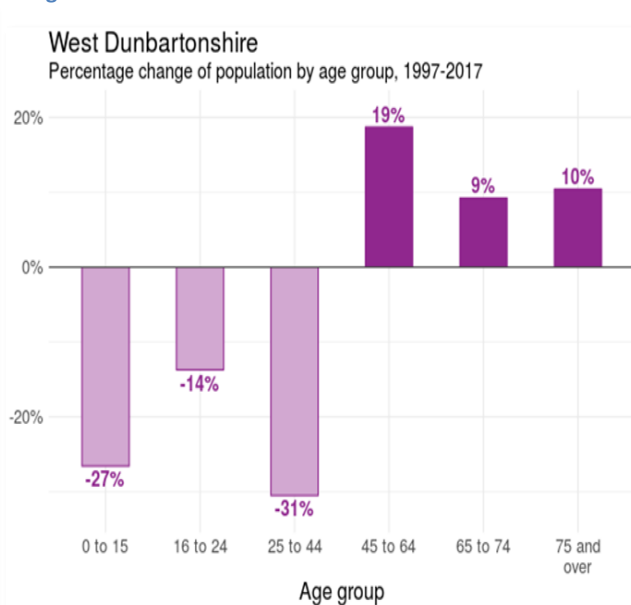


Figure 2



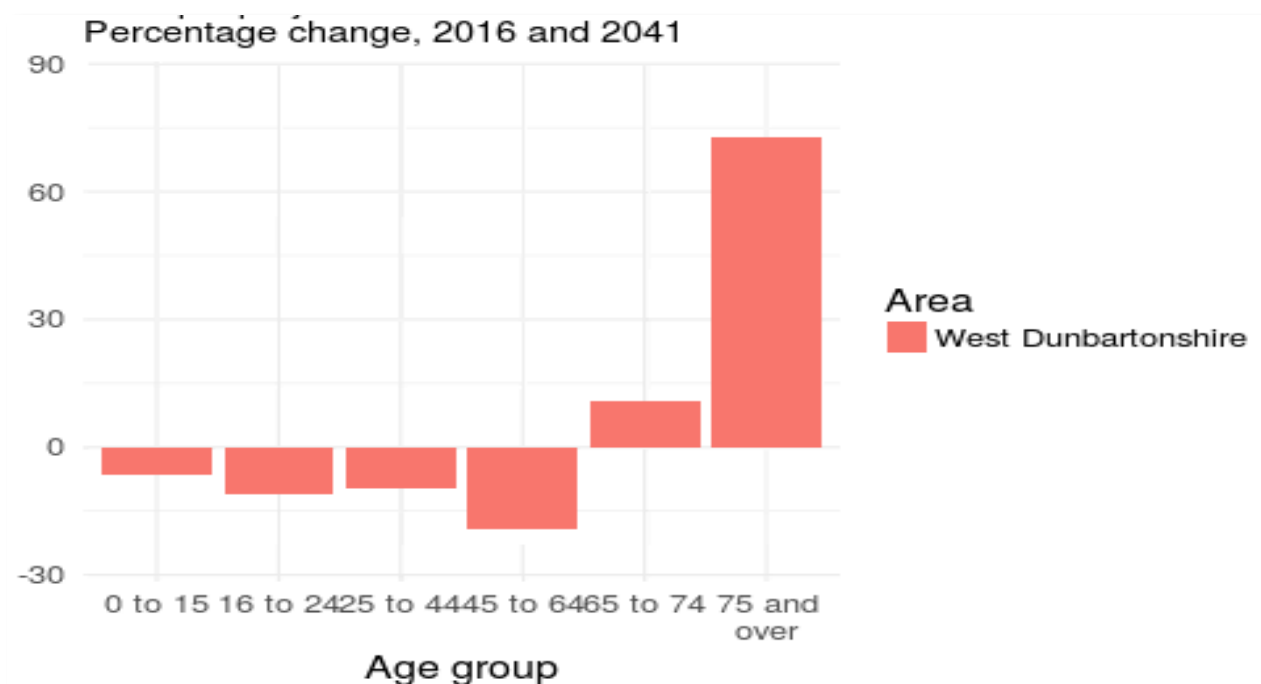
[National Records of Scotland \(2017\)](#)

[National Records of Scotland \(2018\)](#)

- The trend over the last ten years has seen a decreasing population in West Dunbartonshire as illustrated in figure 1.
- There is a declining live birth rate and a decreasing working age population.
- There is an ageing population with an increasing proportion of over 75's – Mid Year 2016 NRS statistics estimate that there are 7051 over 75's.
- The current population gender split widens with increasing age e.g. more females than males from the age of 25 upwards.
- There is a very small minority ethnic population.

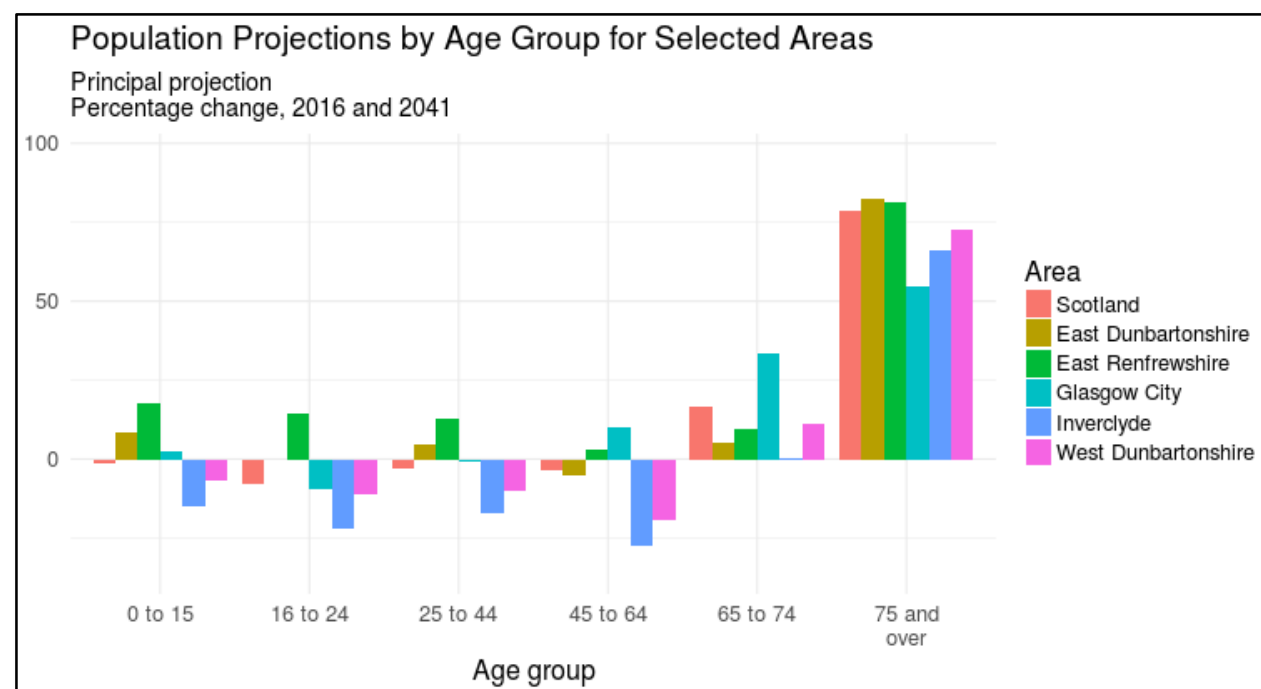
Projected Population

Figure 3



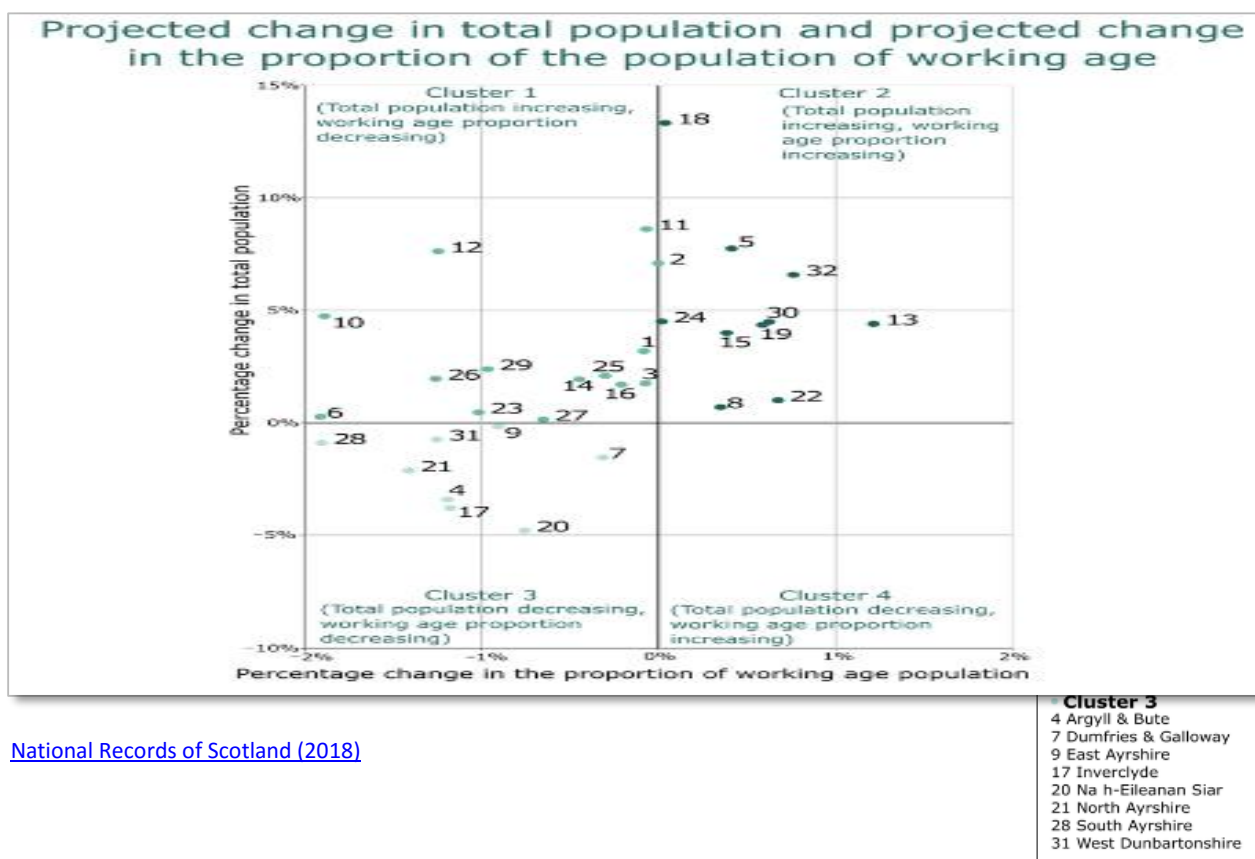
[National Records of Scotland \(2018\)](#)

Figure 4



[National Records of Scotland \(2018\)](#)

Figure 5



[National Records of Scotland \(2018\)](#)

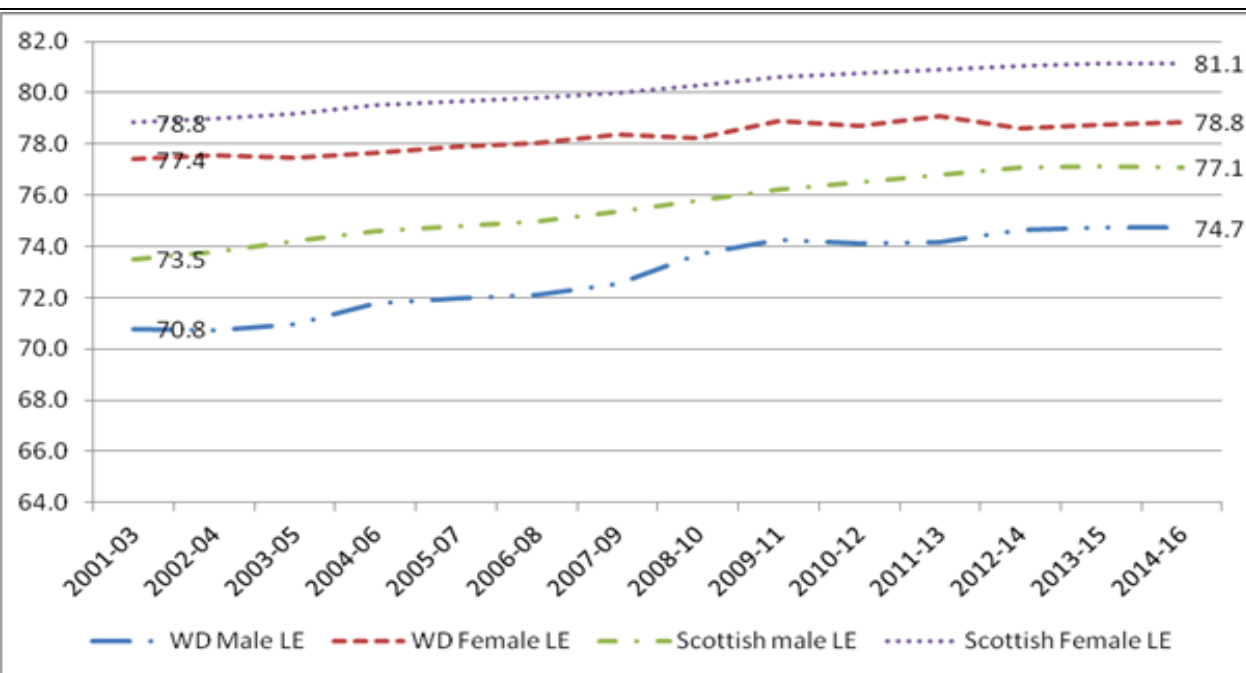
- Overall the population projections indicate changes to the three key life stages of children, adults and older people. For example there is a decrease in the projected proportion of children and working age group and an increase in the proportion of people for pensionable age.
- There are only eight local authorities in this position as Figure 5 illustrates with one other in NHS GGC, which is Inverclyde.

Considerations

- The HSCP need to consider the current and projected demographic changes in order to develop current services and anticipate future service demands. This has implications for both the costs of services and revenue generated.
- The HSCP need to consider how the public spending funding formula will reflect future policy and demographic changes.
- The HSCP need to shift from silo planning to whole system approach to planning in order to reflect the totality of the financial envelope and to target resources effectively.

Life Expectancy

Figure 6



Scotpho

- Overall life expectancy in West Dunbartonshire is poor in comparison with Scotland as a whole.
- Female life expectancy ranks the worst in Scotland at 78.8 years.
- Male life expectancy is third lowest behind Glasgow City and Dundee City at age 74.7 years.
- Healthy Life Expectancy is lower in comparison to Scotland and is second lowest for both males and females.
- West Dunbartonshire ranks second bottom for mortality rates compared to Scotland as a whole.
- The main cause of death in West Dunbartonshire is cancer, followed by circulatory disease.

Scottish Index of Multiple Deprivation (SIMD)

West Dunbartonshire is

- The third highest in Scotland with a local share of the datazones in the 20% most deprived datazones in Scotland.
- The second highest in Scotland with a local share of the datazones in the 20% most income deprived datazones in Scotland.
- The second highest in Scotland with a local share of the datazones in the 20% most employment deprived datazones in Scotland.

Considerations

- The HSCP needs to continue to drive forward with community planning partners the local Community Planning determinants oriented approach to address the fundamental causes of health inequalities in line with legislation e.g. the [Community Empowerment Act](#) and the [Fairer Scotland Duty](#).
- The HSCP along with WDC Education, Attainment and Learning and WDC Housing and Employability need to continue their focus on early years, poverty, domestic abuse and public protection.
- The transformation of primary care services should reflect the distribution of the most deprived SIMD areas within West Dunbartonshire as part of prioritisation of activity.

Housing
<p>In West Dunbartonshire</p> <ul style="list-style-type: none"> • Projected figures show that that one in five household Heads will be 75+ in 2039. • The number of single adult dwellings has increased with the number of households predicted to continue to increase up to the year 2034. • Percentage of dwellings in A-C Council tax bandings is higher than the Scottish average. • There is a higher percentage of Social rented housing than the Scottish Average (36% compared to 23%). • Applicants assessed as homeless have increased by 10% from the previous year compared to a Scottish decrease.
Considerations
<ul style="list-style-type: none"> • The HSCP needs to continue to work with the WDC Housing and Communities Strategic Area and Registered Social landlords through the review of the Housing Contribution Statement to support individuals to stay within their own homes. • The HSCP need to continue to work in partnership with the WDC Housing and Communities Strategic Area to support appropriate allocations, shared capital programme build through the Strategic Housing Investment Plan (SHIP) and Joint medical assessments via dedicated Housing Occupational Therapists. • The HSCP need to consider the structure and age of households specifically the increase in 75 + households. • The HSCP need to continue to maximise the roll out of tele-health and tele-care given the number of single adult dwellings.

Equalities
Physical Disability
<ul style="list-style-type: none"> • Levels of physical disabilities within West Dunbartonshire are similar to national levels. • Physical disabilities increase with age. • Sensory impairment is more prevalent amongst people aged over 60, with the number projected to increase.
Learning Disability and Autism
<ul style="list-style-type: none"> • Life expectancy is increasing for people with learning disabilities; however it still remains shorter by 20 years when compared to the general population. • West Dunbartonshire has a learning disability population of 7.2 per 1,000 of the population which is the 7th highest across all Scottish local authority areas. • There are 530 individuals known to specialist learning disability services, with more males than females, the 21-34 years age range is the largest group (180 individuals).

Domestic Abuse

- In West Dunbartonshire the reported rate of domestic abuse to the Police has remained consistently among the highest in Scotland with the latest rates (2016/17) placing West Dunbartonshire at the top.

Considerations

The HSCP as a public sector body has a duty to meet the responsibilities of the Equality Act 2010. The HSCP has to consider the differing needs of people with the nine “protected characteristics” of age; disability; gender; race; religion and belief; sexual orientation; gender reassignment; pregnancy and maternity; and marriage and civil partnership.

- The HSCP and WDC, through the assessment of need for and the provision of aids and adaptations, should continue to support the increased focus on providing care at home.
- The HSCP should ensure the transition from children’s to adult services is person centred and managed efficiently and effectively.
- The HSCP should ensure local information on sensory health is accessible and includes prevention and self-care elements.
- The HSCP should consider carers needs reflecting the growing number of individuals with a physical and learning disability and ensure that the information on available support services is appropriate and accessible.
- The impacts of domestic abuse are far reaching across public services; as such the HSCP needs to continue to co-ordinate the domestic abuse task force across community planning partners and the implementation of the recommendations of the [NHSGGC Director of Public Health](#) report on gender based violence in West Dunbartonshire.

Section 2 - Individual Behaviours

- Smoking prevalence rates are the highest in Scotland (25.5%).
- Accurate alcohol consumption data for West Dunbartonshire is difficult to obtain. The Citizens' Panel Survey data showed that in 2007, the majority of Panel members (81%) stated they drank alcohol. This declined slightly in 2010, 2012 and 2013 and in the 2015 survey 75% report drinking alcohol. However, the 2015 findings also show that there are a higher proportion of Panel members from the rest of West Dunbartonshire who drink (85%, compared to 60% in the regeneration areas), (Hexagon Research and Consulting, 2015).
- 40% of over 60s do not take part in any physical activity.
- Active travel for cycling and walking remains lower than the Scottish average by 5%.
- NHSGGC rates for overweight and obesity are lower than the Scottish average, however being overweight and obese increases with age.

Considerations

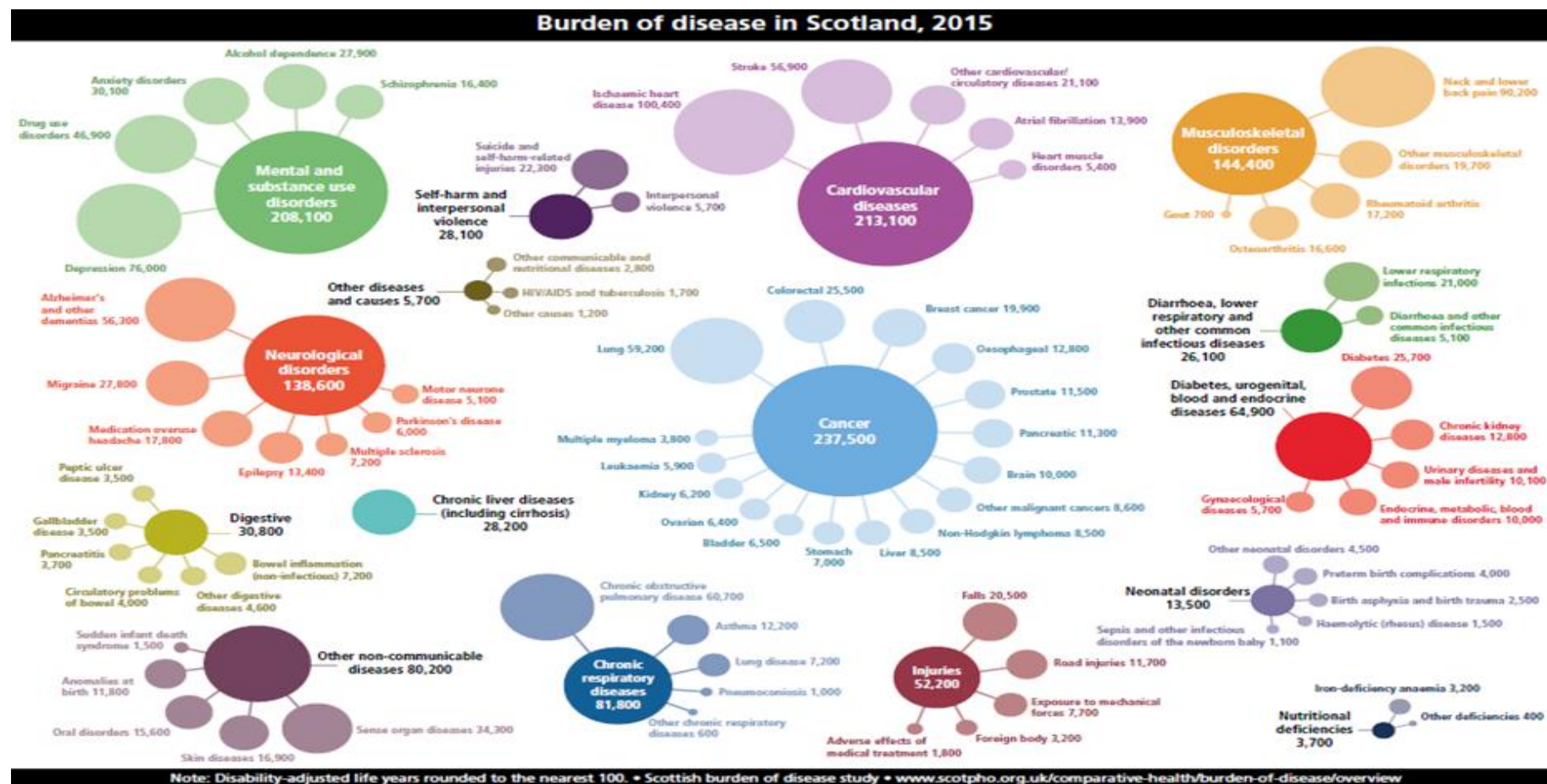
- The HSCP need to continue to build partnerships with NHSGGC [Quit your Way](#) smoking cessation services and contribute to the implementation of the national [Tobacco Control Strategy \(2018\)](#).
- The HSCP continues to lead on Ministerial priorities of substance misuse prevention, treatment and recovery via Community Planning West Dunbartonshire Alcohol and Drug Partnership, co-ordinating and delivering through the Improvement Plan
- The HSCP need to continue to promote across CPP positive health behaviour change as integral part of self care and self management e.g. promoting the [NHS inform](#) local social prescribing information and support platform.
- The HSCP needs to work across the CPP alongside third sector partners to implement the forthcoming Diet and Obesity Strategy due out in 2018, in particular addressing the obesity risk factors for cancer and type 2 diabetes as described in the earlier section.
- The HSCP needs to continue to work alongside [WD leisure](#) and [WDC Working 4 U](#) to support lifestyle changes

Section 3 Burden of disease

Figure 7

This infographic illustrates what conditions we are living with, and dying from, in Scotland. The size of each “bubble” is proportionate to the rate of death and disability caused by that condition. You can view the image in more detail at:

<http://www.scotpho.org.uk/media/1450/sbod2015-bubbles.pdf>



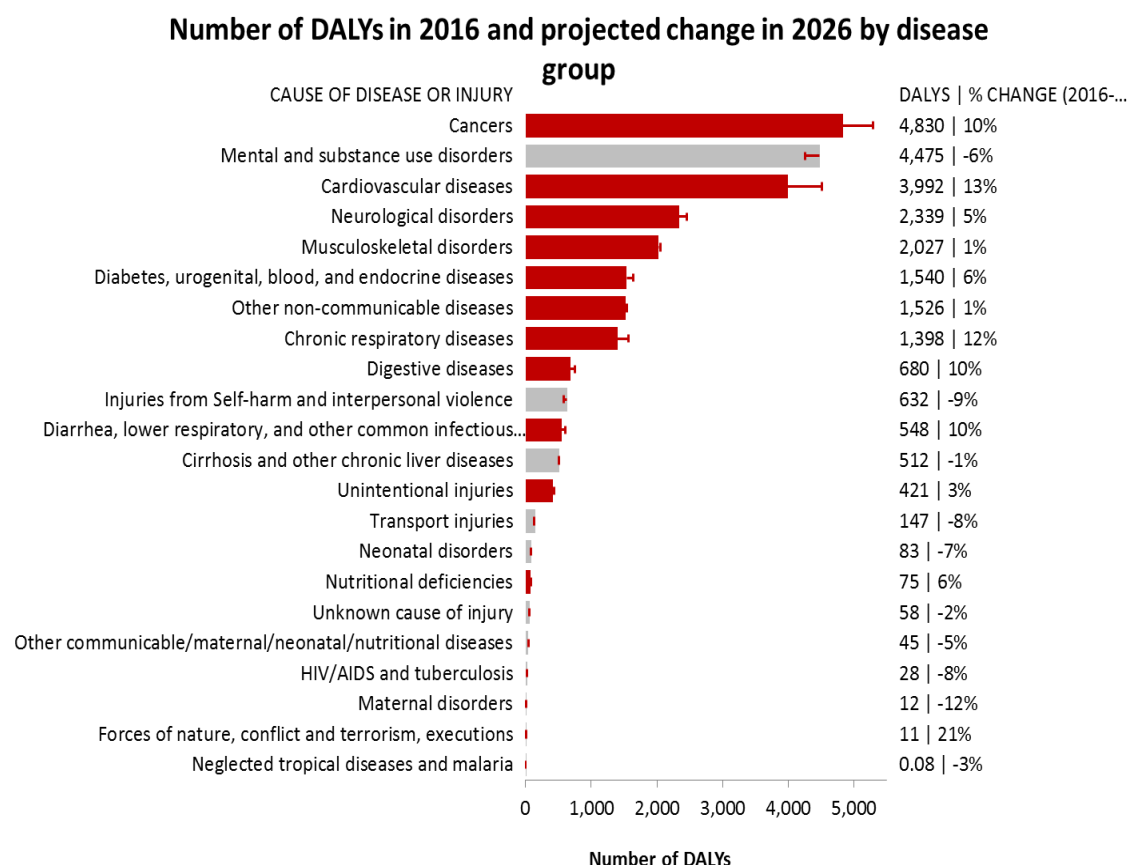
The Scottish Burden of disease epidemiology study is based on an internationally recognised approach used to quantify the difference between the ideal of living to old age in good health and the situation where healthy life is shortened by illness, injury, disability and early death. These estimates for the first time provide a clearer picture of the conditions that cause ill-health and mortality in Scotland with projections of disease burdens to 2026. These estimates can support planners around decisions on where prevention and service activity should be focused and demands likely to face services in the future.

For the purpose of this Strategic Needs Assessment the national Burden of disease team have provided estimates for West Dunbartonshire based on the methodology below:

1. Years Lost to Disability (YLD) represents the estimated expected health loss suffered due to disability in 2016 (or 2026) only. YLD is a population-level summary metric of the average disability suffered (graded between 0 to 1) for individuals suffering from a given condition.
2. Years of Life Lost (YLL) represents the estimated expected health loss due to premature death in 2016 (or 2016) only. YLL is a population-level summary metric of the number of potential years of life lost by summing the differences between the remaining life expectancy at each residents age of death.
3. YLL results are based upon an average of the YLL across the years 2014 to 2016 of death registrations of individual's living in West Dunbartonshire. These records were obtained using NRS deaths data. A three-year average was used to smooth out any inconsistencies in a given year so that any unusual spikes in increased/decreased mortality for individual conditions were not carried forward in projections.
4. YLD was firstly estimated at Scotland level for each 5-year sex-specific age-group across each of the SIMD deciles. This was estimated for each individual condition. For example YLD was estimated for conditions such as stroke, ischemic heart disease, diabetes and lower respiratory infections. For purpose of display and small numbers these were aggregated to higher disease groups. Expected YLD has been calculated for each of these age-sex-SIMD specific groups based on the relative size of the 5-year age-sex-SIMD decile population of the region compared to that of the Scotland equivalent. Therefore all YLD estimates take into account differences in deprivation, age and gender in West Dunbartonshire.
5. All projections were made assuming that YLD rates and YLL rates remained constant. Therefore the projected scenario is based upon changes to the population only.
6. NRS population estimates for 2016 and projected population estimates for 2026 were used to estimate the population of West Dunbartonshire.

The figure below illustrates the West Dunbartonshire Burden of disease Projected changes ranked according to the biggest burden. When looking at the broad group of diseases, in rank order cancer causes the biggest burden, followed by Mental health & substance misuse, and Cardiovascular disease. These three groups cover the largest overall burden with projected 2026 changes of 10% for cancers and 13% for cardiovascular disease as illustrated.

Figure 8



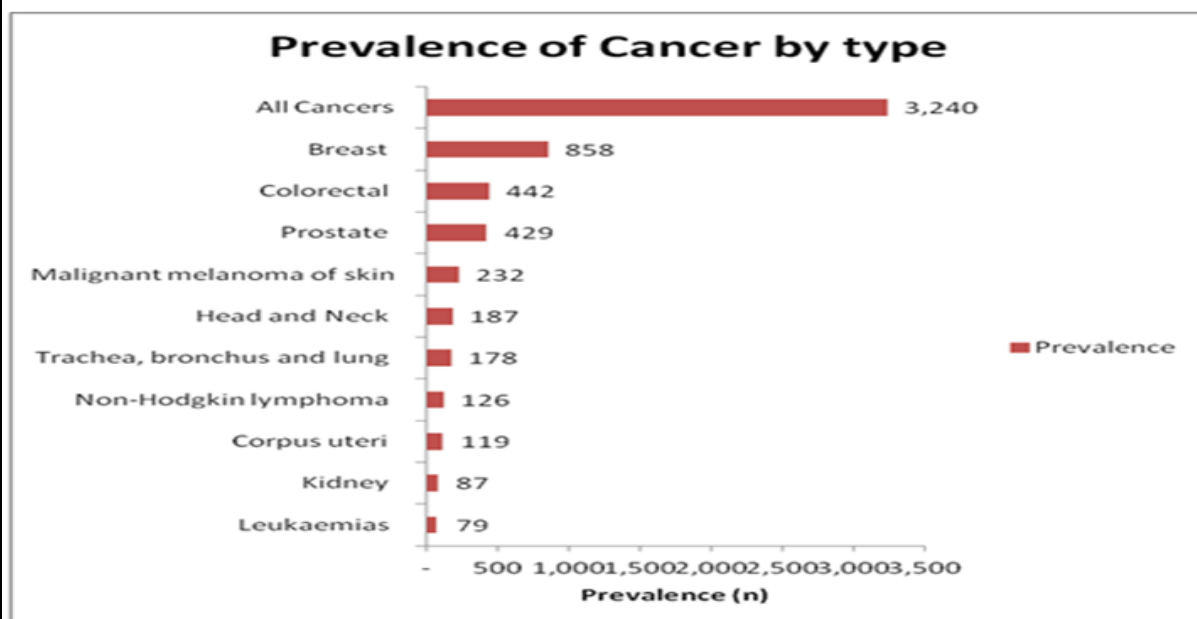
Health Scotland/ISD Burden of disease Team (2018)

For the purpose of this Strategic Needs Assessment the following section on diseases will be structured under the Burden of disease categories and ranked according to the overall burden.

Additional Note regarding GP data referenced below

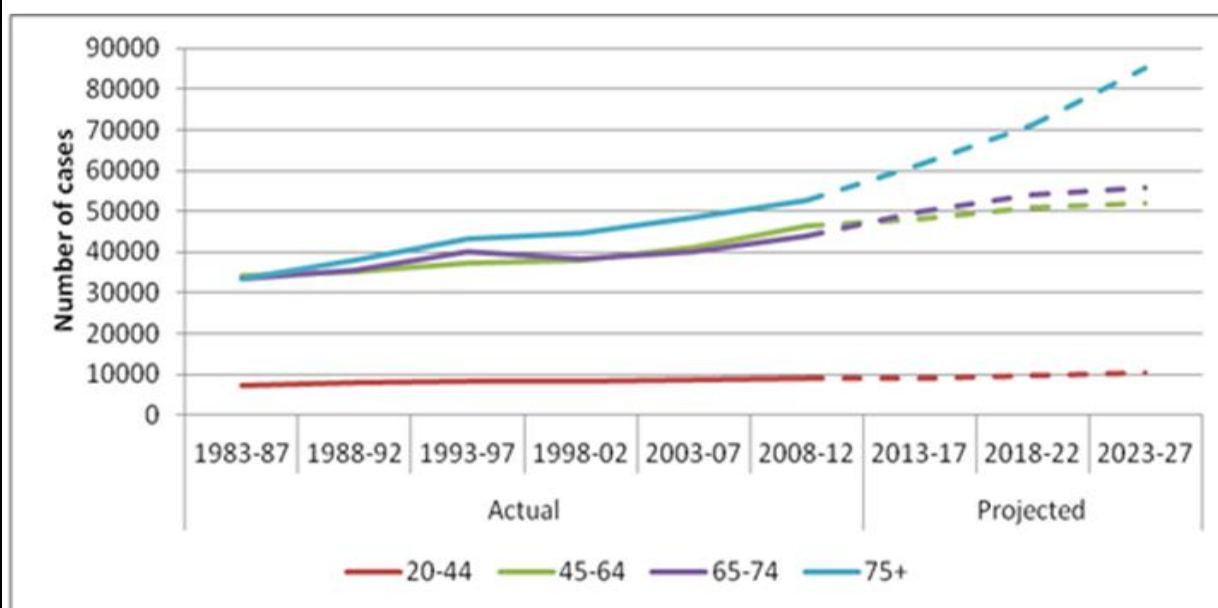
It should be noted that the GP data used in the sections below is snapshot data at a specific time period. In particular it should be noted that the “[rule of halves](#)” in relation to long term conditions states that among those with a chronic disease, like hypertension, half are diagnosed, half of those diagnosed are treated, and half of those treated are treated adequately. Therefore the data should be used with caution.

Figure 9



ISD Scottish Cancer Registry

Figure 10



ISD Scotland (2015)

- The main cause of death in West Dunbartonshire is cancer.
- Cancer is ranked as the top Burden of disease nationally and ranked top within the Burden of disease estimates for West Dunbartonshire with a projected 10% increase by 2026.
- The top 3 types of cancer prevalent in West Dunbartonshire are breast, colorectal and prostate.
- The incidence (new cases) of all cancers by age is projected to increase nationally by 33.5% by 2027.

Considerations

- The HSCP should continue to support interventions focused on risk factors for cancer e.g. tobacco use, obesity, poor diet and lack of physical activity in line with the [six public health priorities for Scotland](#).
- The HSCP should continue to ensure the uptake of national screening programmes for breast and bowel cancer and continue to raise awareness of the [National Detecting Cancer Early programme](#).
- The HSCP should maximise the benefits of the forthcoming [Macmillan Patient Cancer Journey](#) programme co-ordinated locally by WDC Housing and Communities Strategic Area to ensure all those living with cancer are holistically supported.
- The HSCP should ensure the future needs of carers are considered reflecting projections and Burden of disease estimates.
- The HSCP needs to plan for increased demand on services from individuals with complex health and care needs who may be at varying stages of the disease and consider this as part of the transformation of primary care services.

Mental Health and Substance Misuse Disorders

Mental Health

- The snapshot extract from GP registers shows that the rate of depression in West Dunbartonshire (82.9 per 1000) is higher than the Scottish rate (73 per 1000). There are locality differences with Clydebank having a higher rate than Alexandria/Dumbarton (difference of 5.9).
- Although suicide rates for West Dunbartonshire are lower than Scotland as a whole suicide remains a significant issue in West Dunbartonshire.

Substance Misuse Disorders

- Alcohol hospital related stays for West Dunbartonshire are higher than the Scottish average and increasing which is in contrast to the Scottish position.
- Alcohol liver disease is increasing.
- Alcohol related death rates are slowly decreasing however this masks an increase in deaths in the 45 plus age group.
- Drug related hospital stays for West Dunbartonshire are higher than the Scottish average.
- Drug related deaths in West Dunbartonshire follow the national trend with the largest number of deaths for males aged 35-44.

Considerations

- The HSCP should deliver on areas of responsibility outlined in newly developed 5-year NHSGGC Mental Health Improvement Plan.
- Suicide prevention activities should continue to be promoted across CPP alongside the Public Protection infrastructure in line with CPP Safe thematic group's local outcomes and the forthcoming National Suicide Prevention Plan.
- The HSCP needs to continue to lead and co-ordinate work with partners to deliver on the ADP Ministerial priorities set out around prevention, treatment and recovery.

Cardiovascular Disease

Figure 11

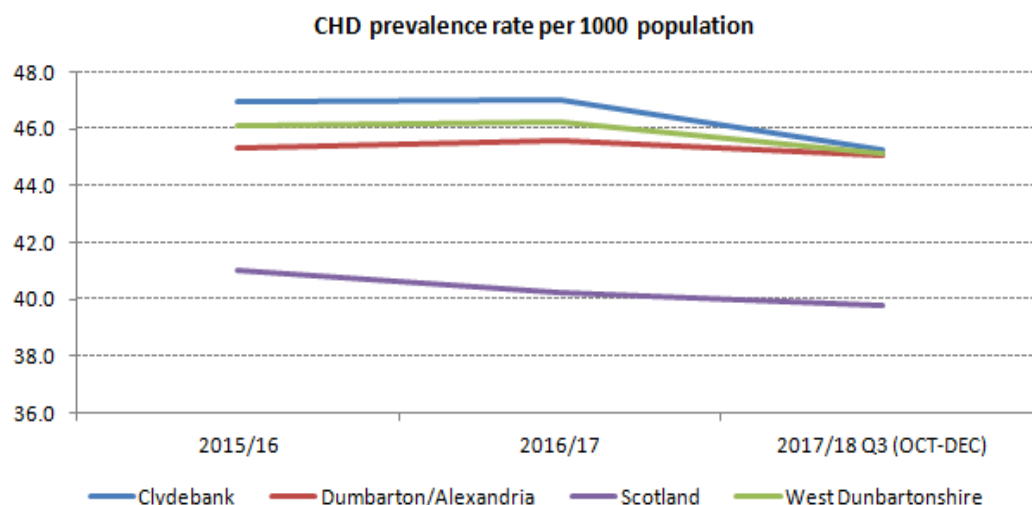


Figure 12

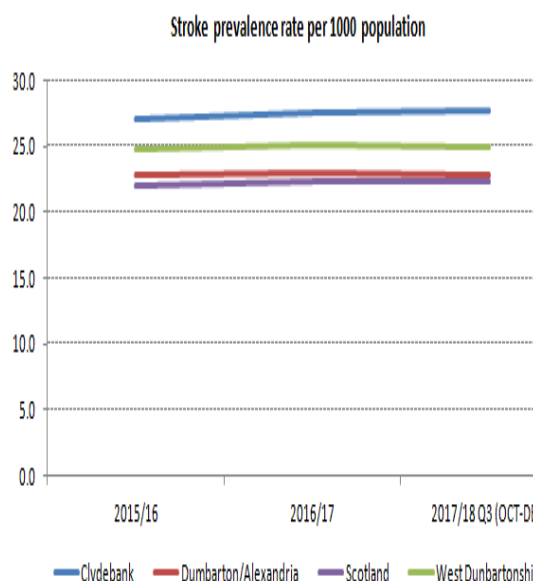
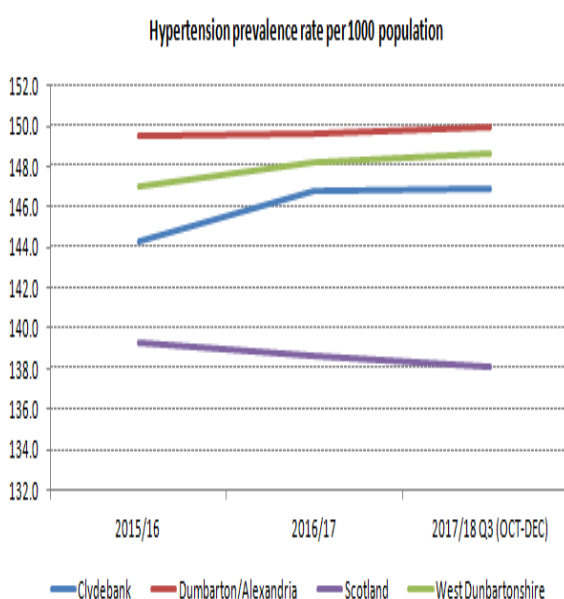


Figure 13



In West Dunbartonshire

- The snapshot extract from GP registers shows that the rate of CHD in West Dunbartonshire (45.1 per 1000) is higher than the Scottish rate (39.8 per 1000).
- The snapshot extract from GP registers shows that the prevalence of Stroke in Clydebank (27.8 per 1000) is higher than the Alexandria/Dumbarton rate (22.8 per 1000) with a difference of 5 per 1000.
- Hypertension prevalence in West Dunbartonshire is higher in Dumbarton/Alexandria locality than Clydebank.
- Nationally there is a predicted rapid growth in Hypertension with a faster rate in

<p>males.</p> <ul style="list-style-type: none"> Nationally there is a predicted accelerated growth in heart failure with a notably faster rate in males.
<p>Considerations</p> <ul style="list-style-type: none"> Without considerable changes in risk factors, such as smoking, diet and physical inactivity, the ageing population will result in a sizeable increase in cardiovascular disease. The HSCP need to plan for the future age related health and care demands of the projected increase in cardiovascular disease patients. Consideration needs to be given to preventing risk factors where there is a predicted rapid growth such as hypertension, for males.
<p>Neurological Disorders</p>
<p>Dementia</p> <ul style="list-style-type: none"> The prevalence of dementia in West Dunbartonshire reflects the Scottish rate (8 per 1000 population). Clydebank prevalence (9.2 per 1000 population) is higher than Dumbarton/Alexandria (7.1 per 1000 population). Nationally there is projected increase for individuals diagnosed with dementia (17% by 2020), with and projected accelerated growth in the 70+ age group.
<p>Considerations</p> <ul style="list-style-type: none"> The HSCP need to continue to ensure that people's dementia care needs are better anticipated so that fewer people are inappropriately admitted to hospital or long-term social care. Early diagnoses and a patient centred approach to self-care, self-management should be delivered in line with WD Dementia Improvement Plan. The HSCP need to consider carers needs reflecting the national projected increase in dementia diagnosis.
<p>Diabetes</p> <ul style="list-style-type: none"> The prevalence of diabetes (type 1 and 2) is higher in West Dunbartonshire (56 per 1000 population) than the Scottish average (50.9 per 1000 population). Nationally there is a projected steady rapid growth in type 1 diabetes, which is higher for males. NHSGGC projections indicate an increase by almost 40% for type 2 diabetes.
<p>Considerations</p> <ul style="list-style-type: none"> The HSCP need to consider the projections within the transformation of primary care services and promote initiatives that support healthy lifestyle choices e.g. Live Active Scheme; evidence shows three in five cases of Type 2 diabetes can be prevented or delayed with healthy lifestyle change, risk factors include: obesity, lack of physical activity, poor diet and stress.

Chronic Respiratory Diseases

- The asthma prevalence rate in West Dunbartonshire (63.3 per 1000 population) remains lower than the Scottish rate (63.9 per 1000 population) however there is a steady upward trend in West Dunbartonshire.
- COPD prevalence in West Dunbartonshire (29.6 per 1000 population) remains above the Scottish rate 23.8 per 1000 population). Clydebank (32.3 per 1000 population) prevalence is higher than that of Dumbarton/Alexandria (27.5 per 1000 population).
- There is a national predicted steady, rapid growth for COPD with female prevalence higher and growing faster than males.

Considerations

- The HSCP should continue to commit to the COPD nurse programme as part of the transformation of primary care services
- The HSCP should continue to signpost into [NHSGGC Quit your way](#) smoking cessation services, [WDCVS Link Up](#) and the forthcoming primary care Link worker programme.

Section 4 Health and Social Care provision in the Community
End of Life Care
In 2016/17 87.9% of patients receiving end of life care spent the last 6 months of life in the community.
Considerations
<ul style="list-style-type: none"> • In line with the Implementation of the Strategic Framework for Action on Palliative and End of Life Care (Scottish Government, 2015) commitments, continue to work with HSCP staff groups to improve their identification and care co-ordination of those who can benefit from palliative and end of life care through ongoing educational training • The HSCP should ensure that the capacity of palliative care community services is resourced appropriately to meet the expected increased demand and also meet the needs of end of life care patients. • Staff Groups continue to use tools such as the Gold Standards Framework (GSF) Palliative Care Prognostic Indicator tool to highlight patients for consideration for the Palliative Care. • Work to raise both community and individual awareness of the discussion of bereavement, death, dying and care at the end of life. • Work with the ISD LIST Team to support improvements in the collection, analysis, interpretation and dissemination of data and evidence relating to needs, provision, activity, indicators and outcomes in respect of palliative and end of life care.
Carers
<ul style="list-style-type: none"> • In West Dunbartonshire there are a higher proportion of adults who provide unpaid care (21.4%) in comparison to Scotland as a whole (18.5%).
Considerations
<ul style="list-style-type: none"> • The HSCP will revise and implement the West Dunbartonshire Carers Strategy, in partnership with carers, the third and independent sector to ensure the strategy is realistic, achievable and linked to local needs of carers. • Continue to raise awareness with staff as to what it means to be a carer as an adult and as a young person and work with our communities to help them to understand the support available to carers, particularly vulnerable carers. • Continue to raise awareness with staff, stakeholders and partners to the needs of carers as adults and young people. • Implement the new Tier 1 (Carer Conversations) and Tier 2 (Adult Carer Support Plans) to ensure all carers are able to identify and describe their needs. • Implement Young Carer Statements across partner agencies working with young people. • Refresh current mapping of carers support available across communities and identify gaps. • Continue to raise awareness of single point of access across adults and older people's services and continue to review the information, advice and signposting available to carers. • Continue to work with carers and their representatives within the review, planning and delivery of local services. • Continue to seek opportunities to work with carers and their representatives on specific and targeted programmes e.g. hospital discharge and addictions issues. • Develop a robust financial framework linked to additional and existing funding available for carers.

High Health Gain
<ul style="list-style-type: none"> 'High Health Gain Individuals' account for 50% of the HSCP total resource consumption and use a disproportionately high level of health and social care services.
Considerations
<ul style="list-style-type: none"> The HSCP should continue to use data to help identify High Health Gain patients, to facilitate anticipatory care planning and additional preventative support measures in line with the new GP contract and the transformation of primary care services. The HSCP and Primary Care need to continue to understand the complexities around High Health Gain Individuals and maximise the range of intelligence and data available through ISD Scotland, and the NHS ISD Local Intelligence Support Team (LIST).
Unscheduled Care - A&E Attendances, Emergency Admissions
<p>In West Dunbartonshire</p> <ul style="list-style-type: none"> In 2016/17 30,792 West Dunbartonshire residents attended A&E services, 57% from the 16 – 64 age range and 21.5% were from the 65+ age range. There was a higher attendance rate (33.4 per 1000 population) from Dumbarton/Alexandria compared to Clydebank (24.7 per 1000 population). Across all age ranges West Dunbartonshire has a higher emergency admission rate compared to Scotland. West Dunbartonshire consistently has a higher rate of multiple emergency admissions for the 85+ age group compared to Scotland. West Dunbartonshire has a higher rate of Emergency bed days (across all age ranges) compared with Scotland but the overall rate for West Dunbartonshire has been declining since 2012/13.
Considerations
<ul style="list-style-type: none"> The HSCP needs to continue to work with all partnerships across NHSGGC as well as acute to look at pathways for a range of conditions across primary and secondary care to prevent unnecessary A and E attendances. The HSCP needs to continue to closely review and report on unscheduled care in line with the six integration indicators being tracked by Ministerial Strategic Group for Health and Community Care Group (MSG) nationally. The HSCP needs to continue to scrutinise figures and usage of beds and bed days lost to ensure that, in line with the vision for Moving Forward Together that the right care is provided at the right time, every time. The HSCP needs to continue with the transformation of primary care services to focus on multidisciplinary team working, to reduce pressures on services and ensure improved outcomes for patients with access to the right professional

REGULATORY INSPECTION OUTCOMES

The Care Inspectorate regulates and inspects care services in Scotland, which are subject to routine inspections at least once per year.

From 1 April 2015, the Care Inspectorate amended their inspection process. If any building based Adult service (i.e. Care Homes or Day Centres) is performing poorly, had been awarded the Grade 2/weak or had requirements in their previous inspection then their next inspection will be a 'follow up' inspection.

This 'follow up' inspection will focus on the requirements made in the previous inspection instead of covering the four quality themes (Quality of Care and Support, Quality of Environment, Quality of Staffing and Quality of Management and Leadership). The grades awarded at the previous inspection may change if the Inspector has evidence to support any adjustment. 'Follow up' inspections will allow the Care Inspectorate to track improvement and gain assurance that services are making the right changes.

The Care Inspectorate do not intend to make further requirements or revise grades on these follow up visits, although Inspectors have some discretion to do so if they consider that sufficient evidence is noted.

Below are the outcomes from the Care Inspectorate activity for West Dunbartonshire registered services between 01 April 2017 and 31 March 2018.

1. Children and Young People's Services

Blairvadach Children's House was inspected on 21 June 2017. The following grades were awarded:

- Quality of Care and Support Grade 4/ Good
- Quality of Management and Leadership Grade 4/Good

There were no requirements and no recommendations.

Inspectors noted that the introduction of an improved system to identify themes relating to behaviours allowed for better analysis of the presenting behaviours of some young people and helped identify more effective interventions to support the young people in times of crisis.

Burnside Children's House was inspected on 20 March 2018. The following grades were awarded:

- Quality of Care and Support Grade 5/Very Good

- Quality of Management and Leadership Grade 5/Very Good

There were no requirements and no recommendations.

Inspectors noted that they found many positive outcomes for young people. When reviewing personal plans for the young people they found that very good assessment of young people's needs led to highly supportive, nurturing practices within the service.

Craigellachie Children's House was inspected on 22 September 2017. The following grades were awarded:

- Quality of Care and Support Grade 4/Good
- Quality of Staffing Grade 4/Good

There was one requirement and one recommendation.

The requirement detailed that the service:

- Must ensure that the Care Inspectorate is notified when it breaches any conditions of registration.

The recommendation stated the service should:

- Ensure all staff receives regular supervision in line with the provider's policy and takes steps to promote an outward looking approach to staff development.

Since the inspection training has been identified for all staff delivering the service.

Throughcare and Aftercare Housing Support Service was inspected on 27 February 2018. The following grades were awarded:

- Quality of Care and Support Grade 6/ Excellent
- Quality of Staffing Grade 6/ Excellent

There were no requirements and no recommendations.

Inspectors noted that the service had established an impressive range of networks to ensure the needs of the young people they supported were being prioritised and that staff in the service are committed to supporting and advocating for the young people to achieve the best outcomes for them.

2. Adult and Older People's Services.

WDC Home Care was inspected on 15 March 2018. The following grades were awarded:

- Quality of Care and Support Grade 5/Very Good
- Quality of Staffing Grade 5/Very Good

- Quality of Care and Support Grade 5/Very Good
- Quality of Staffing Grade 4/Good

There were no requirements and five recommendations.

The recommendations stated the service should:

- i) Adopt best practice when monitoring residents who may be at risk of developing dehydration and malnourishment. Associated monitoring charts should be fully completed, targets identified as far as fluid intake and recording amounts taken by each resident.
- ii) Ensure staff is given regular opportunities to meet their supervisors and that appropriate records of these meetings are maintained.
- iii) Provide staff with first aid training to ensure the wellbeing of residents both in the care home and when on outings.
- iv) Produce a training plan detailing how they will roll out further dementia training for staff.
- v) Ensure there are regular staff meetings to enable staff to contribute to the on-going development of the service.

The service has been actively addressing these recommendations.

Frank Downie Day Care was inspected on 28 February 2018. The following grades were awarded:

- Quality of Care and Support Grade 5/Very Good
- Quality of Management and Leadership Grade 5/Very Good.

There were no requirements and no recommendations.

Inspectors noted that the staff supported people to be as independent as possible by encouraging people to fully participate in designing and deciding each day's activities and outings. There was very good interaction between staff and people using the centre.

Frank Downie House was inspected on 11 October 2017. The following grades were awarded:

- Quality of Care and Support Grade 5/Very Good
- Quality of Management and Leadership Grade 5/Very Good.

There were no requirements and five recommendations.

The recommendations stated the service should:

- i) Adopt best practice when monitoring residents who may be a risk of developing dehydration and malnourishment. Associated monitoring charts should be fully completed, targets identified as

far as fluid intake and recording amounts taken by each resident.

- ii) Ensure staff training plans are up to date so that staff receive appropriate training to meet residents' needs.
- iii) Ensure staff is given regular opportunities to meet their supervisors and that appropriate records of these meetings are maintained.
- i) Produce a training plan that includes details of how they will roll out further dementia training to staff.
- ii) Provide staff with first aid training to ensure the wellbeing of residents both in the care home and when on outings.

Since the inspection the care home has been actively addressing these recommendations.

Mount Pleasant House was inspected on 19 July 2017. The following grades were awarded:

- | | |
|--|-------------------|
| • Quality of Care and Support | Grade 3/Adequate |
| • Quality of the Environment | Grade 3/Adequate |
| • Quality of Staffing | Grade 3/Adequate |
| • Quality of Management and Leadership | Grade 3/Adequate. |

There was one requirement and one recommendation.

The requirement stated the service should:

- i) Ensure staff undertake suitable and sufficient training that informs and supports their role and this training be refreshed within the required timescale to protect residents.

The recommendation stated the service should:

- i) Implement the findings of a recent Kings Fund Environmental Audit to ensure the home is dementia friendly and homely.

Since this inspection the home has addressed the requirement and recommendation from the report.

Mount Pleasant House was inspected again by the Care Inspectorate on 21 December 2017. The following grades were awarded:

- | | |
|--|-------------------|
| • Quality of Care and Support | Grade 4/Adequate |
| • Quality of the Environment | Grade 4/Adequate |
| • Quality of Staffing | Grade 4/Adequate |
| • Quality of Management and Leadership | Grade 4/Adequate. |

There was one requirement and two recommendations.

The requirement detailed that the service should:

- i) Ensure all care plans and related documentation is accurate, up-to-date, signed and dated reflecting the care needs and outcomes achieved for each resident.

The recommendations stated the service should:

- i) Where a resident is in need of dietary support the care plan should include strategies and practice guidance for staff.
- ii) Ensure regular audits are carried out on all aspects of service delivery and that action plans are devised to address any identified areas for improvement.

The service has been actively addressing the requirement and recommendations.

Queen Mary Day Care was inspected on 11 April 2017. The following grades were awarded:

- Quality of Care and Support Grade 5/Very Good
- Quality of Management and Leadership Grade 5/Very Good.

There were no requirements and one recommendation.

The recommendation stated:

- i) Staff should be trained in delivering meaningful activities and should be trained at skilled level in Dementia.

The service has been actively addressing the recommendation.

Since the inspection the requirement and three recommendations have been addressed and changes implemented by the service.

Performance and Assurance Reporting Framework Public Protection Chief Officers Group: Annual Progress 2017/18



West Dunbartonshire
Health & Social Care Partnership

Safe

Key Performance Targets

1. Child Protection










Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18					
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note
Percentage of child protection investigations to case conference within 21 days	81.8%	81.8%	82.6%	83.3%	80%	57.8%	84%	92.2%	86%	79.2%	95%				Of the 221 case conferences held during 2017/18, 175 were within 21 days
Percentage of children on the Child Protection Register who have a completed and current risk assessment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%				

2. Adult Support and Protection

Adults at Risk - Referrals

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18					
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note
Percentage of Adults at	85%	84%	88%	88%	81%	74%	89%	90%	79%	83%	85%				Target amended from

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18					
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note
Risk enquiries completed within 5 working days from point of referral															100% to 85% at the meeting on 4th September 2017. 289 out of 347 inquiries were completed within 5 working days.

Adults at Risk - Investigations															
Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18					
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note
Percentage of Adults at Risk Investigations started within 6 working days from point of referral (West of Scotland Guidelines requirement is 8 working days)	87%	85%	100%	82%	87%	85%	71%	60%	83%	74%	80%				40 out of 54 investigations were started within 6 working days. Following the West of Scotland Guidelines this would have been 80% (43 of 54).
Percentage of Adults at Risk Case Conferences held within 20 working days from point of referral	86%	100%	100%	80%	67%	50%	50%	60%	33%	48%	75%				11 of 23 conferences were held within 20 working days.
Percentage of Adult Support and Protection clients aged 16 to 18 who have current risk assessment and care plan	100%	100%	100%	100%	N/A	N/A	N/A	N/A	N/A	N/A	100%				No service users within this age bracket.

3. Criminal Justice

Registered Sex Offenders and Restricted Patients

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18					
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note
Percentage of Level 3 MAPPA cases reviewed no less than once every six weeks	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	90%	?	?	?	
Percentage of Level 2 MAPPA cases reviewed no less than once every twelve weeks	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	90%	✓	↑	▬	
Percentage of Referrals for Level 2 meeting must be held within 20 days of receipt of referral by the MAPPA coordinator or their administrator	100%	100%	N/A	100%	100%	100%	100%	100%	100%	100%	100%	✓	▬	▬	

Monitoring Indicators

1. Child Protection

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Child Protection referrals	330	69	65	87	109	117	99	122	85	423	
Number of Child Protection investigations	281	63	68	60	90	82	59	106	63	310	
Number of children investigated	278	62	67	60	89	80	59	102	63	304	
Number of children investigated - Male	140	40	30	26	44	41	31	43	35	150	1 unborn child in Quarter 4.
Number of children investigated -	133	20	36	33	44	39	28	59	27	153	1 unborn child in Quarter

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Female											4.
Number of children involved in pre-birth case discussions but not progressing to pre-birth conference	0	0	0	0	0	0	0	0	0	0	
Number of children involved in pre-birth case conference	22	4	9	2	7	6	4	3	6	19	
Number of children registered pre-birth (as distinct from live child registration)	12	0	6	2	4	2	3	0	2	7	
Number of Child Protection investigations resulting in a case conference (No of case conferences held)	170	31	32	39	68	71	43	70	47	231	
Number of children on the Child Protection Register at year end	71	39	53	75	71	60	55	59	70	70	
Number of children on the Child Protection Register - Male (At Quarter End)	35	22	30	43	35	29	26	28	29	29	
Number of children on the Child Protection Register - Female (At Quarter End)	34	17	23	31	34	31	29	31	41	41	
Number of children with temporary registration (At Quarter End)	0	4	0	0	0	5	0	0	0	0	
Average length of time on Child Protection Register (Days) - All	112	94	100	121	112	131	134	149	152	152	
Average length of time on Child Protection Register (Days) - Male	118	78	112	138	118	142	144	177	171	171	
Average length of time on Child Protection Register (Days) - Female	112	114	86	101	112	122	124	125	145	145	
Percentage of children remaining on the Child Protection register for more than 18 months	0%	0%	0%	0%	0%	0%	1.8%	1.7%	2.9%	2.9%	
Number of Child Protection registrations	123	22	31	35	35	23	31	25	32	111	
Number of Child Protection de-	80	11	17	13	38	34	36	21	21	112	

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
registrations											
Number of de-registrations where child moved into a formal placement	12	2	2	3	5	7	7	7	2	23	
Number of de-registrations where child returned home or at home with parents	62	9	14	8	31	24	16	10	15	65	
Number of de-registrations where child living with kinship carer	3	0	1	2	0	1	8	3	4	16	
Number of comprehensive medical assessment clinics held	2	N/A	N/A	N/A	2	4	1	1	4	10	
Number of comprehensive medical assessment appointments held	3	N/A	N/A	N/A	3	4	2	1	6	13	
Number of referrals to comprehensive medical assessment clinic by social workers	1	N/A	N/A	N/A	1	3	4	1	2	10	
Number of referrals to comprehensive medical assessment clinic by health visitors	2	N/A	N/A	N/A	2	1	2	0	1	4	
Average waiting time from referral from CPU to Medical (Weeks)	8	N/A	N/A	N/A	8	11	20	12	12	14	
Number of referrals to comprehensive medical assessment clinic where reason is Neglect	N/A	N/A	N/A	N/A	N/A	4	6	1	3	14	
Number of Child Protection referrals aged 0-2 years	58	16	9	16	17	27	14	20	8	69	
Number of Child Protection referrals aged 3-4 years	48	9	9	12	18	20	12	20	13	65	
Number of Child Protection referrals aged 5-8 years	94	17	20	25	32	22	24	39	26	111	
Number of Child Protection referrals aged 9-11 years	70	12	13	22	23	25	25	21	21	92	
Number of Child Protection referrals aged 12 years and over	60	15	14	12	19	23	24	22	17	86	

2. Adult Support and Protection

Adults at Risk Referrals

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Adults at Risk Referrals	413	104	107	104	98	93	98	90	66	347	
Number of Adults at Risk Referrals by Type of Harm Reported	553	136	148	145	124	112	121	98	84	415	
Number of Adults at Risk Referrals that do not meet the 3 point test known and supported by other services	86	22	24	27	13	21	18	27	14	80	

Adults at Risk - Investigations

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Adults at Risk Investigations	52	18	9	17	8	13	14	15	12	54	
Number of Adults at Risk Orders applied for	0	0	0	0	0	3	0	0	1	4	
Number of Adults at Risk Orders granted	0	0	0	0	0	3	0	0	1	4	

Vulnerable Adults - Referrals

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Vulnerable Adult Referrals	725	170	206	167	182	173	191	165	214	743	

3. Criminal Justice

Registered Sex Offenders and Restricted Patients

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Level 3 MAPPA cases reviewed	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	There were no level 3 MAPPAs in 2017-18.
Number of Level 2 MAPPAs Reviewed	29	9	7	7	6	3	7	2	4	16	
Total number of Registered Sex Offenders being managed at Level 2 and 3 in the community (Snapshot)	18	4	4	6	4	4	5	3	4	4	
Total number of Registered Sex Offenders being managed at all levels in the community (Snapshot)	68	85	74	62	68	70	71	75	79	79	
Total number of Restricted patients being managed in the community (Snapshot)	1	1	1	1	1	1	1	1	1	1	
Number of wanted/missing registered sex offenders (Snapshot)	0	0	0	0	0	0	0	0	0	0	
Number of breaches of licence by all levels who were recalled to prison	1	0	0	1	0	0	0	0	0	0	
Number of Referrals for Level 2 meeting must be held within 20 days of receipt of referral by the MAPPA coordinator or their administrator	3	1	0	1	1	1	2	0	0	3	
Number of Offenders, if in the community the Level 3 MAPPA must be held within 5 working days of receipt of referral by the MAPPA co-ordinator or their administrator	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Percentage of Offenders, if in the community the Level 3 MAPPA must be held within 5 working days of receipt of referral by the MAPPA co-ordinator or their administrator	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Number of Male MAPPA cases	68									79	
Number of Female MAPPA Cases	0									0	
Number of MAPPA Cases aged under 18 years	1									0	
Number of MAPPA Cases aged 18 to 30 years	15									16	
Number of MAPPA Cases aged 31 to 60 years	40									45	
Number of MAPPA Cases over 61 years	12									18	

Serious Violent Offenders

Performance Indicator	2016/17	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	2017/18	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Note
Total number of violent offenders assessed as requiring high or very high levels of supervision in the community	9	9	10	11	9	8	8	1	2	2	Figure provided by MAPPA Unit.

Appendix 4: HSCP Local Government Benchmarking Framework Indicators 2016/17

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
	Value	Value	Value	Value	Value	Value	Note
The gross cost of "children looked after" in residential based services per child per week £	£3,008.94	£1,994.98	£2,946.15	£2,374.54	£2,292.62	£2,022.36	We are ranked 2nd in Scotland for this measure and our cost per week is substantially lower than the Scotland figure of £3,404.36.
The gross cost of "children looked after" in a community setting per child per week £	£52.15	£143.79	£155.63	£159.38	£185.70	£164.66	We are ranked 4th in Scotland for this measure and our cost per week is substantially lower than the Scotland figure of £312.73.
Balance of Care for looked after children: % of children being looked after in the Community	88.35%	87.01%	90.51%	89.12%	89.81%	89.98%	The HSCP's focus, along with community planning partners, on early intervention in the lives of children, young people and their parents and/or carers continues our shift to preventing crisis, and reducing risk, through assessment and appropriate intervention. We recognise that some of our children may need to be cared for away from home. As per our Community Planning West Dunbartonshire Corporate Parenting Strategy, we have strived to increase the proportion of children and young people who are looked after in the community: this has increased from 88.35% in 2011/12 to 89.98% in 2016/17. We are ranked 12th in Scotland and are slightly higher than the Scotland figure of 89.87%. As part of our equalities monitoring, 82% of looked after children who are from a black ethnic minority (BME) community were looked after in the community at the end of March 2017. Although this is lower than the overall figure, the numbers involved are very small, meaning the percentage fluctuates more significantly.
% of Child Protection registrations re-registered within 18 months		8.06%	4.62%	0%	3.9%	7.03%	We are ranked 20th in Scotland on this measure. The Scotland figure is 6.46%.
% of looked after children who had more than one placement in the last year (August - July)	15.45%	18.93%	19.51%	20.98%	20.66%	17.02%	We are ranked 5th in Scotland on this measure. Scotland is significantly higher at 21.19%.
Home care costs for people aged 65 or over per hour £	£15.67	£17.64	£18.47	£20.91	£22.03	£24.24	We are ranked 22nd in Scotland. The Scotland figure is £22.64.

Performance Indicator	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	
	Value	Value	Value	Value	Value	Value	Note
Self directed support spend for people aged over 18 as a % of total social work spend on adults	1.59%	1.45%	1.41%	1.8%	2.19%	2.37%	Expenditure on Self-Directed Support (SDS) Options 1 and 2 has increased by 82% since 2013/14 and has also increased as a proportion of adult social care spend from 1.39% to 2.37%. However, high satisfaction with social care services may also mean that clients are less motivated to actually take up SDS direct payments or individual service funds relative to other areas. This may go some way to explaining why our increased SDS expenditure has not been reflected in our ranking of 27th. The Scotland figure is 6.49%.
Percentage of people aged 65 or over with intensive needs receiving care at home	44.27%	42.52%	40.71%	39.32%	35.71%	33.53%	We are ranked 18th in Scotland on this measure. At the end of March 2017, 286 people with intensive needs were receiving 10 or more hours of homecare. This indicator is published by the Local Government Benchmarking Framework and measures volume of service rather than appropriate targeting or alternative supports which may augment homecare such as telecare. A change in the 2015/16 guidance for the collection of NHS Continuing Care data will affect comparability with previous figures. Scottish Government are currently examining options to resolve this and this may result in an update to the data presented here.
Net Residential Costs Per Capita per Week for Older Adults (65+)	£554.19	£430.41	£415.97	£460.43	£466.13	£479.97	The HSCP is significantly higher than the Scotland figure of £372.36 and this is reflected in our ranking which has moved from 29th since 2014/15 to 28th in 2016/17. The LGBF Overview Report 2014/15 recognises that 'variation in net costs between councils will be largely influenced by the balance of LA funded/self-funded residents within each area, and the scale of LA care home provision and associated running costs'. The latter would include the degree to which staff employed within care homes are paid at least the National Living Wage. West Dunbartonshire local authority care homes are a significant provider of residential care placements with all of our staff paid at least the National Living Wage.

Appendix 5: West Dunbartonshire HSCP Key Performance Indicator Summary 2017/18





















West Dunbartonshire
Health & Social Care Partnership

The Ministerial Steering Group (MSG) for Health and Community Care is closely monitoring the progress of HSCPs across Scotland in delivering reductions in: delays in hospital discharge; unnecessary hospital admissions; attendances at accident and emergency (A&E); and shifting the balance of care from hospital to community settings. In light of the integration of health and social care services significant improvements in ways of working and efficiencies are expected.

During 2017/18 West Dunbartonshire HSCP has been working with colleagues across NHS Greater Glasgow and Clyde to develop targets for these reductions and these will be applied from 2018/19. The first set of key performance indicators below fall within the MSG objectives and performance status has been set on the basis of a comparison with our performance in 2016/17.

Performance Indicator	2016/17	2017/18	
	Value	Value	Status
Number of acute bed days lost to delayed discharges (inc Adults With Incapacity) Age 65 years & over	3,047	2,291	✓
Number of acute bed days lost to delayed discharges for Adults with Incapacity, age 65 and over	849	461	✓
Emergency admissions aged 65+ as a rate per 1,000 population	263	273	⚠
Unplanned acute bed days (aged 65+) as a rate per 1,000 population	2,883	3,102	⚠
Number of emergency admissions (All ages)	10,680	9,984	✓
Number of attendances at Accident and Emergency (Emergency Departments and Minor Injuries Units)	30,788	30,422	✓

Performance Indicator	2016/17	2017/18		
	Value	Value	Target	Status
Child and Adolescent Mental Health Service (CAMHS) 18 weeks referral to treatment	100%	84.2%	90%	
Mean number of weeks for referral to treatment for specialist Child and Adolescent Mental Health Services	6	7	18	
Percentage of Measles, Mumps & Rubella (MMR) immunisation at 24 months	95.6%	94.9%	95%	
Percentage of Measles, Mumps & Rubella (MMR) immunisation at 5 years	97.6%	97.7%	95%	
Balance of Care for looked after children: % of children being looked after in the Community	90.4%	90.4%	90%	
Percentage of 16 or 17 year olds in positive destinations (further/higher education, training, employment) at point of leaving care	62%	78%	75%	
Percentage of all children aged 0-18 years with an identified "named person" as defined within the Children's and Young People's Act 2014	100%	100%	100%	
Number of delayed discharges over 3 days (72 hours) non-complex cases	14	4	0	
Percentage of total deaths which occur in hospital 65+	41.1%	42.6%	45.9%	
Percentage of total deaths which occur in hospital 75+	40.2%	41.7%	45.9%	
Number of clients 65+ receiving a reablement intervention	610	632	575	
Percentage of adults with assessed Care at Home needs and a reablement package who have reached their agreed personal outcomes	66%	64.7%	60%	
Number of patients in anticipatory care programmes	1,678	1921	1,400	
Number of people aged 75+ in receipt of Telecare - Crude rate per 100,000 population	23,058	23,139	23,230	
Total number of homecare hours provided as a rate per 1,000 population aged 65+	517.9	488	518	
Percentage of people aged 65 and over who receive 20 or more interventions per week	28.9%	34.2%	30%	
Percentage of people aged 65 or over with intensive needs receiving care at home	33.5%	32.2%	35%	
Percentage of homecare clients aged 65+ receiving personal care	93.7%	92.1%	90%	

Performance Indicator	2016/17	2017/18		
	Value	Value	Target	Status
Percentage of people aged 65 years and over assessed with complex needs living at home or in a homely setting	98.1%	98%	98%	✓
Percentage of people aged 65+ admitted twice or more as an emergency who have not had an assessment	29%	26.9%	40%	✓
Percentage of identified patients dying in hospital for cancer deaths (Palliative Care Register)	22.3%	24.4%	30%	✓
Percentage of identified patients dying in hospital for non-cancer deaths (Palliative Care Register)	39.2%	42.5%	35%	✗
Percentage of patients seen within 4 weeks for musculoskeletal physiotherapy services - WDHSCP	51.2%	43%	90%	✗
Number of clients receiving Home Care Pharmacy Team support	1,048	941	900	✓
Prescribing cost per weighted patient	£181.10	£173.07	£178.32	✓
Compliance with Formulary Preferred List	80.2%	80.2%	78%	✓
Total number of respite weeks provided to all client groups	4,795.1	4,449.25	4,110	✓
Percentage of carers who feel supported to continue in their caring role	99%	97.4%	90%	✓
Percentage of clients waiting no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery	92.7%	92.4%	90%	✓
Percentage of Criminal Justice Social Work Reports submitted to court by noon on the day prior to calling.	96%	90%	98%	⚠
Percentage of Community Payback Orders attending an induction session within 5 working days of sentence.	71%	79%	80%	⚠
Percentage of Unpaid work and other activity requirements commenced (work or activity) within 7 working days of sentence.	64%	15%	80%	✗
Percentage of children on the Child Protection Register who have a completed and current risk assessment	100%	100%	100%	✓
Percentage of child protection investigations to case conference within 21 days	81.8%	79.2%	95%	✗
Percentage of Adult Support and Protection clients who have current risk assessments and care plan	100%	100%	100%	✓
Percentage of patients who started Psychological Therapies treatments within 18 weeks of referral	96.8%	96.4%	90%	✓

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Resources

Council: 29 August 2018

Subject: Reduction of Single Use Plastics

1. Purpose

- 1.1** To note the progress towards reducing the usage of Single Use Plastics (SUP) across the Council.

2. Recommendations

- 2.1** It is recommended that the Council:

- a) Notes the progress being made to identify, eliminate and reduce the purchase of SUPs;
- b) Support the move towards eliminating the following SUPs:
 - individual milk drinking cartons and replacing with Tetra Pak™ milk cartons;
 - straws in milk Tetra Pak™ cartons;
 - bottles from all Council vending machines;
 - water bottles purchased by the Council and encouraging the use of refillable water bottles;
 - drinking cups and replacing with glasses and mugs;
 - stirrers (coffee / tea) and replacing with wood stirrers or metal teaspoons;
 - swabs and cotton buds and replacing with paper or wood stem swabs and cotton buds; and
 - individual milk pots and replacing with small milk jugs.
- c) Support the establishment of an auditing map of SUPs to reduce SUPs across the Council;
- d) Support the delivery of an awareness campaign to staff, pupils and gym members; and
- e) The Council will approach COSLA and ask COSLA to look at the SUP issue.

3. Background

3.1 At the Council meeting of 5 March 2018, the following motion was agreed:

“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.”

3.2 A number of national bodies, local authorities and businesses have already taken steps to eliminate or reduce SUPs within their buildings including the Scottish Parliament. Therefore, it is essential that the Council leads by example by demonstrating that it is taking steps to prevent waste being generated through its own service areas.

3.3 The Corporate Procurement Unit (CPU) analysed spend for financial years 2016/2017 and 2017/2018 and the range of supply lines procured by the Council over the last two years was around 120,000. Strategic Leads and HSCP Heads of Service, were asked to identify:

- the SUPs being used by each service area;
- spend on SUPs;
- if the SUPs could be recycled;
- if there are alternatives to SUPs;
- pricing of the alternatives to SUPs.

3.4 The CPU also sent a questionnaire to suppliers but the response was poor with significant numbers not responding. , It is not possible therefore to confirm the number of SUP items within the 120,000 supply lines. The CPU has only been able to analyse 25% of the total Council spend on supplies. Some of the SUPs used across the Council, are:

- Individual drinking cartons with plastic straws;
- Drinking cups;
- Cutlery;
- Containers including salad pots and yogurt pots;
- Bottles including water and oil;
- Cleaning products;
- Bags;
- Portion sachets including jams, spreads, sauces and milk;

- Cable ties;
- Sample bottles;
- Swabs / cotton buds;
- Shoe covers; and
- Gloves and aprons.

3.5 Anecdotally, SUPs also come into the Council through food & drink brought in by staff and pupils such as, coffee cup lids, containers, soda bottles and cutlery. SUPs also come into the Council through wrapping and packaging of procured supplies.

4. Main Issues

4.1 The challenges and implications that would have to be addressed in eliminating SUPs from Council use, are:

- Alternatives costing more;
- Loss of sales from items in vending machines or cafes;
- Multi-year currently contracts in place for the purchase of the SUPs items;
- Lack of suitable alternatives;
- Workforce time to wash and if need be, sanitise refillable, bulk containers;
- Hygiene concerns around the washing and sanitising of refillable items between customers /clients;
- Buy in from staff / pupils / parents/ communities;
- Suitability of composting processes to accept the alternatives to SUPs.

4.2 It is important that any strategy and action taken to address SUPs within the Council should follow the waste hierarchy:

- Eliminate / Reduce – stop using the SUPs items entirely or look at how the amount being used can be reduced;
- Reuse / Refillable – if it can't be eliminated then move to a reusable or refillable option (e.g. mugs and glasses); and
- Compostable / Biodegradable / Recyclable – if neither of the first steps can be done then the next step would be to identify a compostable alternative or if this isn't available a recyclable alternative.

4.3 The recommendation is that the Council focuses on SUPs items that could be eliminated with minimum impact on service areas:

- individual drinking cartons;
- straws in milk Tetra PakTM cartons;
- bottles from all Council vending machines;
- water bottles purchased by the Council;
- drinking cups;
- stirrers;

- swabs and cotton buds;
- milk pots.

4.3.1 Individual Milk Drinking Cartons

The Council will use Tetra Pak™ cartons as opposed to SUPs cartons. The Tetra Pak™ 200ml cartons contain 75% paper board and contain 2.5g of plastic compared to the 200ml plastic bottles with 12.5g of plastic.

Facilities Management procure Aqua Juice for sale in school premises that comes in SUPs bottles. Over the analysis period, the Council spent £5,415 on these SUPs bottles. Although it is recognised that these are SUPs, the Council is restricted in what can be sold in school premises due to food nutritional standards. At present, Aqua Juice is the only fruit juice approved by the Scottish Government for sale in schools. Further discussion with Scotland Excel suppliers will be taking place regarding different packaging or alternative products.

4.3.2 Straws in Milk Tetra Pak™ Cartons

The supplier, Muller Milk, have committed to replacing the plastic straws that are attached to milk Tetra Pak™ cartons with a paper alternative by the end of the year.

4.3.3 Bottles from all Council Vending Machines

Notice will be given to the vending machines supplier that the Council are eliminating SUPs bottles from all Council buildings and that soda cans are a recommended alternative. However, the soda cans is unsuitable for gym members of West Dunbartonshire Leisure Trust (WDLT) because of the requirement of drinks containers to be re-sealable to avoid spillage either when exercising or when laid down. Therefore, a minimum of SUPs bottles in the vending machines in the WDLT facilities will remain.

4.3.4 Water Bottles

All staff will be encouraged to use refillable water bottles, mugs and glasses and Committee Administration and Facilities Management have stopped the use of plastic bottles for meetings, replacing with jugs of water and glasses.

Education, Learning & Attainment (ELA) is engaging with the children and young people to encourage the use of refillable water bottles from drinking taps.

An awareness campaign to gym members of WDLT to encourage the use of refillable water bottles from drinking taps will be carried out.

4.3.5 Drinking Cups

The cost for a pack of 1,000 SUPs cups is £15. Over the analysis period, £303 of spend was identified on SUPs cups by Community Planning, WDLT and ELA. The cost for a pack of 1,000 paper cups is £60. Over the analysis period, £1,200 of spend was identified on paper cups. The Council

also procure paper cone cups which cost £37 for a pack of 5,000. Over the analysis period, £3,707 of spend was identified on paper cone cups.

In Council buildings where there is ready access to mugs or to “bring your own mug”, SUPs drinking cups will be eliminated. Paper cone cups will be utilised where staff do not have access to mugs or glasses. The CPU will discuss with Scotland Excel the strategy to ensure that alternatives for SUPs are a consideration in future framework agreements.

4.3.6 Stirrers (Coffee / Tea)

In the analysis period, there were no orders for SUPs stirrers however the Council will continue to use wood stirrers or metal teaspoons as needed.

4.3.7 Swabs and Cotton Buds

In the analysis period, there were just two orders for swabs / cotton buds. The Council, as the need dictates, will use swabs and cotton buds with a wood or paper stem where there is a minimal additional cost.

4.3.8 Milk Pots

The data identified around £240 per year spent on individual milk pots. It is recommended that Facilities Management stop putting individual milk pots for meetings and at cafes and replace them with small jugs of milk. For Committee Administration, they will replace the milk pots with 50% less plastic milk sticks.

4.4 A number of areas where exceptions may need to be considered will be around the use of SUPs where suitable alternatives are not available. For example, sterile sample bottles, gloves and shoe covers in the carrying out of statutory (legal) duties or disposable gloves and aprons (Personal Protective Equipment) are a requirement of health and safety legislation or plastic straws are being used for medical reasons.

4.5 Service areas and CPU will undertake an audit of the current map of SUPs across the Council including the volumes, costs and impacts of each SUPs identified. This review of the use of SUPs and alternatives will be part of ongoing standard procurement practices in line with the Contract & Supplier Management Policy agreed at Corporate Services Committee on 22 August 2018.

4.6 An internal awareness campaign will be developed to reduce the SUPs that are brought into Council buildings by staff, customers and pupils by no later than February 2019.

4.7 The future contract strategies will take into account the Sustainable Public Procurement Prioritisation Tool which considers the environmental impact including reduction of SUPs and recyclability of alternatives.

4.8 The Council will approach COSLA and ask COSLA to look at the SUP issue.

5. People Implications

5.1 There are no personnel issues arising from this report.

6. Financial and Procurement Implications

6.1 The changes implemented are being implemented within existing budgets, therefore there are no material financial implications. The changes in practice identified in the above e.g. replacing small water bottles and plastic cups with jugs and glasses have already been implemented within existing budgets.

6.2 On an ongoing basis the Council's CPU will consider the minimisation of SUP as part of future procurement processes, subject to affordability and ability to influence the market and in line with the Contract and Supplier Management Policy as approved at the Corporate Services Committee on 22 August 2018.

7. Risk Analysis

7.1 Failure to involve Council service areas in the development and implementation of future strategies could result in disruption of services, lack of progress in addressing challenges in additional costs to the Council.

8. Equalities Impact Assessment (EIA)

8.1 This has been an equalities impact screening and no equalities impact identified.

9. Environmental Sustainability

9.1 An SEA initial review was conducted using the SEA Excel tool and no SEA is required.

9.2 Failure to minimise the use of SUPs will have a detrimental effect on the environment.

10. Consultation

10.1 Consultation has taken place with the strategic leadership group.

11. Strategic Assessment

11.1 The report on the Single Use Plastics is part of a Council that is an open, accountable and accessible local government and supports the following:

- A Strong local economy and improved employment opportunities;
- Efficient and effective frontline services that improve the everyday lives of residents.

Name: Stephen West
Designation: Strategic Lead - Resources
Date: 23 August 2018

Person to Contact: Derek McLean, Business Partner – Procurement
Developments, 16 Church Street, Dumbarton, G82 1QL
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Appendices: None

Background Papers: West Dunbartonshire Council meeting, 5 March 2018

Wards Affected: All Council Wards