

Agenda



West Dunbartonshire Council

Date: Wednesday, 26 October 2022

Time: 16:00

Format: Hybrid meeting

Contact: Christine McCaffary, Senior Democratic Services Officer
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Dear Member

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

Members will have the option to attend the meeting remotely or in person at the Civic Space, 16 Church Street, Dumbarton.

The business is shown on the attached agenda.

Yours faithfully

PETER HESSETT

Chief Executive

Distribution:-

Provost Douglas McAllister
Councillor James Bollan
Councillor Karen Conaghan
Councillor Ian Dickson
Councillor Diane Docherty
Councillor Craig Edward
Councillor Gurpreet Singh Johal
Councillor Daniel Lennie
Councillor David McBride
Councillor Jonathan McColl
Councillor James McElhill

Councillor Michelle McGinty
Councillor June McKay
Councillor John Millar
Councillor Lawrence O'Neill
Councillor Lauren Oxley
Councillor Chris Pollock
Councillor Martin Rooney
Councillor Gordon Scanlan
Councillor Hazel Sorrell
Councillor Clare Steel
Councillor Sophie Traynor

Chief Executive
Chief Officers

Date of issue: 13 October 2022

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WEST DUNBARTONSHIRE COUNCIL

WEDNESDAY, 26 OCTOBER 2022

AGENDA

1 STATEMENT BY CHAIR – AUDIO STREAMING

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 RECORDING OF VOTES

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

5 MINUTES OF PREVIOUS MEETING 11 - 33

Submit for approval, as a correct record, the Minutes of Meeting of West Dunbartonshire Council held on 31 August 2022.

6 MINUTES OF AUDIT COMMITTEE 35 - 39

Submit for information, and where necessary ratification, the Minutes of Meeting of the Audit Committee held on 15 June 2022.

7 OPEN FORUM

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

8 GLASGOW CITY REGION CITY DEAL UPDATE 41 - 46

Submit report by the Chief Executive noting the progress with the implementation of the Glasgow City Region, City Deal and seeking approval to agree expenditure on the Western Underpass design and construction.

- 9 ARMED FORCES COVENANT 47 - 54**
- Submit report by the Chief Officer – People and Technology providing a summary of the work being undertaken in support of the Armed Forces Covenant and future activity to maintain the Gold Award.
- 10 COST OF LIVING – CAPITAL FUND 55 - 63**
- Submit report by the Chief Officer – Resources providing details of the proposed Cost of Living Capital Fund to support organisations that require funding for Cost of Living focused initiatives and seeking approval of the process to review applications.
- 11 ADVISORY BRIEFING REPORT RELATING TO MOTION BY COUNCILLOR KAREN CONAGHAN – SUICIDE RATE IN WEST DUNBARTONSHIRE 65 - 106**
- Submit report by the Head of Mental Health, Learning Disability and Addictions providing advice on a range of possible approaches that could be followed to address the motion relating to suicide rates in West Dunbartonshire.
- 12 CHIEF SOCIAL WORK OFFICER’S ANNUAL REPORT 107 - 174**
- Submit report by the Chief Social Work Officer providing information on the statutory work undertaken on the Health & Social Care Partnership Board’s behalf, including a summary of governance arrangements, service delivery, resources and workforce.
- 13 FAIR TAX DECLARATION 175 - 178**
- Submit report by the Chief Officer –Resources providing information on the adoption of the Fair Tax Declaration.
- 14 ALLOCATION OF RESIDENTIAL CARE COSTS 179 - 184**
- Submit report by the Chief Officer – Resources providing a recommendation on the split of residential care costs between the Health and Social Care Partnership (HSCP) and Education budgets, and providing an update on the one-off 2022/23 increase in residential care costs to be funded from HSCP COVID funds.

15 REVIEW OF STANDING ORDERS 185 - 269

Submit report by the Chief Officer – Regulatory and Regeneration recommending changes to the Council’s Standing Orders.

16 WEST DUNBARTONSHIRE COUNCIL ANNUAL PERFORMANCE REPORT 2021/22 271 - 297

Submit report by the Chief Officer – Citizen, Culture and Facilities providing the Council’s Annual Performance Report 2021/22 and supporting performance information.

17 STRATEGIC PLAN 2022-2027 299 - 341

Submit report by the Chief Officer – Citizen, Culture and Facilities presenting the Council’s Strategic Plan for 2022-2027.

18 TREASURY MANAGEMENT ANNUAL REPORT 2021/22 343 - 356

Submit report by the Chief Officer – Resources providing an update on treasury management during 2021/22.

Note: The suspension of Standing Order 20 is required before consideration of the next item of business.

19 GENERAL SERVICES BUDGETARY CONTROL REPORT TO 31 AUGUST 2022 (PERIOD 5) 357 - 430

Submit report by the Chief Officer – Resources providing an update on the General Services revenue budget and the approved capital programme to 31 August 2022 and seeking approval for the use of capital receipts received in 2021/22 on COVID spend.

20 HOUSING REVENUE ACCOUNT (HRA) BUDGETARY CONTROL REPORT TO 31 AUGUST 2022 (PERIOD 5) 431 - 448

Submit report by the Chief Officer – Resources providing an update on the financial performance to 31 August 2022 of the HRA revenue and capital budgets.

Submit report by the Chief Officer – Resources providing an update on treasury management to 31 August 2022.

22 **NOTICE OF MOTIONS**

(a) Motion by Councillor Jim Bollan – External Care Placements

Council notes there are 137 individuals on external care placements from West Dunbartonshire. The weekly cost to WDC is £240,000. The costs for external care placement of children alone is £141,000.

Added to the cost is the difficulty these external placements create for families who have family members placed outside the area, with the distances required to travel to some placements to visit their family members.

Council believes these services should be provided in West Dunbartonshire and work should start to achieve this, where possible.

Council requests the Health & Social Care Partnership provides a report to a future Council meeting regarding the benefits/consequences of bringing these services in house.

(b) Motion by Councillor Clare Steel – Raising Awareness Days and Flag Raising Events

Council acknowledges the current practice of lighting up public buildings such as Council Offices at Church Street in Dumbarton and the Titan Crane on Queens Quay in Clydebank.

This simple act of recognition and support by the Council is very much appreciated by individuals, families and groups who often have first-hand experience of managing life changing conditions or their lived experience.

- In October the Council marked World Cerebral Palsy Day by lighting up Church Street Office green;
- In October the Council Office was lit up purple to mark Mental health awareness day; and
- In November to Mark Armistice Day and Remembrance Day the Council will light up the Council Offices red to commemorate the sacrifices of past generations

Council also acknowledges that the Provost also organises a number of flag raising days to mark key events such as:

- Holocaust Memorial;
- Armed Forces Day; and
- Support to Ukraine.

Awareness raising is clearly a key element of acknowledging, understanding and normalising discussions about important issues which essentially invites the wider community to become more informed and better engaged in the subject matter.

Council thanks all those involved and wishes them continued success with their endeavours.

Given the above, this Council asks the Chief Executive to consider the production of a comprehensive list of awareness days for the calendar year starting in January 2022, to help support and raise awareness to the wider community so that those with a particular interest can become more involved.

(c) Motion by Depute Provost John Millar – Celebrating 150 years of Vale of Leven Football and Athletic Club (1872 – 2022)

This Council acknowledges the strong history of its professional and amateur football clubs and the pride and joy that they have brought to our communities over many years.

We have celebrated the success of Clydebank FC and Dumbarton FC many times in the recent past, including most recently acknowledging the 150th anniversary of Dumbarton Football Club.

Council notes that this year also marks the 150th anniversary of the Vale of Leven Football & Athletics Club. (1872 – 2022).

The club's home is the heart of the Vale of Leven community and is based in the heart of the Vale at Milburn Park, in Alexandria.

The club's strength and successes include the following:

- The Vale won the Scottish Cup three times in succession in 1877, 1878 and 1879.
- They were runners-up 1883, 1884, 1885 and 1890.
- They won the Scottish Qualifying Cup in 1909 and 1937.
- They also won the Scottish Junior Cup in 1953.

The full list of honours is attached to this motion.

As well as its success on the pitch the club played an important part in Scottish Football history and the Vale of Leven was a founder member of the Scottish Football League when it was formed in 1890.

Important as it is, football is not just about sport and competition, it is about people, the fans and the communities that support and share in their successes. Without a dedicated board, committed players and coaching staff and of course the fans, the club would not have been able to persevere over the past 150 years.

The Council asks the Provost to consider the best way to appropriately celebrate the 150 years of the Vale of Leven Football Club, such as hosting a Civic Reception within their commemorative year.

Roll of Honours

Scottish Cup

- Winners 1877, 1878, 1879
- Runners-up 1883, 1884, 1885, 1890

Scottish Qualifying Cup

- Winners 1909, 1937

Glasgow Merchants Charity Cup

- Winners 1882

Dunbartonshire Cup

- Winners 11 times

Celtic Society Cup (shinty)

- Winners 1879

Scottish Junior Cup

- Winners 1953

Central Junior Football League

- A Division winners 1946–47
- B Division winners / overall champions 1969–70
- C Division winners 1978–79

Central District Third Division

- Winners 2007-08

Evening Times Cup Winners Cup

- Winners 1947, 1970

Kirkwood Shield

- Winners 1951, 1954, 1958, 1965

Dunbartonshire Junior Cup

- Winners 1940, 1965

Dunbartonshire Junior Charity Cup

- Winners 1943, 1946, 1947, 1953, 1954

Erskine Hospital Charity Cup

- Winners 1970

(d) Motion by Councillor Lawrence O'Neill – BBC Scotland and River City Productions

Council recognises and congratulates BBC Scotland and River City Productions on their recent 20th Year Anniversary based within their Dumbarton Studios and welcomes the benefits that this achievement and show brings to the area.

Council asks the Chief Executive to formally convey our thanks and best wishes to them, the cast and all the staff on their successes to date and in future endeavours

(e) Motion by Councillor Lauren Oxley – International Day for the Elimination of Violence Against Women and Girls

Council agrees to:-

Mark the International Day for the Elimination of Violence Against Women and Girls (IDEVAWAG) on 25 November 2022.

Understand that whilst men and women are both potential victims and perpetrators of violence, that sex and gender-based violence is disproportionately experienced by women.

Acknowledge and praise the great work of organisations across West Dunbartonshire, such as Clydebank Women's Aid, Dumbarton District Women's Aid, and Rape Crisis, all of which provide vital support to local survivors of abuse.

Ask West Dunbartonshire Council's Communication Team to recognise the IDEVAWAG on social media, as well as raising awareness of the subsequent 16 Days of Activism against Gender-Based Violence that follows the event.

(f) Motion by Councillor Karen Conaghan – Uprating of Benefits

West Dunbartonshire Council recognises the terrible impact the Cost of Living Crisis is having on those who are least able to bear it. Accordingly we call upon the UK Government to apply at least an inflationary uplift to all benefits to help protect, in some part, those who are in need of welfare assistance from ever increasing costs for energy and food. Council asks the Chief

Executive to write to the relevant UK Government minister impressing on them the urgency of this increase to benefits which will assist those most vulnerable in our community.

WEST DUNBARTONSHIRE COUNCIL

At a Hybrid Meeting of West Dunbartonshire Council held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 31 August 2022 at 4.04 p.m.

Present: Provost Douglas McAllister and Councillors James Bollan, Karen Conaghan, Diane Docherty, Craig Edward, Gurpreet Singh Johal, Daniel Lennie, David McBride, Jonathan McColl, James McElhill, Michelle McGinty, June McKay, Lawrence O'Neill, Lauren Oxley, Chris Pollock, Martin Rooney, Hazel Sorrell, Clare Steel and Sophie Traynor.

Attending: Peter Hessest, Chief Executive; Alan Douglas, Manager of Legal Services; Laurence Slavin, Chief Officer – Resources and Section 95 Officer; Victoria Rogers, Chief Officer – People and Technology; Peter Barry, Chief Officer – Housing and Employability; Beth Culshaw, Chief Officer – West Dunbartonshire Health and Social Care Partnership, Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Laura Mason, Chief Officer – Education; Gail Macfarlane, Chief Officer – Shared Services Roads and Neighbourhood; Gillian McNamara, Regeneration Co-ordinator; Michelle Lynn, Assets Co-ordinator; George Hawthorn, Manager – Democratic and Registration Services and Christine McCaffary, Senior Democratic Services Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Ian Dickson, John Millar and Gordon Scanlan.

Provost Douglas McAllister in the Chair

STATEMENT BY CHAIR

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

DECLARATIONS OF INTEREST

Councillor Gurpreet Singh Johal declared a personal interest in Item 16(e) Motion by Councillor David McBride – West Dunbartonshire Council calls for the Immediate Release and Return to the UK of Jagtar Singh Johal, on the Basis of His Continued Arbitrary Detention in India, being related to Mr Johal and advised that he would leave the meeting during consideration of this item of business.

RECORDING OF VOTES

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

URGENT ITEM OF BUSINESS

MOTION BY COUNCILLOR CLARE STEEL – LET OF CLYDEBANK TOWN HALL TO CLYDEBANK MUSICAL SOCIETY AND THE MUMMERS THEATRE GROUP

The Provost advised that he had received a request from Councillor Steel for the Council to consider an urgent item of business on the let of Clydebank Town Hall to the Clydebank Musical Society and the Mummers Theatre Group.

Councillor Steel relayed the terms of her motion to the Council, and the Provost advised that it would be considered after the final item of business on the agenda.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of West Dunbartonshire Council held on 22 June 2022 were submitted and approved as a correct record.

OPEN FORUM

The Provost advised that the undernoted Open Forum questions had been received from Ms Susan Dick, Mr Graham Parton and Mr Jim Thomson. He then invited each of them to put their questions to Council:-

(a) Question from Susan Dick – Land at Milton

I own the field at Milton you want for the so-called relief road.

I'm currently being offered cash for my field with no guarantee of a home for my ponies living or dead and no place for my shed, field shelter, trailers or memorial trees.

There are many other solutions available such as:-

1. You are only using half of my field for the road, you could leave me the unused half.
2. You could test properly Sheepfold and guarantee it to me once the road through it is finished.
3. One particular area at Overtoun is in your ownership and control, not leased to anyone and has been used for horses before so it's entirely suitable, you've offered me a lease before of a much further away but unsuitable area so you're not averse to leasing out your own land for

horses – the area I mention is not part of any current lease to anyone and you've owned it since 1939. It has sat empty this whole time except for the 6 months or so that horses were kept there so this is a real possibility for it all to end amicably and swiftly. No lease needs be broken to allow me to have it, it's a win win for everyone. It's a solution I'd happily take subject to some alterations being allowed - safer fencing etc ... nothing you wouldn't allow to some other leaser such as a community garden or similar. My ponies stay there till Sheepfold is ready and if Sheepfold never materialises then I stay on with a permanent lease such as you have given to others nearby.

So my question to you all is - why can't a solution be reached such as the ones I have mentioned?

Councillor McBride provided the following response:-

As you will note from the terms of the report which appears later on the agenda the Council is able to address many of your requirements as indicated in your question. Addressing the three specific points you have raised:

1. The whole of your current field will be required for the duration of the works. Due to the nature of such works the final land take cannot be guaranteed as works may encounter unforeseen conditions and changes to design may be required. Also having considered the likely layout there would appear to be no reasonable means to provide access to the remaining land.
2. The land in question (Sheepfold) will be used as a lay down area for construction work on neighbouring plots of land. On completion of these works and the required reinstatement of the land we will undertake tests which will ascertain the suitability of the land for animal grazing. This would in any event be a requirement of Esso Petroleum Company Limited before they will grant consent for the land to be used for this purpose. The Council will discuss with Ms Dick the vegetation to be reinstated on the land before we commence the seeding process to ensure it is suitable for her ponies.
3. If the recommendations of the report are approved the Council would be able to offer a grazing let for a piece of land within the Dumbarton Common Good at Overtoun which you yourself have recently identified at a cost of £1. Grazing lets would continue to be offered until the reinstatement of Sheepfold. However, no "permanent" lease is possible with Common Good land and your agent will be able to advise you further in this respect.

(b) Question from Graham Parton – Land owned by Susan Dick

I am the partner of Susan Dick and together we run the little pony therapy style business which this Council actually books for events.

We are not stopping your development, we have mentioned already the alternatives to your current course of action. If some promises made had been kept then we would not be in this situation that we are now in.

My question to yourselves is:-

At a meeting last September 2021 some promised information has never been received by our appointed land agent or ourselves, which would help us. Could you explain to us why this information was never received despite several chasers from my agents and indeed a further open forum question in December 2021 in regards to it in which Susan was told to be patient with you?

The missing information is as follows...

1. A list of Council owned land to be given to my agent who would look over it and identify if any was suitable, this land would then be discussed with the parties involved.
2. Three specific areas of land known to be in West Dunbartonshire Council's ownership at the start of this process were to be looked at and then discussed between the agents and myself as to suitability.

Councillor McBride provided the following response:-

1. Plans which were provided by the Council to the Council's agents were considered too broad by the Council's agents and not detailed enough to be put forward for consideration by Ms Dick's agents in the format provided by the Council. Discussions have since taken place between the respective agents on various sites and lack of available sites and it was then suggested by your agents that a searching company was instructed. The Council's agents agreed to this and a fee proposal was awaited from your agents in this regard. The recent proposal from yourself has superseded this and should the report be approved today it would appear to have reached a desirable landing on Sheepfold and Overtoun and an additional new site equating to roughly 2 acres for reburial of your ponies. The remainder of this land would be available for you for any other requirements you may wish to use the site for.
2. Any areas of land owned by the Council were looked at and either proposed or ruled out for either non suitability or were valued in excess of the value of your current landholding. I am not sure what three specific areas of land you refer to in your question but I am aware that discussions have been ongoing for some time in relation to various landholdings within the Council's ownership together with private landholdings, Forestry and Land Scotland and Scottish Canals

Ms Dick asked the following supplementary question on behalf of Mr Parton:-

Councillor McBride mentioned as 2 acres. The map I've been sent shows 0.44 acres, so just under half an acre. Just in case we're not all talking about the same bit – the bit of land in Bowling?

Councillor McBride advised that he would seek clarification and that a response would be sent to Ms Dick within the next 7 days.

(c) Question from Jim Thomson – Sheepfold

In Mr Thomson's absence and with his agreement, Ms Dick asked the following question:-

As you will be aware, Susan Dick is an invaluable asset to all ages throughout the area and WDC has a responsibility to ensure that a replacement site to her current field is both appropriate and safe for her ponies.

What I would like to ask therefore is that you undertake a detailed test of Sheepfold to ensure that it is indeed safe and, if further decontamination is required, that this be undertaken accordingly so she knows she has a home for her ponies.

This is something she has requested to be done for five years now and as WDC owns the land it is unclear why you have not yet done so. So could you please resolve this issue as soon as possible

Councillor McBride provided the following response:-

I would refer you to the answer provided to question one which I believe addresses your question in full.

GLASGOW CITY REGION CITY DEAL UPDATE

A report was submitted by the Chief Executive noting the progress with the implementation of the Glasgow City Region, City Deal and seeking approval to accelerate the drawdown of increased design costs required for the delivery of the Full Business Case for the Council's Exxon Infrastructure Project.

After discussion and having heard the Regeneration Co-ordinator in answer to Members' questions, Councillor Rooney seconded by Councillor McGinty moved:-

That the Council agrees:-

- (1) to note the progress of the Glasgow City Region programme;
- (2) to note the progress on the Council's City Deal project for the Exxon site and approve submission of a Project Change Request to the City Region Project

Management Office for accelerated drawdown of £2.99M (subject to minor price revisions) required to deliver the Full Business Case;

- (3) to meet the accelerated drawdown from the agreed capital budget contribution of £9.64M should the Project Change Request be refused by the Project Management Office; and
- (4) to note the revised target date for the submission of the Full Business Case of June 2023

The motion was agreed by the Council.

Councillor Bollan having failed to find a seconder for a proposed amendment asked that his dissent be recorded in respect of this item.

EXXON LAND ACQUISITIONS

A report was submitted by the Chief Officer – Supply, Distribution and Property providing an update on progress made in negotiations with landowners and seeking approval for acquisitions as detailed in the report.

The Council agreed:-

- (1) to the purchase of the area of ground shown in Appendix 1 to these minutes from Arnold Clark Automobiles Limited for the sum of Twenty Thousand Pounds (£20,000) Sterling;
- (2) to dispose of the area of ground shown in Appendix 2 to Arnold Clark Automobiles Limited for the sum of Three Hundred and Sixty Five Thousand Pounds (£365,000) Sterling;
- (3) to the purchase of the area of ground detailed in Appendix 3 from Charles Cleary at a value of Sixty Five Thousand Pounds (£65,000) Sterling.
- (4) to the purchase of the area of ground detailed in Appendix 4 from Chivas Brothers Limited at a value of Twenty Thousand Pounds (£20,000) Sterling together with reasonable accommodation works in respect of safety fencing for the area of land being retained by Chivas Brothers Limited;
- (5) to purchase the area of ground detailed in Appendix 5 to these minutes from Susan Jane Dick on the following terms:-
 1. Land value of Seventy Seven Thousand Four Hundred Pounds (£77,400) Sterling;
 2. Transfer of an area of ground up to 4 acres at the site currently known as Sheepfold, on reinstatement after works, subject to Esso Petroleum Company Limited's approval and subject to ongoing obligations as to use of land. This will be at a value agreed per

acre as at today's date to ensure no detriment to Susan Jane Dick when purchasing at a later date.

3. Granting of a grazing let at a site at Overtoun for a nominal sum of £1 for a term to be defined.
4. Transfer at nil value an area of ground near Littlemill for reburial of horses;
- (6) to the purchase of the area of ground or part of the area of ground detailed in Appendix 6 to the SSPCA, following conclusion of negotiations with the landowner at a value to be agreed with the District Valuer;
- (7) to acquire any or all of the sites by Compulsory Purchase Order under Part I of the First Schedule to the Acquisition of Land (Authorisation Procedure) (Scotland) Act 1947 and either the Town & Country Planning (Scotland) Act 1997 or the Roads (Scotland) Act 1984 should there be any delay in acquisition;
- (8) to delegate authority for the Manager of Legal Services to determine the appropriate approach and formulate any Compulsory Purchase Order for submission to Scottish Ministers for their approval to the Council's subsequent legal acquisition of the land;
- (9) to authorise the Chief Officer - Supply, Property and Distribution to conclude negotiations; and
- (10) to authorise the Chief Officer - Regulatory and Regeneration to conclude the transaction on such conditions as considered appropriate.

VENTILATION IN LEARNING ESTABLISHMENTS

A report was submitted by the Chief Officer – Supply, Distribution and Property providing an update on indicative costs in relation to ventilation across our learning estate.

Councillor Steel moved:-

This Council notes the report from the Chief Officer Supply, Distribution and property and thanks all of those who have contributed to this.

In particular, the Council notes the indicative cost of retrospectively installing mechanical ventilation in our learning establishment which total £8,229,329.

It is also noted that our learning establishments use a variety of natural and mechanical ventilation systems and that during the public health emergency, the council opted to employ proactive CO2 monitors, in line with HSE guidance to help manage the risk of infection.

Council recognises that improved ventilation systems are included in new build and refurbished learning establishments and although the urgency of the COVID 19 pandemic may have passed, this Council requests that Educational Services develop a ten year plan to focus on upgrading ventilation in all our learning establishments over time.

The motion was agreed by the Council.

WEST BRIDGEND HALL

A report was submitted by the Chief Officer – Supply, Distribution and Property providing an update on progress with the West Bridgend Hall project following the motion to Council on 22 June 2022.

The Council agreed:-

- (1) to note the contents of the report; and
- (2) that officers proceed to tender for a new build for West Bridgend Hall whilst continuing to monitor all opportunities to either negate or augment the Council funding already approved within the ten-year capital plan.

REQUEST FOR NOMINATION TO THE SCOTTISH JOINT COUNCIL FOR LOCAL GOVERNMENT EMPLOYEES (SJC)

A report was submitted by the Manager – Democratic and Registration Services asking Council to consider a request from COSLA for nominations to the Scottish Joint Council for Local Government Employees (SJC).

The Council agreed to nominate Councillor Daniel Lennie to sit on the SJC, and Councillor Michelle McGinty as the substitute nominee.

AUDIT COMMITTEE ANNUAL REPORT 2021/22

A report was submitted by the Chief Officer – Resources providing an overview of the Audit Committee's activity during the financial year 2021/22.

The Council noted the contents of the report.

UNAUDITED 2021/22 ANNUAL ACCOUNTS

A report was submitted by the Chief Officer – Resources providing a copy of the unaudited 2021/22 Annual Accounts together with information as to the 2021/22 outturn as set out in the draft accounts.

The Council agreed:-

- (1) to note the unaudited 2021/22 Annual Accounts;
- (2) to note the information provided in relation to the financial performance of the Council's services and capital plan for 2021/22;
- (3) to note the current position regarding the Council's reserves;
- (4) to note that a report on the audited accounts will be submitted to either the Council or Audit Committee by 31 October 2022 for approval; and
- (5) if required to meet the timetable for submission, to delegate authority to the Audit Committee to formally approve the audited accounts by 31 October 2022, prior to submission to the Accounts Commission.

GENERAL SERVICES BUDGETARY CONTROL REPORT TO PERIOD 4

A report was submitted by the Chief Officer – Resources providing an update on the General Services revenue budget and the approved capital programme to 31 July 2022.

The Council agreed:-

- (1) to note a current projected annual adverse variance on the revenue account of £0.318m (0.13% of total budget);
- (2) to note that projected expenditure on the capital account was lower than the 2022/23 budget by £14.140m (21.56% of budget), made up of £12.260m (18.69% of budget) of project slippage, and an in-year net underspend of £1.880m;
- (3) the virement as requested at paragraph 4.13 of the report (Appendix 9); and
- (4) the acceleration as requested at paragraph 4.14 of the report (Appendix 10).

HOUSING REVENUE ACCOUNT (HRA) BUDGETARY CONTROL REPORT TO PERIOD 4

A report was submitted by the Chief Officer – Resources providing an update on the financial performance to 31 July 2022 of the HRA revenue and capital budgets.

The Council agreed:-

- (1) to note that the revenue analysis showed a projected annual favourable variance of £0.008m; and
- (2) to note that the net projected annual position in relation to the capital plan was highlighting an in-year adverse variance of £0.319m (0.43%) as detailed in Appendix 4 to the report.

NOTICE OF MOTIONS

(a) Motion by Councillor Sophie Traynor – Clydebank Asbestos Group

Councillor Traynor moved:-

Council acknowledges the fantastic contribution made by Clydebank Asbestos Group in the fight for justice for victims and their families.

Council recognises the decade of support, help and advice which the organisation has provided to people with asbestos-related conditions and their families.

Council requests that Provost McAllister holds a civic reception to mark the group's 30th anniversary in October.

Councillor McBride asked if Councillor Traynor would accept the following as an addendum to her motion:-

Council notes that all West Dunbartonshire Council councillors have been invited to the Clydebank Asbestos Group's 30th anniversary event in the Golden Jubilee Conference Hotel on Friday, 14 October. Therefore, rather than duplicate events we should ask the Provost and the Provost's Office to offer civic support and combine both events to mark the 30th anniversary.

Councillor Traynor confirmed her acceptance, and the motion with addendum was then agreed by the Council.

(b) Motion by Councillor June McKay – Council and Partners' Emergency Response to Dalmuir Fire

Councillor McKay moved:-

This Council notes the fantastic response to the recent fire at Frank Downie House in Dalmuir, a former 32 bed Residential Care Service.

This was a major fire and its close proximity to houses meant that Clydemuir Primary School was opened as an evacuation centre for those asked to leave their homes.

Council staff were on site in minutes including the Neighbourhood Team, Care at Home, Education, Facilities Management, Homelessness, and our resilience staff.

Staff remained on site until the early hours of the morning providing help and reassurance to local residents.

This Council thanks the emergency services and all of our employees for their response, but for the swift actions of emergency services the fire could have devastated the homes and lives of the residents whose properties are in close proximity to the site.

The motion was agreed by the Council.

(c) Motion by Councillor Gurpreet Singh Johal – Standing up for Responsible Tax Conduct

Councillor Johal moved:-

West Dunbartonshire Council notes that:

1. The pressure on organisations to pay the right amount of tax in the right place at the right time has never been stronger.
2. Polling from the Institute for Business Ethics finds that “corporate tax avoidance” has, since 2013, been the clear number one concern of the British public when it comes to business conduct.
3. Almost two-thirds (63%) of the Scottish public agree that the Government and local councils should consider a company’s ethics and how they pay their tax as well as value for money and quality of service provided, when undertaking procurement.
4. Around 15% of public contracts in Scotland have been won by companies with links to tax havens.
5. It has been conservatively estimated that losses from multinational profit-shifting (just one form of tax avoidance) could be costing the UK some £17bn per annum in lost corporation tax revenues.
6. The Fair Tax Mark offers a means for business to demonstrate good tax conduct, and has been secured by wide range of businesses across the UK, including FTSE-listed PLCs, co-operatives, social enterprises and large private businesses.

This Council believes that:

1. Paying tax is often presented as a burden, but it shouldn’t be.
2. Tax enables us to provide services from education, health and social care, to flood defence, roads, policing and defence. It also helps to counter financial inequalities and rebalance distorted economies.
3. As recipients of significant public funding, local authorities should take the lead in the promotion of exemplary tax conduct; be that by ensuring

contractors are paying their proper share of tax, or by refusing to go along with offshore tax dodging when buying land and property.

4. Where substantive stakes are held in private enterprises, then influence should be wielded to ensure that such businesses are exemplars of tax transparency and tax avoidance is shunned - e.g., no use of marketed schemes requiring disclosure under DOTAS regulations (Disclosure Of Tax Avoidance Schemes) or arrangements that might fall foul of the General Anti-Abuse Rule.
5. More action is needed, however, as current law significantly restricts councils' ability to either penalise poor tax conduct or reward good tax conduct, when buying goods or services.
6. UK cities, counties and towns can and should stand up for responsible tax conduct - doing what they can within existing frameworks and pledging to do more given the opportunity, as active supporters of international tax justice.

West Dunbartonshire Council resolves to:

1. Approve the Councils for Fair Tax Declaration subject to officers reviewing the Tax Declaration and bringing forward a report to a future meeting of the Council which sets out a comprehensive understanding of the Declaration and the implications for the Council and its services.
2. Lead by example and demonstrate good practice in our tax conduct, right across our activities.
3. Ensure contractors implement IR35 robustly and pay a fair share of employment taxes.
4. Not use offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.
5. Undertake due diligence to ensure that not-for-profit structures are not being used inappropriately as an artificial device to reduce the payment of tax and business rates.
6. Demand clarity on the ultimate beneficial ownership of suppliers and their consolidated profit & loss position.
7. Promote Fair Tax Mark certification to any business in which we have a significant stake and where corporation tax is due.
8. Support Fair Tax Week events in the area, and celebrate the tax contribution made by responsible businesses who say what they pay with pride.

9. Support calls for urgent reform of EU, UK and Scots law to enable local authorities to better penalise poor tax conduct and reward good tax conduct through their procurement policies.

The motion was agreed by the Council.

(d) Motion by Councillor Chris Pollock – Dumbarton Football Club 150th Anniversary

Councillor Pollock moved:-

Council commemorates and celebrates the 150th anniversary of Dumbarton Football Club.

West Dunbartonshire Council recognises that Dumbarton FC is the fourth oldest professional football club in Scotland. The club has won two top league titles, four lower league triumphs, the Scottish Cup and numerous promotions.

Council commends the clubs place within our community with successful initiatives over the years such as the “More choices, more chances programme” as well as more recent outreaches across the community.

Council asks the Provost to host a civic reception honouring the club and wishes Dumbarton Football Club every success for the next 150 years.

The motion was agreed by the Council.

Note:- Councillor Johal left the meeting at this point, having previously declared an interest in the following item of business.

(e) Motion by Councillor David McBride - West Dunbartonshire Council calls for the Immediate Release and Return to the UK of Jagtar Singh Johal, on the Basis of His Continued Arbitrary Detention in India

Councillor McBride moved:-

This Council notes that:-

- Jagtar Singh Johal is a British national arbitrarily detained in India since 2017, facing the death penalty as a result of politically motivated charges based on a confession extracted under torture. He is a Sikh activist from Dumbarton who sought to draw attention to human rights abuses against India’s Sikh population, including in a blog post calling for accountability for historic anti-Sikh pogroms.

- The UN Working Group on Arbitrary Detention has found that under international law, Jagtar’s detention is clearly arbitrary. They found that

Jagtar's detention lacks any legal basis and that his fair trial rights have been gravely violated, with him remaining in detention "apparently with no evidence". The UN body called for him to be immediately released.

- Prime Minister Boris Johnson has recognized that Jagtar is arbitrarily detained. It is UK Government policy to call for the release of arbitrarily detained UK nationals overseas, but the Government has yet to do so in Jagtar's case.
- Jagtar is at serious risk of a death sentence. At least two of the charges against Jagtar carry the death penalty as a maximum punishment. The risk of Jagtar being sentenced to death is very high given the politicized nature of his case and the current political climate. Earlier this year, an Indian court sentenced 38 people to death in a single case.[2]

Given the above this Council agrees to:-

1. Call on the Foreign Secretary to advocate for the release of Jagtar Singh Johal and his return to the UK;
2. Request that the Council's Chief Executive write to the Convention of Scottish Local Authorities (COSLA) regarding Jagtar's case; and
3. Request that copies of this motion be distributed to all councils in Scotland asking them to consider supporting for their consideration.

Council acknowledges cross-party support for Jagtar Singh Johal and also thanks Martin Docherty-Hughes MP for his continuing support, using his offices to support the campaign in Parliament and the Foreign Commonwealth Office.

Since the motion was submitted Members may be aware of media reports of the UK Intelligence Agencies MI5 and MI6 providing a tip-off that led to the detention and torture of Jagtar Singh Johal.

A legal case has been launched by Jagtar, supported by the groups Reprieve and Redress. Both organisations are calling for his immediate release and for the Government to disclose what role they played in providing this information.

The motion was agreed by the Council.

Note:- Councillor Johal returned to the meeting at this point and the Provost, on behalf of all Elected Members, expressed full support for Mr Johal's release.

(f) Motion by Councillor Ian Dickson - £1,000 for Every Household

In Councillor Dickson's absence Councillor McColl, seconded by Councillor McElhill moved:-

Labour in West Dunbartonshire campaigned on a manifesto pledge to put £1,000 in the pocket of every West Dunbartonshire resident, with Scottish Labour Leader Anas Sarwar telling the BBC on April 7th, that Labour led Councils would be focused on such "bold policies to protect household budgets."

Council notes that having an overall majority gives Labour the mandate and ability to implement their election pledges as they see fit.

Council therefore calls on officers to work with the Administration to bring forward proposals for the Council to play our part in putting the promised £1,000 into every West Dunbartonshire citizen's pocket.

As an amendment Councillor McGinty, seconded by Councillor Rooney moved:-

Council thanks Councillor Dickson for his motion recognising that the best way to help West Dunbartonshire Citizens is to ensure we get Labour politicians elected at all government levels, Local Government, Scottish Parliament and at Westminster.

Council notes that Labour politicians campaigned on practical measures to help local residents with the cost of living crisis.

- At the Statutory Council meeting we set up a cross party cost of Living Working Group;
- At the June Council we committed additional funding to help with this including:
 - £250,000 contribution to a household energy fund
 - £52,000 food supplement for foodbanks (£1,000 per week)
 - Summer activities for pupils including swim, gym and sports camps
 - £25,000 to Antonine Sports Centre to support their sports and leisure activities for local people.
- In September a cost of living conference has been organised to take place in Clydebank Town Hall.
- The community Clean initiative to remove bulk waste and to clean up open spaces including grass cutting is still to come.
- The Cost of Living Fund also includes a £1m capital fund and a process has been agreed for this.
- There are a lot of initiatives within the HSCP budget which will also provide much needed help to local residents, including unpaid carers and welfare advice officers.

The Council is going through its Strategic Planning Process and Labour priorities will be reflected in the final plan.

Unfortunately, the previous SNP Administration squandered the Council's free reserves and had left a £13.8m budget gap.

Labour Councillors will continue to bring forward proposals to help local residents with the cost of living crisis.

On a roll call vote being taken 11 Members voted for the amendment, namely Provost McAllister and Councillors Edward, Johal, Lennie, McBride, McGinty, McKay, O'Neill, Rooney, Sorrell and Steel and 8 Members voted for the motion, namely Councillors Bollan, Conaghan, Docherty, McColl, McElhill, Oxley, Pollock and Traynor. The amendment was declared carried.

(g) Motion from Councillor Jonathan McColl – Levenhowe / Ballagan Burn Flood Prevention

Councillor McColl moved:-

Council thanks officers for working with local Lomond Ward members and Levenhowe residents during the previous term around flood prevention in the area.

Council notes that a budget allocation was made in the 2022/23 budget to deliver flood prevention works on Ballagan Burn identified by officers and communicated to local members and residents.

Council asks officers to provide an update to the next IRED Committee on the proposed works and at the same time to produce a summary briefing that can be emailed to Levenhowe residents to bring them up to date.

The motion was agreed by the Council.

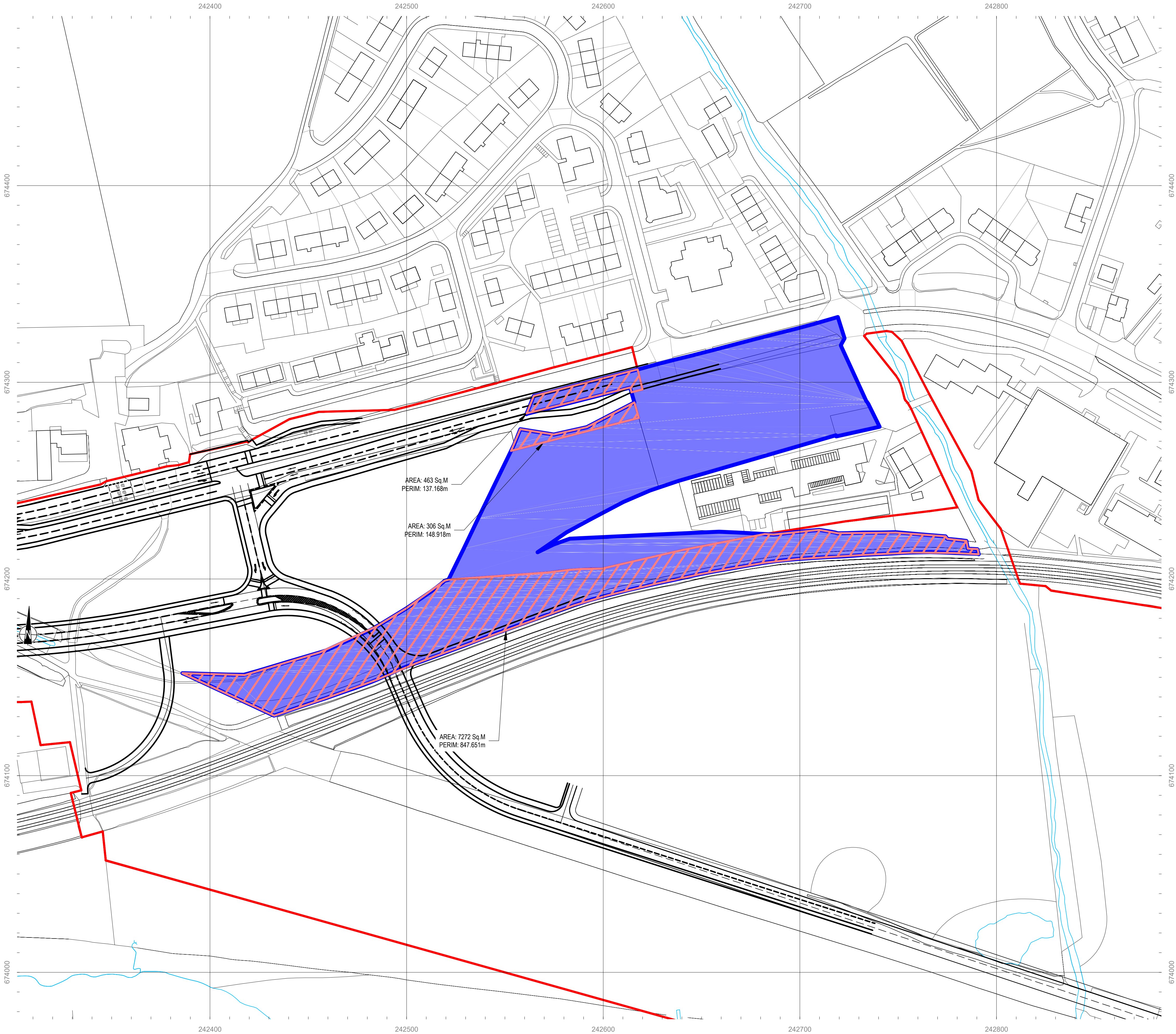
(h) Motion by Councillor Karen Conaghan – Suicide Rate in West Dunbartonshire

Councillor Conaghan moved:-

Council is concerned that in West Dunbartonshire deaths by suicide continue on an upwards trend. We are all too aware of the link between social deprivation and mental ill health. The global pandemic of the COVID 19 virus and now the subsequent cost of living crisis have only added to the levels of depression and anxiety felt by many in our communities. We all have a part to play in helping prevent suicides and therefore Council requests a report be brought to the next Council meeting outlining what we already do in terms of suicide prevention work and what more could be done.

The motion was agreed by the Council.

The meeting closed at 6.25 p.m.



LEGEND



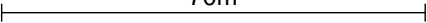
DENOTES LAND OWNED BY ARNOLD CLARK (DMB14332)

DENOTES LAND TAKE REQUIREMENT FOR CONSTRUCTION

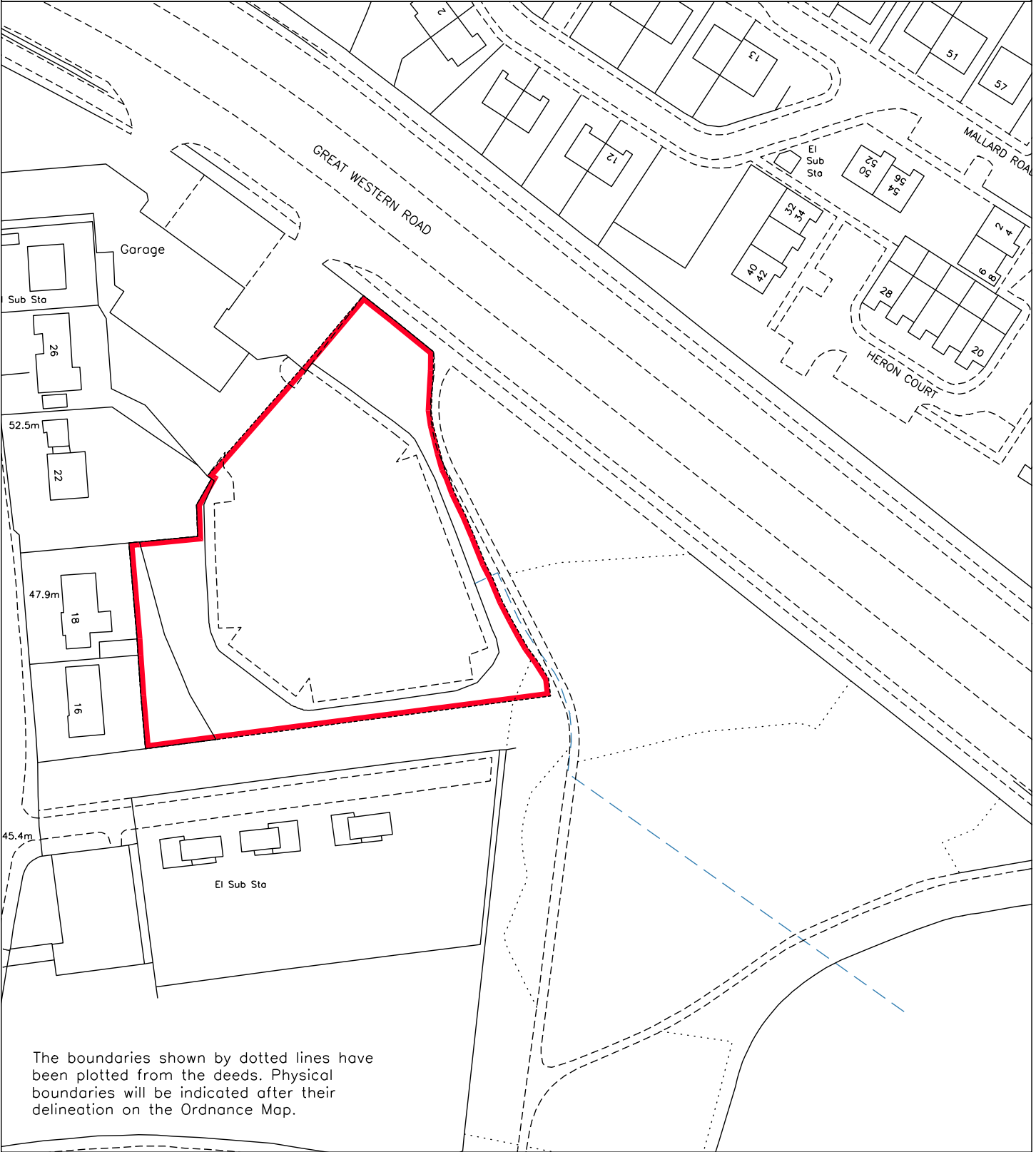
DENOTES SITE BOUNDARY

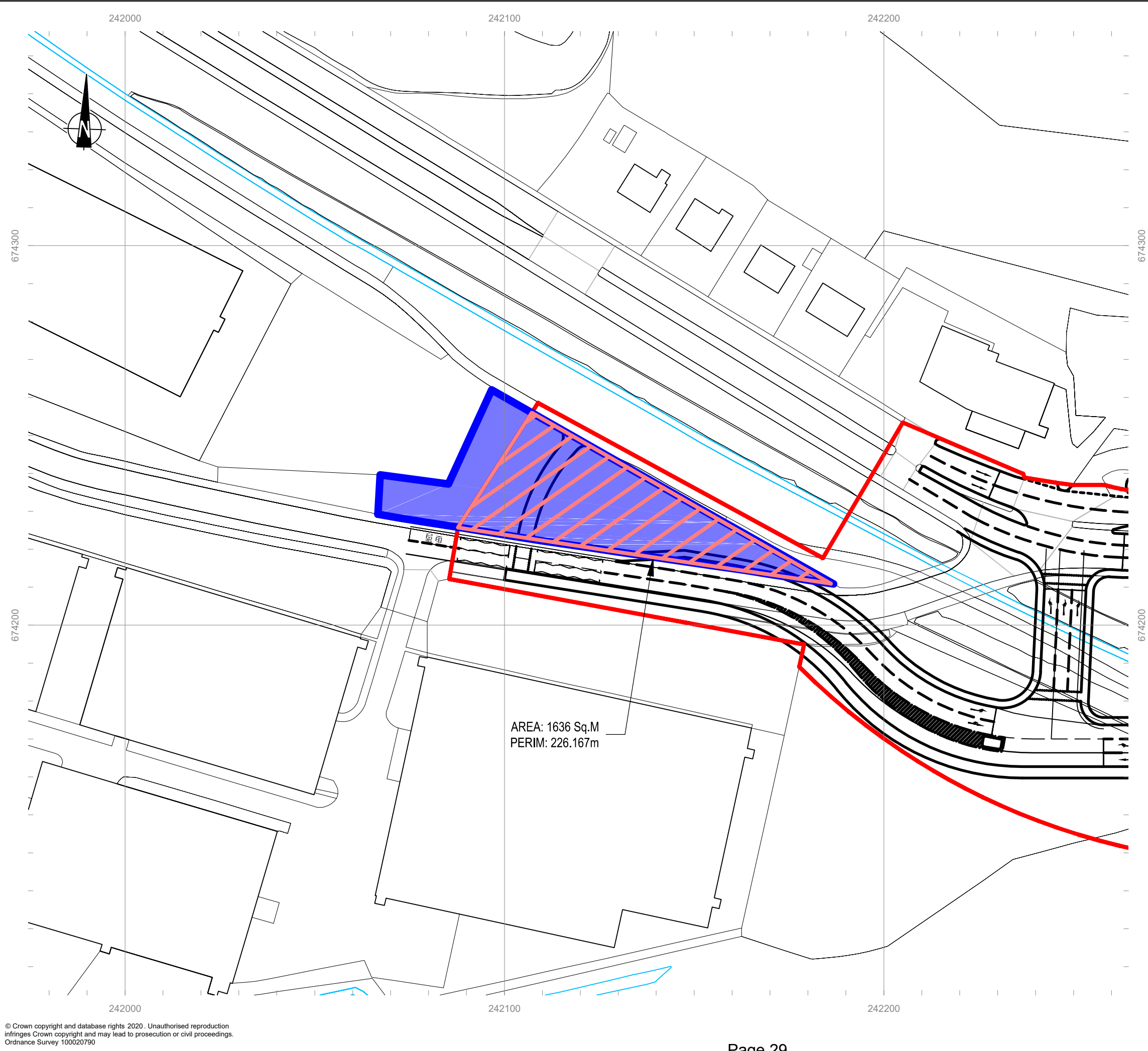
Appendix 1

Mark	Revision		Date	Drawn	Chkd
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Drawing Issue Status					
INFORMATION (S0)					
EXXON SITE DEVELOPMENT PROJECT					
LAND ACQUISITION PLAN FOR ARNOLD CLARK					
Client			<div><div></div><div>Stantec</div><div>stantec.com/uk</div><div>Copyright reserved The copyrights to all designs and drawings are the property of Stantec. Reproduction or use for any purpose other than that authorised by Stantec is forbidden.</div></div>		
WEST DUNBARTONSHIRE COUNCIL					
Date of 1st Issue	Designed	Drawn			
25.06.2020	-	GD			
A1 Scale	Checked	Approved			
1:1000	DMcL	DMcD			
Drawing Number		Revision			
00-XX-DR-Z-0006		P01			




 LAND REGISTER OF SCOTLAND	Officer's ID / Date	TITLE NUMBER
	30150 9/7/1997	DMB38818
	ORDNANCE SURVEY NATIONAL GRID REFERENCE	70m 
NS4972SW NS4972SE NS47SE		Survey Scale 1/1250

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LEGEND

-  DENOTES LAND OWNED BY CHARLES CLEARY (11/04/1967)
-  DENOTES LAND TAKE REQUIREMENT FOR CONSTRUCTION
-  DENOTES SITE BOUNDARY

APPENDIX 3

Appendix 3

Mark	Revision		Date	Drawn	Chkd
					Appd

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Drawing Issue Status
INFORMATION (S0)

EXXON SITE DEVELOPMENT PROJECT

LAND ACQUISITION PLAN FOR CHARLES CLEARY

Client
WEST
DUNBARTONSHIRE
COUNCIL



Date of 1st Issue
25.06.2020

Designed
-

Drawn
GD

A3 Scale
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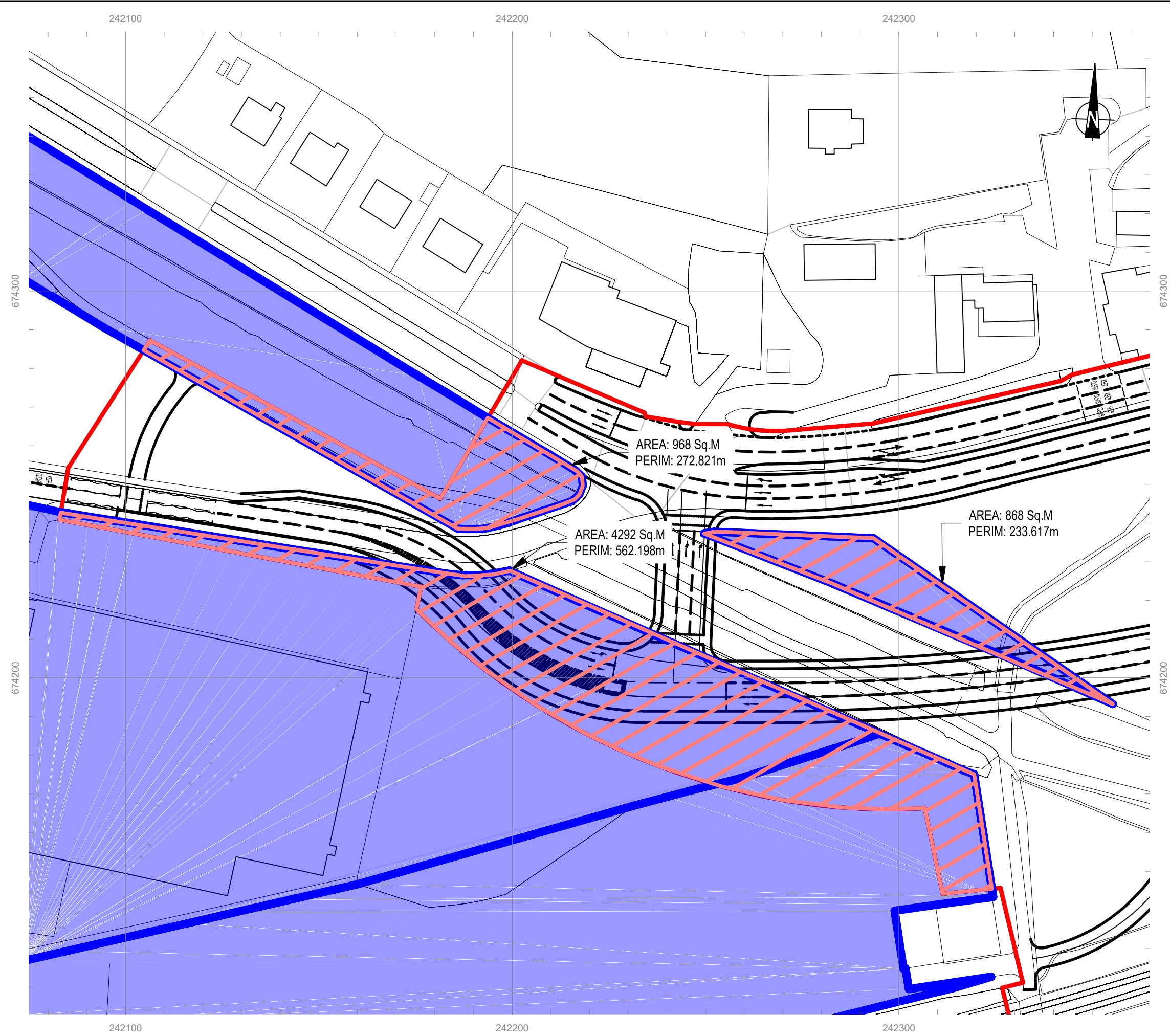
Checked
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Approved
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Drawing Number
00-XX-DR-Z-0009

Revision
P01




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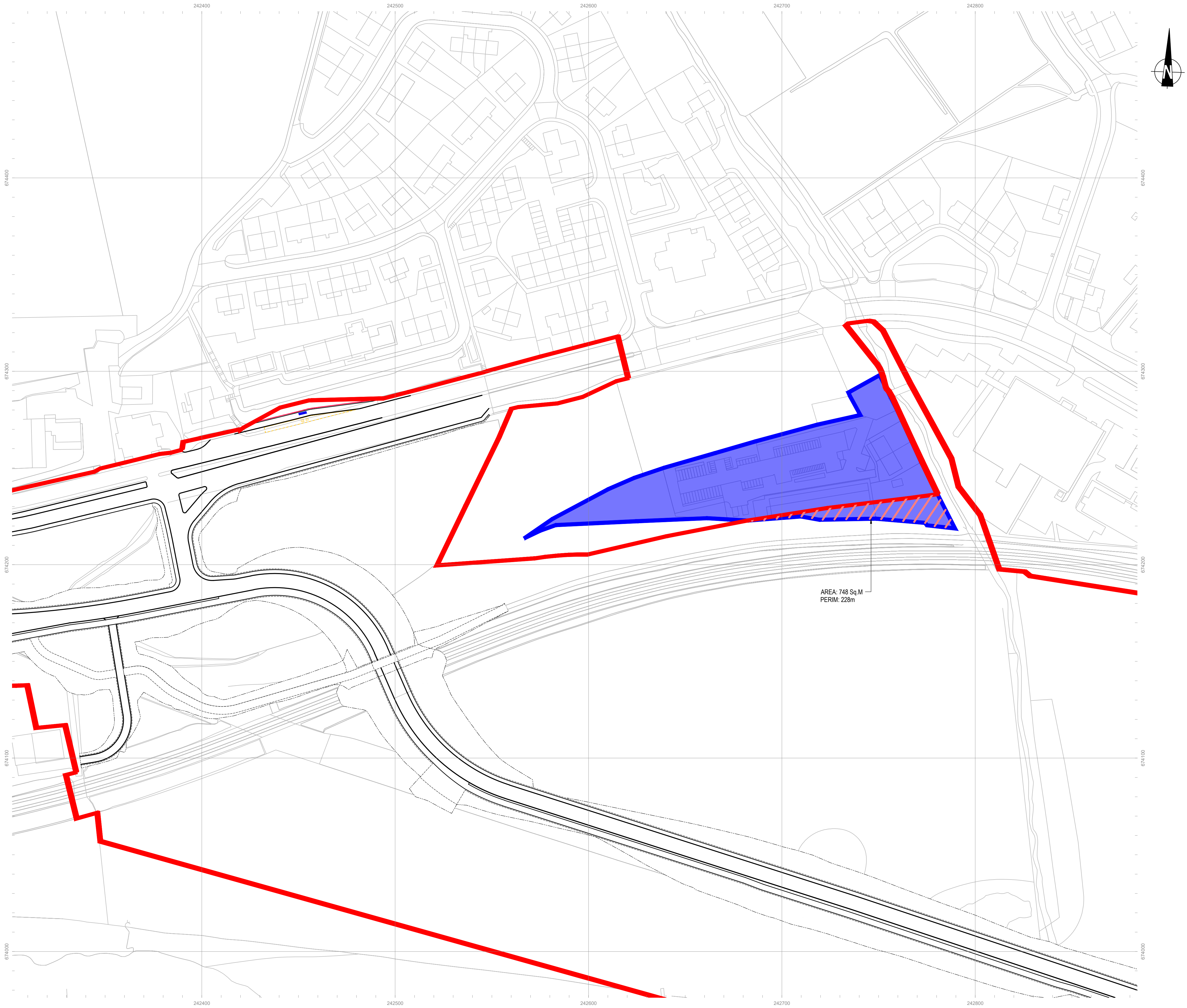
LEGEND

-  DENOTES LAND OWNED BY CHIVAS BROTHERS LIMITED (DMB10946, DMB82940, DMB38635)
-  DENOTES LAND TAKE REQUIREMENT FOR CONSTRUCTION
-  DENOTES SITE BOUNDARY

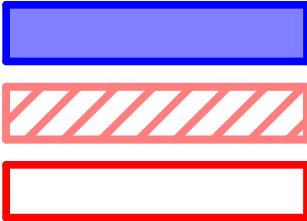
Appendix 4

Mark	Revision	Date	Drawn	Chkd	Appd
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Drawing Issue Status					
INFORMATION (S0)					
EXXON SITE DEVELOPMENT PROJECT					
LAND ACQUISITION PLAN FOR CHIVAS BROTHERS LIMITED					
Client WEST DUNBARTONSHIRE COUNCIL			 stantec.com/uk Copyright reserved The copyrights to all designs and drawings are the property of Stantec. Reproduction or use for any purpose other than that authorised by Stantec is forbidden. GLASGOW Tel: 0141 352 2360		
Date of 1st Issue 25.06.2020	Designed -	Drawn GD			
A3 Scale 1:1000	Checked DMcL	Approved DMcD			
Drawing Number 00-XX-DR-Z-0014	Revision P01				

1. Purchase from Susan Jane Dick the area of ground detailed in the attached plan at a value of Seventy Seven Thousand Four Hundred Pounds (£77,400) Sterling;
2. Transfer of an area of ground up to 4 acres at the site currently known as Sheepfold, on reinstatement after works, subject to Esso Petroleum Company Limited's approval and subject to ongoing obligations as to use of land. This will be at a value agreed per acre as at today's date to ensure no detriment to Susan Jane Dick when purchasing at a later date.
3. Granting of a grazing let at a site at Overtoun for a nominal sum of £1 for a term to be defined.
4. Transfer at nil value an area of ground near Littlemill for reburial of horses



LEGEND



DENOTES LAND OWNED BY TRUSTEES FOR SSPCA (DMB14027)

DENOTES LAND TAKE REQUIREMENT FOR CONSTRUCTION

DENOTES SITE BOUNDARY

Appendix 6

Mark	Revision		Date	Drawn	Chkd
					Appd

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Drawing Issue Status

INFORMATION (S1)

EXXON SITE DEVELOPMENT PROJECT

LAND ACQUISITION PLAN FOR TRUSTEES FOR SSPCA

Client

WEST
DUNBARTONSHIRE
COUNCIL

Date of 1st Issue
18.11.20

Designed
-

Drawn
GD


A1 Scale
1:1000

Checked
DMcL

Approved
DMcD

Drawing Number
00-XX-DR-Z-0015

Revision
P01



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AUDIT COMMITTEE

At a Hybrid Meeting of the Audit Committee held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 15 June 2022 at 10.00 a.m.

Present: Councillors Karen Conaghan, Ian Dickson, Craig Edward, Jonathan McColl, James McElhill, Michelle McGinty, John Millar and Martin Rooney and Lay Member Mr Chris Johnstone.

Attending: Joyce White, Chief Executive; Laurence Slavin, Chief Officer – Resources; Angela Wilson, Chief Officer – Supply, Distribution & Property; Amanda Graham, Chief Officer – Citizen, Culture & Facilities; Andi Priestman, Shared Service Manager – Audit & Fraud; Julie Slavin, Chief Finance Officer; Stephen Daly, Citizen & Digital Manager; Gillian McNeilly, Finance Manager; and Ashley MacIntyre, Nicola Moorcroft and Gabriella Gonda, Committee Officers.

Also attending: Christopher Gardner, Senior Audit Manager, Audit Scotland.

Councillor Karen Conaghan in the Chair

STATEMENT BY CHAIR

Councillor Conaghan, Chair, welcomed all those present to the meeting which was being held in hybrid format.

DECLARATIONS OF INTEREST

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

RECORDING OF VOTES

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

OPEN FORUM

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

ANNUAL REPORT ON THE AUDIT COMMITTEE – 2021/22

A report was submitted by the Chief Officer – Resources providing the Audit Committee Chair's 2021/22 Annual Report on the Audit Committee.

After discussion and having heard the Chair in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to review and endorse the Chair's Annual Report on the Audit Committee for 2021/22; and
- (2) to agree that the report would be presented to a future meeting of the Council in line with best practice guidance.

INTERNAL AUDIT PLANS 2020/21 AND 2021/22 - PROGRESS TO 15 JUNE 2022

A report was submitted by the Chief Officer – Resources advising of progress at 31 May 2022 against the Internal Audit Plans for 2020/21 and 2021/22.

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

INTERNAL AUDIT ANNUAL REPORT TO 31 MARCH 2022

A report was submitted by the Chief Officer – Resources advising of the work undertaken by Internal Audit in respect of the 2021/22 Annual Audit Plan and advising of the contents of the Assurance Statement given to Members of West Dunbartonshire Council, the Chief Executive and the Section 95 Officer (Chief Officer - Resources) in support of the Annual Governance Statement.

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

2022/23 INTERNAL AUDIT PLAN

A report was submitted by the Chief Officer – Resources advising of the planned programme of work for the Internal Audit Section for the year 2022/23.

After discussion and having heard the Shared Service Manager – Audit & Fraud in further explanation of the report and in answer to Members' questions, the Committee agreed to approve the 2022/23 Audit Plan.

CODE OF GOOD GOVERNANCE AND ANNUAL GOVERNANCE STATEMENT 2021-22

A report was submitted by the Chief Officer – Resources advising of the outcome of the annual self-evaluation undertaken of the Council's compliance with its Code of Good Governance and inviting consideration of the Annual Governance Statement that would be published in the Council's Abstract of Accounts.

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

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

AUDIT SCOTLAND MANAGEMENT LETTER: WEST DUNBARTONSHIRE COUNCIL – INTERIM AUDIT TESTING 2021/22

A report was submitted by the Chief Officer – Resources advising of the Council's 2021/22 mid-year management letter issued by our external auditors, Audit Scotland and the management actions agreed in relation to the issues identified in the letter.

After discussion and having heard the Senior Audit Manager, Audit Scotland in further explanation of the report and in answer to Members' questions, the Committee agreed to note the report and the agreed management actions.

APPOINTMENT OF LAY MEMBERS

A report was submitted by the Chief Officer – Resources providing an update on the current status of Lay Member appointments to the Audit Committee.

After discussion and having heard the Chief Officer – Resources in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the resignation of Lay Member Christopher Todd;
- (2) to note the continuation of current Lay Member Chris Johnstone; and
- (3) that recruitment of a new lay member would be undertaken in line with previous practice.

Councillor McColl wished to note thanks to the Lay Members for the hard work and dedication shown over the years.

PRUDENTIAL INDICATORS 2021/22 TO 2031/32 AND TREASURY MANAGEMENT STRATEGY 2022/23 TO 2031/32

A report was submitted by the Chief Officer – Resources providing the opportunity to further scrutinise the Prudential Indicators for 2021/22 to 2031/32 and the Treasury Management Strategy (including the Investment Strategy) for 2022/23 to 2031/32 and the indicative indicators for 2024/25 to 2030/31.

After discussion and having heard the Finance Manager in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) the following Prudential Indicators and Limits discussed in Appendix 1 to the report and set out within Appendix 6 to the report for the period to 2024/25;
 - Capital Expenditure and Capital Financing Requirements (Tables A and B)
 - Forecast and estimates of the ratio of financing costs to Net Revenue Stream (Table D).
- (2) to approve the policy for loans fund advances discussed in Appendix 1 to the report in section 3;
- (3) to approve the Treasury Management Strategy for 2022/23 to 2024/25 (including the Investment Strategy) contained within Appendices 2 to 6 to the report;
- (4) to agree the following Treasury Prudential Indicators and Limits discussed in Appendix 2 to the report and set out within Appendix 6 to the report for the period 2022/23 to 2024/25;
 - Operational Boundaries (Table F)
 - Authorised Limits (Table G)
 - Counterparty Limits (Table J)
 - Treasury Management Limits on Activity (Table L)
- (5) to note the draft Prudential and Treasury Management indicators for the period 2025/26 to 2031/32 discussed in Appendices 1 and 2 to the report and set out within Appendix 6 to the report;
- (6) to approve the statement by the Section 95 Officer regarding the gross debt level in comparison to the Capital Financing Requirement (Appendix 2 to the report – Point 2.3); and
- (7) to note the report would be referred to Audit Committee for further scrutiny.

SCOTTISH PUBLIC SERVICES OMBUDSMAN COMPLAINTS REPORT 2020-21

A report was submitted by the Chief Officer – Citizen, Culture & Facilities presenting the Scottish Public Services Ombudsman (SPSO) report on complaints handling by West Dunbartonshire Council for the year 1 April 2020 – 31 March 2021.

After discussion and having heard the Citizen & Digital Manager in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report and the ongoing commitment at a service and strategic level to monitor complaints and ensure compliance with Scottish Public Services Ombudsman (SPSO) timelines.

Councillor Conaghan wished to note thanks to the Citizen & Digital Manager and the full team for their hard work.

The meeting closed at 11:21 a.m.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Regeneration and Regulatory****Council: 26 October 2022**

Subject: Glasgow City Region City Deal - Update**1. Purpose**

- 1.1** To note the progress with the implementation of the Glasgow City Region, City Deal and seek approval to agree expenditure on the Western Underpass design and construction on the Exxon site ahead of the Final Business Case approval by Glasgow City Region, anticipated to be in June 2023

2. Recommendations

- 2.1** It is recommended that Council:

- i) notes the progress of the Glasgow City Region programme;
- ii) approves expenditure of £5.74M on design and construction of the Western Underpass prior to approval of the Full Business Case, anticipated to be in June 2023

3. Background

- 3.1** The Glasgow City Region City Deal Infrastructure programme equates to £1.13bn of investment during period 2015-2035. Projects are progressing and have reached various stages from Strategic, Outline and Full Business Case stages of approval.
- 3.2** Previous reports, listed in background papers, have identified progress of the Council's City Deal project at the Exxon site.

4. Main Issues

- 4.1** The Council is progressing the Exxon Project, which includes working with Balfour Beatty via the Scape Framework as part of the pre-construction agreement to allow the detailed design elements of the project to commence and provide greater certainty regarding the budget position. In August Council approved the submission of a Project Change Request to Glasgow City Region (Project Management Office to accelerate up to £2.99M of finance to complete the Full Business Case and to defer the submission of the Final Business Case until June 2023. Council are currently asked to approve design and construction work on the Western Underpass prior to approval of the Full Business Case in order to comply with the overall programme of works on the Exxon Project site, and in particular the rail line possession scheduled for December 2023.

West Dunbartonshire Council City Deal Project

- 4.2** The pre-construction agreement with Balfour Beatty, who were appointed to deliver the design and build contract for the Exxon Infrastructure project, is progressing to the next stage and the agreement for the detailed design start is imminent.
- 4.3** The contract for the Western Underpass design and build package requires to be agreed as soon as possible, as it impacts on the timescales for the originally agreed Network Rail line possession, which allows the Western Underpass construction. Failing to secure the line possession will have consequences for the overall programme and cost.
- 4.4** To enable Council officers to finalise the Network Rail contract, approval is sought from Council to agree expenditure on the Western Underpass design and construction ahead of the Full Business Case approval by the Glasgow City Region. The current estimate of the total value of design and construction for the Western Underpass is £5.36M plus £0.38M for licencing costs. Between December 2022 and June 2023, the design cost is anticipated to be a maximum of £0.50M value. The Full Business Case Approval is June 2023 (City Deal Cabinet Approval date to be confirmed). The contract is subject to the Sheepfold land transfer negotiation, which is currently underway. Western Underpass Design & Build programme as follows:
- Network Rail – Story Construction Ltd Design & Build contract finalised in November 2022
 - design would progress from early December 2022 to May 2023
 - pre-construction work on site would start from June 2023 to December 2023
 - 5 days line possession starting at Christmas 2023.
- 4.5** While the Council is being requested to agree the payment of these costs in advance of approval of the Full Business Case the design and construction of the Western Underpass were always accounted for in the costs require to complete the project and so, while they have been the subject of construction inflation, they are not unknown additional costs.

Glasgow City Region City Deal Update

- 4.5** The Glasgow City Region Chief Executives' Group met on 22 September 2022. The main agenda item was the Interim Performance Report, which included reference to a recent Briefing on the Cost of Living Crisis undertaken by the Intelligence Hub and acknowledgement of West Dunbartonshire Council's Project Change Request, approved by Council in August, to draw down additional funding to complete the Full Business Case for the Exxon and to defer the submission of the Full Business Case until June 2023. The Change Request will be reported to Glasgow City Region Cabinet on 8 November.

Green Freeport Bid

- 4.6** Scotland's Green Freeports are free economic zones that include rail, sea or air. Organisations within the Green Freeport zone can benefit from tax breaks

and lower business tariffs, forming part of the UK Government's Levelling Up agenda and the Scottish Government's Economic Strategy 2022. The joint government objectives for Green Freeports in Scotland are:

- To promote regeneration and high-quality job creation
- To promote decarbonisation and a just transition to a net zero economy
- To establish hubs for global trade and investment
- To foster an innovative environment.

4.7 The Glasgow City region bid is a partnership between the public sector (the 8 Local Authorities in the City Region) and the private sector. The bid involves sea freight at Greenock Ocean Terminal, Glasgow Airport and Mossend rail terminal. The land included in the bid includes sites in Inverclyde, Renfrewshire, Glasgow, North Lanarkshire and West Dunbartonshire. In West Dunbartonshire the sites included in the bid are adjacent to Bowling Basin and Rothesay Dock in Clydebank, both owned by Peel Ports.

4.8 Five bid applications from regions across Scotland were submitted to the UK and Scottish Governments for review on 20 June 2022, from which two successful Regional Bids will be selected with each asked to develop a more detailed business case. The outcome of the bidding process is awaited. In addition to the Clyde Green Freeport bid, 4 other bids have been submitted:

- Aberdeen City and Peterhead Green Freeport
- Opportunity Inverness and Cromarty Firth
- Firth of Forth Green Freeport
- Orkney Green Freeport

Shared Prosperity Fund

4.9 The Glasgow City Region Shared Prosperity Fund investment Plan has been submitted to UK Government on behalf of the Member Authorities. Approval by UK Government is anticipated in October.

Clyde Bridge

4.10 The City Deal funded Clyde Waterfront and Renfrew Riverside Project consists of a new "opening bridge" in the location of Meadowside Street, Renfrew linked to a new road network which links to Dock Street in the north and the new Renfrew North Development Road (RNDR), to the south. The Renfrew North Development Road will run between Meadowside Street, and Argyll Avenue Renfrew to link with Inchinnan Road.

4.11 The Contractor maintains a website with regular updates on the project. This can be accessed at: www.graham.co.uk/clyde-waterfront

4.12 Since the last report the Contractor has continued to develop the detailed designs for the project, based on the consented specimen design and continued dialogue with key stakeholders and landowners. Previously agreed accommodation works and boundary fencing is also being undertaken for landowners within the project area. Site preparation is underway on the south

side of the river to allow road works to commence.

- 4.13** To maximise the opportunities for local businesses, all sub-contracts over £10,000 are being advertised on the Public Contract Scotland website. In addition to previously posted and awarded contracts, the following notices are currently posted:

[CWRR Drainage Works to Argyll Avenue Renfrew](#)

[CWRR New River Clyde Bridge, Steel Dolphin, associated furniture and walkway works](#)

- 4.14** Next stages of works include submission of design drawings to West Dunbartonshire Council officers for the road and drainage designs within the West Dunbartonshire area.
- 4.15** Newsletters are accessible by those who register for further updates after the issue of the first newsletter to over 3,500 residents and businesses in the local area. Posters advising the project website address were also delivered to public buildings in the project area. A link to register for updates is contained within the project webpage noted above.

5 People Implications

- 5.1** There are a number of senior officers involved in the Glasgow City Region wider programme as identified at City Region Update paper at Council on 26 August 2021.

6. Financial Implications

- 6.1** The expenditure for the City Deal project during 2021/22 was £0.44M as at beginning of October 2022 the current expenditure for 2022/23 stands at £0.99M.
- 6.2** The approved budget to date for the City Deal Exxon project is £3.45m, however costs for development and delivery of the Full Business Case have increased to £6.44m, therefore it is proposed that the additional cost is drawn down from City Deal allocation as agreed at August Council. The overall Council approved project budget is £34.05m within which the costs for the design and underpass have been accounted for. This is continually monitored and changes to this following the progression of a detailed design package will be reported to Council.

7. Risk Analysis

- 7.1** There are a number of project risks associated with the development at the ExxonMobil project site and these are contained within the risk register of the refreshed Outline Business Case and updated by the project board on a regular basis. The recommendation in this report mitigates a project risk that relates to the timing of the agreement and

finalisation of the contract with Network Rail on the western underpass, to allow Network Rail time to appoint suitable contractors for design and construct to comply with the timescale for the wider Exxon programme. The award of the contract in advance of the Final Business Case considerably mitigates the risk of delay and costs associated with missed possession of the line in December 2023.

8. Equalities Impact Assessment

- 8.1** An Equalities Impact Assessment is not necessary for this report as it is an update on a previously reported project.

9. Consultation

- 9.1** Consultation with all key stakeholders is progressing as we continue to work as part of the Glasgow City Region.
- 9.2** Legal Services, Finance and Procurement are regularly consulted through their participation in the Exxon project board.
- 9.3** Wider communication is produced regarding progress of the Glasgow City Region at its website <http://www.glasgowcityregion.co.uk/>

10 Strategic Assessment

- 10.1** At its meeting on 25 October 2017, the Council agreed that one of its main strategic priorities for 2017 - 2022 is:
- A Strong local economy and improved employment opportunities
- 10.2** The proposals within this report are specifically designed to deliver on this priority.

Alan Douglas
Chief Officer: Regulation and Regeneration
Date: 3 October 2022

Person to Contact: Gillian McNamara
gillian.mcnamara@west-dunbarton.gov.uk

Appendix: None

Background Papers: UK Shared Prosperity Fund Report to Housing and Communities Committee 22 August 2022
[GCR Interim Performance Report- 18 Nov 2021](#), [GCR Education Improvement Collaborative/West Partnership Improvement Plan 2021/22](#), Glasgow City Region City Deal – 29 Council updates since February 2016, March

2021 Elected Members briefing- Renfrew Bridge, July
 2020 Members Bulletin.
 ExxonMobil Commercial Agreement 24 June 2020.
 Glasgow City Region City Deal - Exxon Site Outline
 Business Cases 22 Feb 2017 and 28 Nov 2018
 (Refreshed).
 Clyde Valley City Deal - Update and Strategic Business
 Case- Council 24 June 2015.
 Clyde Valley City Deal Update- Council 25 Aug 2015 and
 16 Dec 2015.
 Clyde Valley City Deal- Governance- Council 17 Dec
 2014.
 Glasgow City Region City Deal- Council 13 August 2014.
 "City Deal Initiative" Clyde Valley Investment Fund-
 Council 30 April 2014 (Memorandum of Understanding).
 Clyde Valley Community Planning Partnership – City Deal
 Initiative – Council 28 August 2013.
 Equalities Impact Assessment November 2018.
 Environmental Impact Assessment - [DC20/088 – Planning
 Application – Documents.](#)

Wards Affected:

All

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – People and Technology****Council: 26th October 2022**

Subject: Armed Forces Covenant**1. Purpose**

- 1.1** To provide Council with a summary of the work being undertaken in support of the Armed Forces Covenant and future activity to maintain the Gold Award.

2. Recommendations

- 2.1** Council is asked to note the update.

3. Background

- 3.1** The Council last signed the Armed Forces Covenant in 2016 and was awarded the Armed Forces Employer Recognition Scheme Gold Award in March 2019 after achieving the Bronze Award in February 2015 and the Silver Award in December 2015. This requires re-validation against set criteria every 5 years, the next being due in March 2024.
- 3.2** At the Council Meeting on 22nd June 2022, a Motion was proposed by Depute Provost John Millar for West Dunbartonshire Council to renew its' commitment to the Armed Forces Covenant, which is based on the premise that those who serve or have served, and their families deserve respect, support and fair treatment.
- 3.3** In response to this, Council agreed that a report, examining what more West Dunbartonshire Council could do to support our serving and veteran communities across the full range of services we provide and to strengthen partnerships with the Armed Forces Community, be remitted to a future Council meeting.
- 3.4** This report sets out a summary of the Gold Award Criteria; an overview of the work currently undertaken by Services in support of the award and covenant; and outlines further development work and supports being considered.

4. Main Issues

- 4.1** The Gold Award Criteria requires the Council to undertake the following:
- Signed the Armed Forces Covenant;
 - Has an existing relationship with their National Account Manager/appropriate defence representative;

- Is already demonstrating support by holding a valid Employer Recognition Scheme Silver Award ;
 - Proactively demonstrate our forces-friendly credentials as part of our recruiting and selection processes. Where possible, be engaged with Career Transition Partnership in the recruitment of service leavers and be registered for the Forces Families Jobs portal;
 - Actively ensure our workforce is aware of their positive policies towards defence people issues. For example, must have an internally publicised and positive human resources policy on Reserves;
 - Be an exemplar within our market sector, advocating support to defence people issues to partner organisations, suppliers and customers with tangible positive results;
 - Within the context of Reserves, must have demonstrated support to mobilisations or have a framework in place. Must provide at least 10 days' additional leave for training, fully paid, to the Reservist employee; and
 - Not been the subject of any negative public relations or media activity.
- 4.2** Since achieving the Gold Award in 2019, the Council continues to meet the above criteria. With actions and supports progressed across the organisation in support of the Armed Forces and Reservists, these are monitored by People & Change, P&T Service and evidenced in the award submissions. Details of these actions and supports can be found in Appendix 1.
- 4.3** Key actions included People & Technology Officers attending the Gold Award Association and Highland Gold Network meetings therefore maintaining the established relationship with our National Account Manager. These meetings also allow for the sharing of ideas, information and best practice amongst the Gold Award community.
- 4.4** The Council displays the Armed Forces logo on the 'My Job Scotland' recruitment portal home page for West Dunbartonshire Council and is listed on the Career Transition Partnership and Forces Families Jobs websites to support and encourage the recruitment of Armed Forces reservists, veterans and their family members.
- 4.5** Key questions are asked at the point of recruitment as to whether an applicant is or will shortly be transitioning from the Armed Forces and, where the essential criteria of the post is met, they are guaranteed an interview.
- 4.6** The Council has a 'one stop shop' on its website containing information to support members of the Armed Forces, Reservists and their families in areas such as Housing, Education and Employment including flexible working for spouses or partners of those in the Armed Forces. The Council also has a Reservists Policy to support the mobilisation of reservists and provides 15 days paid special leave for training and development which is in excess of the standard requirement.
- 4.7** In order to advocate support to defence people issues to partner organisations, suppliers and customers, in 2017 the Chief Executive

contacted a number of the Council's most regular suppliers informing them that the council had signed the Armed Forces Covenant, explaining what it meant and encouraging them to also follow the Council's lead. The Council's procurement service confirmed that some of the suppliers employ Armed Forces veterans.

- 4.8** The Services across the council actively engage in a wide range of support mechanisms and events designed to promote the Armed Forces including:
- Support for Housing & Housing Benefit/ Council Tax Benefit;
 - Children and family supports;
 - Mental & Physical Health supports;
 - Education of the community;
 - Event Management in support of Armed Forces Day; and
 - Communication and Promotion of such activities and events both internal and external to the Council.

Detail of the above can be found in Appendix 1.

- 4.9** Whilst it is the aim to maintain the standards and momentum of these actions and initiatives to support the Armed Forces within our communities, Services have been asked to consider what additional actions and supports could be investigated and/or progressed. A summary of these is also contained in Appendix 1.

- 4.10** Prior to the re-submission for the Gold award in March 2024 and taking account of feedback from the further development work, the following areas will be considered:
- Establishing stronger links between service activities to be better informed and more joined up in delivery of supports and information;
 - Re-instatement of the Armed Forces support groups to further benefit our employees following the pandemic;
 - Recruitment and retention initiatives linked to the 'People First Strategy' to encourage employment of Armed Forces Reservists and Veterans alongside Protected Characteristics.
 - Further promotion of our employment policies, supports and services aligned to the Armed Forces;
 - Review how to incorporate feedback and/or lived experience of Armed Forces into the development work undertaken; and
 - Encouragement of other employers and/or suppliers to adopt support for the Armed Forces being an exemplar of a Gold Award holding organisation.

5. People Implications

- 5.1** All employees are covered by the scope of the Council's employment policy and supports surrounding the Armed Forces and the future development work. The existing policies and practices also aim to support our wider communities in relation to the Armed Forces and their families.

6. Financial Implications

6.1 There are no financial implications associated with this report.

7. Risk Analysis

7.1 No risk assessment is required. However, failure to maintain the Gold Award status through lack of activity in this area would be detrimental to the Armed Forces personnel (serving or veteran) and may present reputational damage for the Council.

8. Equalities Impact Assessment (EIA)

8.1 This report serves as an update to Council and therefore an EIA screening is not required. An EIA screening will be undertaken in relation to any new policy or support initiatives considered for implementation.

9. Consultation

9.1 Trade Unions will be involved through the appropriate forums in relation to the Gold Award and actions developed in support of our employees who are linked to Armed Forces and their families. They have received a copy of this report at the Convenor Meeting on 22nd September 2022.

Victoria Rogers

Chief Officer - People and Technology

Date: 15th September 2022

Person to Contact: Victoria Rogers
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Mobile: 07795 266028

Appendices: Appendix 1 - Summary of Armed Forces & Reservist
Support from Services

Background Papers: None

Wards Affected: None

Appendix 1: Summary of Armed Forces & Reservist Support from Services

Service Area	Current Actions	Future Actions/ Further Exploration
Regulatory & Regeneration	Democratic Services: Organises and funds the annual Armed Forces Day Parade and Service being held in 2022 in the Clydebank Town Hall.	
Resources	Housing Benefit/Council Tax Benefit: The Council fully disregard the war disablement pension and war widows pensions when calculating Housing Benefit/Council Tax Benefit entitlement. The national disregard is only £10 however the Council took a decision many years ago to fully disregard these payments.	
Supplies, Distribution and Property.	Procurement: supports veterans through the Council's procurement spend in that the Council has contracts with a number of companies who have employed veterans. Building Services have experience of supporting employees in their teams who served in the armed services reserves and/or who support the Cadets including provision of leave in line with agreed policy.	
Housing and Employability	Housing Operations: Within the Council's Housing Allocation, applicants serving in the Armed Forces who are leaving the armed forces by a specific date and have been seriously injured and require adapted housing will be assessed and points awarded accordingly. Applicants in these circumstances can also apply directly to Homeless services for support with housing.	

	<p>Tied Accommodation points can also be awarded to applicants if they reside in a house that a condition of employment.</p> <p>Housing Development: Linked to the Local Housing Strategy/Rapid Rehousing Transition Plan have developed pathways for those applicants leaving the armed forces ensuring that they are provided with secure tenancies promptly and not routinely provided with temporary homeless accommodation. As part of the wider Armed Forces Protocol we also ensure that those previously in the armed forces and find themselves at risk of homelessness are supported where necessary to ensure a sustainable housing solution.</p>	
Health & Social Care Partnership	<p>Mental Health Services: In West Dunbartonshire Mental Health services, veterans are identified at the point of assessment by asking every person directly if they have been or are serving currently in the armed forces. There are close links with specialist mental health support services. Appropriate interventions are identified and the person directed for treatment to the most appropriate service.</p> <p>Musculoskeletal Physiotherapy (MSK): MSK prioritise Armed forces patients who have an injury sustained as a result of military service (built into self-referral form) which would prompt at urgent appointment.</p>	<p>Mental health Services Willing to connect with Armed Forces network to consider improvements to the service user group.</p>
People & Technology	People & Change:	People & Change:

	<p>Co-ordinates and monitors the Council's activity around the award criteria and maintains a relationship with the National Account Manager, attending the Highland Gold Award and Gold Network Meetings in turn engaging with other Gold Award recipients to share best practice.</p> <p>Support is provided to services in relation to their objectives under the criteria to ensure a joined up approach and that outcomes can be evidenced. Responsible for meeting the criteria around recruitment and advertising including being present as an employer on the Career Transition Partnership (CTP) and Forces Families Jobs (FFJ) portal and ensuring the Gold Award logo is displayed on West Dunbartonshire Council homepage for My Job Scotland.</p> <p>Responsible for the review and promotion of policies in relation to recruitment and employment in support of Reservists and Veterans.</p>	<p>Further employee engagement and awareness raising for support mechanisms for veterans, reservists and family members.</p> <p>Prior to Covid Support Groups were available to provide an opportunity for Reservists, Ex Forces Personnel and those employees whose spouses or partners are serving in the Armed Forces to meet socially with other staff with shared experiences, raise any issues relating to work and their duties and provide peer support and guidance to each other. Further investigation will commence as to whether employees would benefit from these groups again.</p> <p>Promotion of Armed Forces Covenant through recruitment practices and policy in particular actions to come out of the People First Agenda with the aim to be an employer of choice.</p> <p>Continue to develop links and support services to undertake activities under the Armed Forces Covenant.</p>
Citizen, Culture and Facilities	<p>Communications Team: Work with People and Change to highlight the Armed Forces Covenant as well as supporting the promotion of the annual Armed Forces Day and Parade, which recognises the enormous contribution and sacrifices that members of the Armed Forces and their families make every day for the safety and security of our country.</p> <p>The local history, museum and archive collections holds a range of documents and memorabilia that tell the story of the contribution made by</p>	<p>The local history, museum Arts and Heritage Team</p> <p>Will continue to build on previous projects that seek to preserve and share the stories of our armed forces. We will continue to grow our local history, museum and archive collections with relevant acquisitions and donations. We will continue to undertake and encourage collections-based research to increase knowledge and awareness of the contribution and sacrifice made by West Dunbartonshire's veterans, including by developing our</p>

	<p>the men and women of West Dunbartonshire in service to their country. A number of resources have been developed that are available to schools and special interest groups, including handling kits that use real objects to prompt discussion, reflection and recollections on themes linked to the armed forces.</p>	<p>work with our schools and young people. We will explore opportunities to actively engage local veteran groups with programmed events and activities. As we develop the new museum space within the basement of Clydebank Library, we will ensure that the story of the Blitz is told by drawing on the lived experience of those who were there.</p>
Education	<p>Engages in national working groups and has collaborated with colleagues in Argyll and Bute Council and Faslane Naval Base. We have reviewed our provision against the Armed Forces Covenant and developed more effective communication materials to reflect the needs of the Armed Forces Community in education. Where service children need to move schools because of a service family relocating, we liaise closely with the previous – or future – school to ensure a smooth transition for service children with minimum disruption to their education. The service has produced an information and signposting website to support families experiencing change and transitions. We have taken action to raise awareness of the needs of the Armed Forces families with our education leaders and have started to monitor closely the attainment and wellbeing needs of children and young people with a parent in the Armed Forces.</p>	<p>There are plans to deliver training to head teachers this session on where they can access advice and support for families; and plans to establish a pupil ambassador for our Armed Services children and young people.</p>

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Resources

Council: 26 October 2022

Subject: Cost of Living – Capital Fund

1. Purpose

- 1.1** To provide Council with details of the proposed Cost of Living Capital Fund to support organisations who require funding for Cost of Living focused initiatives and to seek approval of the process to review applications for funding to

2. Recommendations

- 2.1** The Council is asked to:
- approve the guidance and application form drafted to support the Cost of Living Capital Fund
 - approve the process to manage the Cost of Living Capital Fund, including delegating powers to the Chief Officer – Resources to approve or reject applications to the fund
 - approve that the Cost of Living Capital Fund be launched on 31 October for an initial period ending 9 December with an option to revise, or relaunch it after Christmas.
 - approve an overall cap of £250,000 be applied to the fund in each financial year between 2022/23 and 2025/26.

3. Background

- 3.1** At a meeting of West Dunbartonshire Council on 22 June 2022, an emergency item of business was considered and approved by members in relation to the cost of living crisis.
- 3.2** The motion committed to a range of projects to support those hardest hit by the cost of living crisis. In order to progress the initiatives set out in the motion and other developing action in relation to tackling the impact of the cost of living crisis, it was decided the previously established cross-party Cost of Living Working Group (the Working Group) would be the most appropriate forum to discuss and monitor progress, emerging issues and proposed activity.

4. Main Issues

- 4.1** The June 2022 motion made available £1,000,000 of capital funds to support Council and community organisations with capital costs for cost of living initiatives and asked that a process be developed to review applications for funding to be submitted through the Cost of Living Working Group (the Working Group) for consideration and then passed to an appropriate committee of Council for approval.

- 4.2** A first draft of fund guidance and an application form was considered by the Working Group at their meeting in August 2022, with feedback taken on board to inform revised versions which were presented to the Working Group on 20 September 2022. These versions were approved by the September 2022 meeting of the Working Group and are included at appendix 1 and 2 to this report.

5. Process

- 5.1** Also presented to the Working group in September 2022 was the process to manage the fund and it is this process that now requires Council approval.
- 5.2** The intention is to upload the guidance document and application form to the Council's webpage to allow applicants to apply digitally. Hard copies of the forms can be provided on request however ideally this would be minimised to help ensure we can manage the fund as efficiently as possible.
- 5.3** Initially officer resource will be made available from the Finance team to review applications as they are submitted however it is hard to gauge the potential level of interest/volume of applicants at the current time. If it proves excessive for one person to perform this role, especially given that officer will have other duties within Finance, there may be a need to commit further resource. If that commitment is material there will be a need to fund it and that funding may need to be provided from the capital fund.
- 5.4** The Chief Officer – Resources will then circulate a summary of applications to the Working Group with his recommendation for acceptance/rejection for their consideration. Council are asked to delegate authority to the Chief Officer Resources to make the final decision on whether to approve an application. This will ensure that applications can be managed, approved, or rejected, and payments made within a reasonable timeframe.
- 5.5** The fund will initially be open for applications for a preliminary period from 31 October 2022 until 9 December 2022 and there will be flexibility to relaunch it after the Christmas period. This will provide an opportunity to assess if the fund is working as intended or whether the Working Group needs to reconsider the parameters and guidance associated with it. Whilst there is no cap being placed on any individual award, an overall cap of £250,000 will be applied for each financial year. This will mean the fund is there to support Cost of Living initiatives between 2022/23 and 2025/26.

6. People Implications

- 6.1** There would be an impact on current resources to implement and manage the fund and due to unknown number of applications this may result in additional resources having to be allocated support the fund.

7. Financial and Procurement Implications

- 7.1** In total a maximum of £1,000,000 of capital funds will be used to support the Cost of Living Capital Fund.

Laurence Slavin

Chief Officer – Resources

26 October 2022

Person to Contact:

Laurence Slavin, Chief Officer Resources

Email: laurence.slavin@west-dunbarton.gov.uk

Appendices:

Appendix 1 – Cost of Living Capital Fund Guidance for Applicants

Appendix 2 - Cost of Living Capital Fund Application Form

Background Papers:

June 2022 Council Emergency Motion

Wards Affected:

All

Appendix 1 – Cost of Living Capital Fund Guidance for Applicants

1. Aims of the Fund?

The fund has been established to provide money to support capital expenditure in relation to the cost of living crisis within West Dunbartonshire.

2. Who may apply?

Any organization appropriately constituted or set up.

3. What can the Grant be used for?

The fund is available to help with capital costs incurred directly as a consequence of activity to help alleviate the impact of the Cost of Living Crisis on people living in West Dunbartonshire.

To qualify as capital spend, the asset created must last longer than one year, and has to either:

- Create and/or purchase a new tangible asset (such as purchase of a vehicle or computer equipment)
- Enhance an existing asset by either
 - Upgrading an existing asset (such as replacing single glazed windows with double glazed)
 - Extending the life of an asset (i.e. making it last longer)
 - Extending the use of an asset (such as a building extension or room conversions).

Revenue funding relates to the day to day running costs associated with projects (such as staff costs and running events) and this cannot be funded from this Capital Fund

4. How are applications assessed?

The fund is competitive, and applications are considered on individual merit. Organisations most likely to attract funding are those which make the most convincing arguments for funding. Consideration will be given to a range of factors including:

- the number of local people involved in, and benefiting from the activity, relative to the amount of grant being requested.
- the group's own fund-raising efforts including any matched funding which would contribute to the overall cost of the activity/project.

5. How much is available?

The total amount of funds available is capped at £1,000,000. Grant levels, although not fixed to an upper or lower level will therefore also be restricted. Value for money will be a main factor, and applications for larger amounts may have less chance since smaller grants allow more groups to be assisted.

The Fund may make a grant conditional upon additional matters being produced to their satisfaction and the Council reserves the right to request evidence of how the funding had been used and the outcomes achieved. In

the event that the funds were not used in a manner consistent with the funding award the Council may take steps to recover it in part or in its entirety.

6. Are there any types of application unable to get a grant?

Yes:

- Activity to take place outwith West Dunbartonshire.
- Application made by an individual alone.
- Activity which is not lawful.
- Applications supporting any political party or from any applicant whose activities are political.

Specifically Grants will not be given for:-

- unspecified expenditure
- activity which is not capital in nature
- repayment of loans
- retrospective funding

The Fund will not normally provide grant to replace funding withdrawn by another agency.

7. How to apply

Complete all questions on the webform.

If you need a hard copy of the application form please contact grants@west-dunbarton.gov.uk

Check the form is fully completed including relevant contact details.

Successful applicants will be notified of the outcome of their application via the e-mail address on the application form within three weeks of submission.

8. When to apply

The fund is open for applications from 26 September 2022 until 9 December 2022 or earlier if the fund is fully exhausted.

9. Queries

Please send any queries on this fund to grants@west-dunbarton.gov.uk

Appendix 2- Cost of Living Capital Fund Application Form

Please read the Guidance Notes before completing this application form
Tell us about who is applying for funding

1. Name of the Organisation

Name:	
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Contact details

First Name:		Surname:	
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Organisation Address Details

Address:		Post code:	
Phone:			
Email address:			

2. Please describe your organisation, **(please tick)**:

A not-for profit constituted Group <input type="checkbox"/>	A charity <input type="checkbox"/>	Other <input type="checkbox"/>
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If other, please specify

--

If a charity, what is the registration number given to your organisation by the Office of the Scottish Charity Regulator?

Registration number:

--

3. What geographical area does your organisation cover?

--

4. When was your organisation started?

--

5. *Where appropriate* - have all volunteers/ staff in your organisation been checked through Disclosure Scotland?

If your staff and/or volunteers are working with children and/or vulnerable adults has their fitness for duties properly established via appropriate Disclosure checks?

--

6. What are your organisation's main aim/ activities?

Tell us briefly what your group does.

--

7. Does your organisation aim to make a profit on services provided?

YES	NO
-----	----

8. If yes, please confirm that no profit is expected on providing the service under the Cost of Living Fund?

YES	NO
-----	----

Tell us what the money is for.

9. What will your organisation use the money for?

Please explain what the project involves and how it be implemented. Is this type of project something new for your group or is it something similar to what you've done before? Note that this fund is to help with the cost of capital items rather than routine running costs. See the guidance notes for an explanation of what can be considered capital expenditure.

--

Tell us how much money you need for your project.

- 10a. How long will the project run for?

--

- 10b. Please give us a breakdown of ALL costs for your project and tell us how much you are requesting from us. (Please include VAT where applicable)

How long will the project run

Item or activity	Total Cost (including VAT)	Amount requested from Cost of Living Fund
	£	£
	£	£
	£	£
	£	£
TOTAL	£	£

- 10c. If the total project cost is more than the amount you are asking for, please tell us where the rest of the money will come from e.g. other funders, ticket income, fundraising, group funds, etc.

Tell us if you are applying to any other organisations to help fund this project, and what stage your application has got to. Also tell us about any income you think your project will make and any money your group is contributing.

Source	Amount	Progress
	£	
	£	

	£	
TOTAL	£	£

11. How will the project benefit the West Dunbartonshire area or residents – specifically in relation to the impact of the Cost of Living crisis? Who will it benefit? How many are likely to benefit? How long are the benefits likely to last?

Explain who will benefit and in what way.

--

12. Are you planning on buying any assets (i.e vehicles or equipment) with the funds? YES/NO.

If purchase of equipment / vehicle is planned:

<i>Where will the equipment be kept?</i>	
<i>Name the person who will be responsible for the equipment?</i>	
<i>What security measures have been taken for the equipment?</i>	
<i>Does your organisation have insurance cover for the equipment?</i>	
<i>How will the ongoing running costs be funded?</i>	

13. If you are planning to use the fund to make any amendments to a building can you confirm who the landlord is (if it is leased) and that you have received consent from the landlord to carry out the work? In particular can you highlight if the building is leased from West Dunbartonshire Council.

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14. Do you have any other information you think is relevant to the application?

--

15. Please give us your bank account details.

Please attach a scan of a recent copy of your organisation's bank statement.

Account name	
Bank or building society name	
Bank or building society address	
Sort code:	
Account number:	

16a. Are your Financial Statements audited? YES/NO

16b. If NO, why?

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15c. If YES, who are your auditors?

--

17. Please attach a copy of your most recent financial statements

18. Authorisation

I confirm that, as far as I know, all the information on this application form is true and correct. I understand that you may ask for more information at any stage of the application process.

(Note: This must be same person as the one in question 1)

Name:		Date:
Position held in your organisation:		

What to do now

Before you submit your application, check that you have done everything.

Check that you have enclosed all the documents we need:-

- a. Your most recent yearly accounts or statement of income and spending.
- b. A copy of your most recent bank statement in the name of your organisation

WEST DUNBARTONSHIRE COUNCIL
26 October 2022

Report by Head of Service – Sylvia Chatfield
Head of Mental Health, Learning Disability and Addictions

Subject: Advisory Briefing Report to Council relating to Motion by
Councillor Karen Conaghan – Suicide Rate in West
Dunbartonshire

1. Purpose

- 1.1** To give advice on a range of possible approaches that could be followed to address the motion proposed by Councillor Karen Conaghan, relating to suicide rates in West Dunbartonshire

2. Recommendations

- 2.1** Members are asked to:

- Note the contents of the briefing report and linked suicide prevention activity and local action plan.

3. Background

- 3.1** As part of the Council's response to data covering West Dunbartonshire in the national ScotPHO Annual Suicide Statistics published in August 2022. Council approved the following motion:

'Council is concerned that in West Dunbartonshire deaths by suicide continue on an upwards trend. We are all too aware of the link between social deprivation and mental ill health. The global pandemic of the COVID 19 virus and now the subsequent cost of living crisis have only added to the levels of depression and anxiety felt by many in our communities. We all have a part to play in helping prevent suicides and therefore Council requests a report be brought to the next Council meeting outlining what we already do in terms of suicide prevention work and what more could be done.'

3.2 Scottish Government – New Suicide Prevention Action Plan

The Scottish Government and COSLA have published in September 2022, a new 10-year suicide prevention strategy, ['Creating Hope Together: Scotland's Suicide Prevention Strategy 2022-32'](#).

The strategy sets out a vision to reduce the number of suicides in Scotland while tackling underlying social issues that can cause people to feel suicidal, such as poverty, debt and addiction.

The strategy is based on seven guiding principles, including commitments to inequalities and diversity, co-developing work with people with lived experience, and providing opportunities for cross-sector working. The outcomes set out in the strategy aim to promote community awareness, protective environments and access to the right support.

Alongside the strategy, a three year [action plan](#) for 2022-25 has been published setting out initial work to achieve these.

- 3.3** To implement the plan, the Scottish Government has set up a new Delivery Collective. This Delivery Collective will routinely identify and assess emerging issues – using its new horizon scanning function as well as ongoing analysis of data, insights, evidence and practice feedback.

The Scottish Government and COSLA will measure the impact of this strategy through the development of a new suicide prevention outcomes framework, with linked indicators. This outcomes framework will demonstrate how the actions in the action plan will achieve the long term outcomes.

Work is ongoing to update existing local action plans and suicide prevention activities to reflect the new Scottish Government's and COSLA outcome framework and we will continue to engage with the new suicide prevention governance structures.

3.4 Board/Local Suicide Prevention Action Planning

At present suicide prevention actions are coordinated at both NHS Board and HSCP/Community Planning Partnership level. West Dunbartonshire HSCP (WD HSCP) have officers who attend the NHS Greater Glasgow and Clyde (NHSGGC) Suicide Prevention Group and the NHSGGC representative on the old National Suicide Prevention Leadership Group (NSPLG) was Dr Martin Culshaw, Deputy Associate Medical Director, and NHSGGC who also chairs the NHS GGC Suicide Prevention Group.

- 3.5** The NHSGGC Group has recognised that individual HSCP's will develop their own action plans to reflect local needs and circumstances.

4. Main Issues

4.1 Annual Suicide Statistics

[Statistics](#) released by National Records of Scotland show that there were 753 probable suicides registered in Scotland during 2021, this is a decrease of 52 on the 2020 figure of 805.

Three-quarters (75.03%) of people who died by probable suicide in 2021 were male (565 males, 188 females). The highest crude rate of suicide for both males and females occurred in the 45 – 54 age group in 2021.

There is a known link between deprivation and suicide. The probable suicide rate (both crude and age-sex standardised) in the period 2017 - 2021 was over three times higher in the most deprived areas compared to the least deprived areas.

4.2 Suicide: West Dunbartonshire Trends

West Dunbartonshire recorded 18 probable suicides during the 2021 reporting period (see Appendix 1 for full details), 13 males and 5 females.

The figures show that there has been an increase in registered deaths by probable suicide for males from a figure of 11 in 2020 to 13 in 2021. Probable suicides of females have decreased slightly at 5 in 2021 compared to 6 in 2020.

There has been an increasing upward trend for male and for female probable suicides since 2017. Males are almost two thirds of the total number of suicides while females reflect the national trend of one third of the total number of deaths by suicide.

4.2 European age-sex-standardised Suicide Rates per 100,000 Population

The European age-sex-standardised Suicide Rates per 100,000 population figures from ScotPHO show that for males, West Dunbartonshire have lower registered rates per 100,000 populations compared to the Scottish average but that the all persons and female rates for West Dunbartonshire are slightly higher.

- 4.3** It should be noted that West Dunbartonshire suicide data relates to very small numbers and therefore rates based on these small numbers may fluctuate dramatically from year to year.

4.4 Suicide Prevention in West Dunbartonshire

Suicide prevention programmes and activities are coordinated by the Community Planning West Dunbartonshire Suicide Prevention Group (CPWD SPG).

This group has a current action plan, covering 7 priority areas (see Appendix 2 for full details) to reflect the previous COSLA COVID suicide prevention recommendations. Outcomes and actions relating to this action plan are reported to the CPWD Safe DIG.

To deliver on this action plan a number of subgroups have been established. These subgroups will focus on the following:

- Self-Harm
- Suicide Date/Reviews
- Locations of Concern (Yoker/Renfrew Bridge) (Network Rail Train Stations)

- 4.4.1 This group continue to support and develop a local Bereavement and Loss Support Service which was established in December 2020 and is currently showing high levels of uptake of service, with agencies from both statutory and Third Sector referring into service. Future plans for this service include the establishment of a peer led support group.
- 4.4.2 Specialised bereavement and loss training has been delivered to local staff by Cruse Scotland (for the general population) and by Richmond Hope (for those who work with children), and over the period June 2021 – June 2022 a total of 71 staff have taken part in online bereavement and loss training sessions.
- 4.4.3 West Dunbartonshire has also continued to provide suicide prevention/self-harm training to frontline staff in line with COVID restrictions, with 59 staff currently trained over the same June 2021 – June 2022 period.
- 4.4.4 As part of the local promotion of Suicide Prevention Day/Week, we are working with the Samaritans, who agreed to bring their national suicide prevention roadshow to Clydebank on the 10th October, 2022 (only 5 locations in the UK were chosen) and literature materials from the Samaritans 'Real People, Real Stories' campaign have been distributed across the locality. We also have place a range of social media content from the national campaign - tagline 'Creating Hope Through Action' onto local social media platforms.
- 4.4.5 We have delivered as part of Suicide Prevention Day/Week (5th September – 11th September 2022), our first face-to-face self-harm skills course ([What's the Harm?](#)), facilitated by the Health Improvement Team for the HSCP.
- 4.4.6 We continue to make linkages with key partner networks and we are now a member of the West Dunbartonshire Water Safety Group and at national level we have been an active member of the Public Health Scotland's suicide prevention cluster guidance working group (with guidance due to be released shortly).
- 4.4.7 As previously indicated the Scottish Government and COSLA have released a new suicide prevention strategy and action plan. To ensure that the local CPWD action plan mirrors recommendations and action, we have organised a CPWD Suicide Prevention Group development session on the 8th November 2022. Following this development session, we will update our current action plan to reflect the new Scottish Government outcome framework (when it becomes available) and locally identified suicide prevention needs.

5. People Implications

- 5.1 Not applicable.

6. Financial and Procurement Implications

- 6.1 Not applicable

7. Risk Analysis

7.1 Not applicable.

8. Equalities Impact Assessment (EIA)

8.1 Not applicable.

9. Environmental Sustainability

9.1 Not applicable.

11. Consultation

11.1 Not applicable.

12. Strategic Assessment

12.1 Not applicable

Name Sylvia Chatfield

Designation Head of Mental Health, Learning Disabilities and Addictions

Date: 07/10/2022

Person to Contact: Sylvia Chatfield, Head of Mental Health, Learning Disabilities and Addictions, sylvia.chatfield@ggc.scot.nhs.uk

Appendices: **Appendix 1** ScotPHO Annual Suicide Statistics Local Authority Level - West Dunbartonshire (August 2022).
Appendix 2 CPWD West Dunbartonshire COVID Recovery Suicide Prevention Plan 2021- 2023

Background Papers: **ScotPHO [Suicide Statistics](#)** Publication – released August 2022
Scottish Government/COSLA - New 10-year suicide prevention strategy, '[Creating Hope Together: Scotland's Suicide Prevention Strategy 2022-32](#)
Scottish Government/COSLA – Suicide Prevention Three Year [action plan](#) for 2022-25
Public Health Scotland, [Suicide statistics](#) for Scotland Update of trends for the year 2021

Wards Affected: All

Appendix 1

Annual Suicide Statistics for Scotland Local Authority - West Dunbartonshire (August 2022)

This brief provides details on ScotPHO Annual Suicide [Statistics](#) at both a national and local authority level.

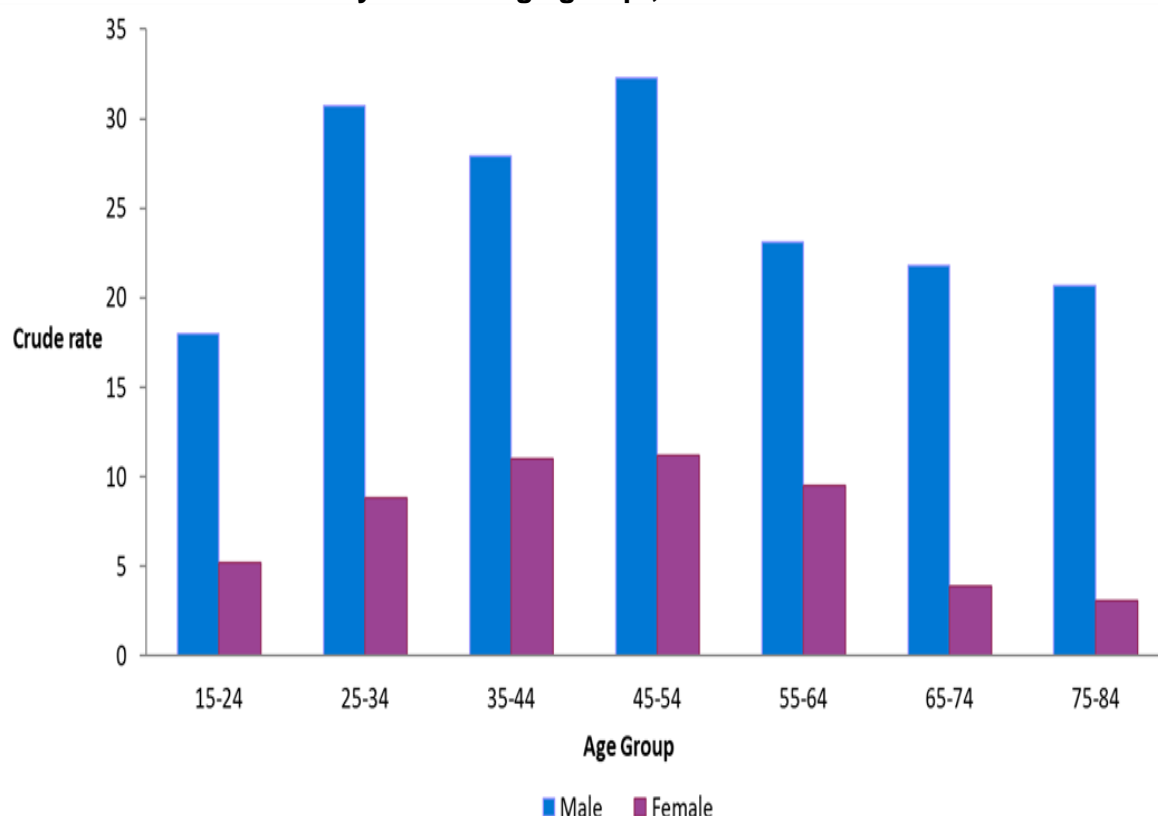
Annual Suicide Statistics

Statistics released by National Records of Scotland show that there were 753 probable suicides registered in Scotland during 2021, this is a decrease of 52 on the 2020 figure of 805.

Three-quarters (75.03%) of people who died by probable suicide in 2021 were male (565 males, 188 females). The highest crude rate of suicide for both males and females occurred in the 45 – 54 age group in 2021.

There is a known link between deprivation and suicide. The probable suicide rate (both crude and age-sex standardised) in the period 2017 - 2021 was over three times higher in the most deprived areas compared to the least deprived areas.

Fig 1 Shows deaths caused by probable suicide¹ – Crude rates per 100,000 population by sex and age group², Scotland 2021



¹ Rates are based on the new WHO coding rules.

² The age groups 0-14 and 85+ years are excluded from the chart to protect patient confidentiality.

West Dunbartonshire

West Dunbartonshire recorded 18 probable suicides during the 2021 reporting period, 13 males and 5 females.

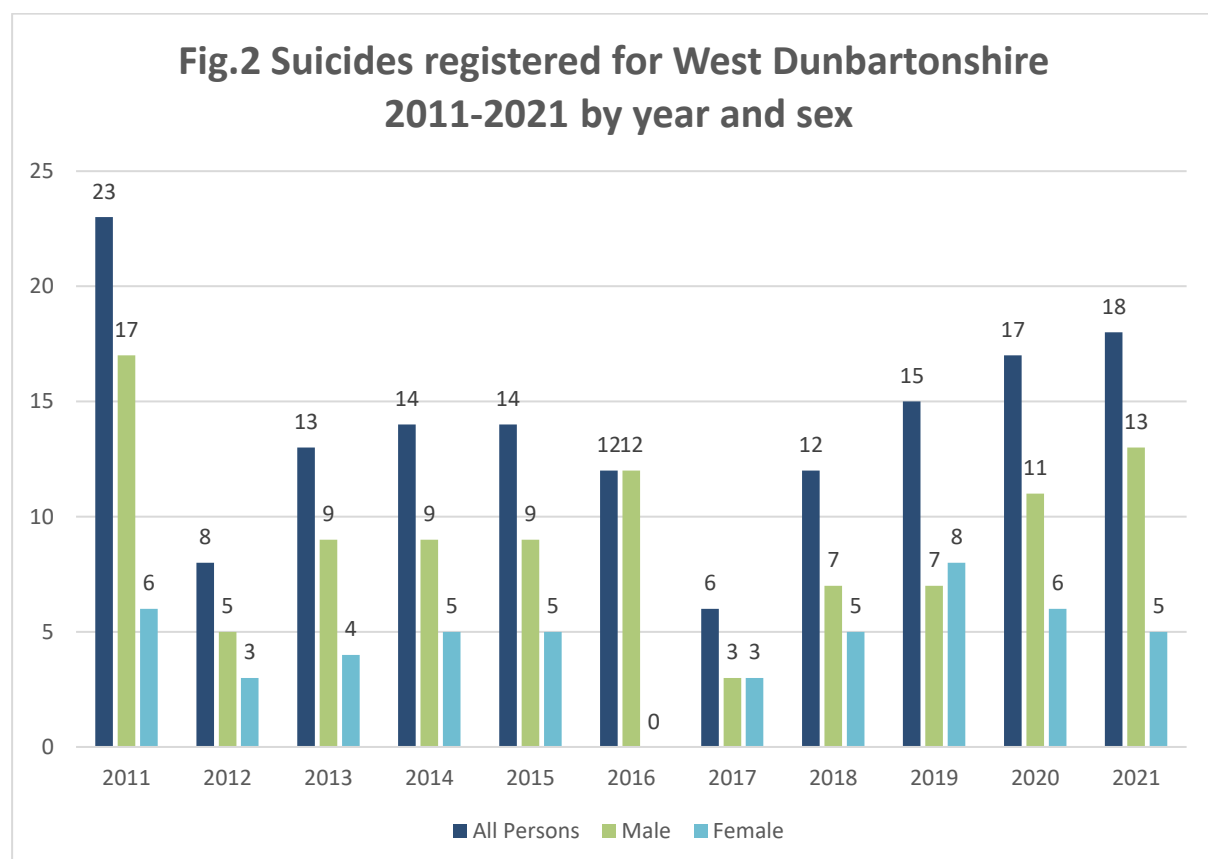
The figures show that there has been an increase in registered deaths by probable suicide for males from a figure of 11 in 2020 to 13 in 2021. Probable suicides of females have decreased slightly at 5 in 2021 compared to 6 in 2020.

There has been an increasing upward trend for male and for female probable suicides since 2017. Males are almost two thirds of the total number of suicides while females reflect the national trend of one third of the total number of deaths by suicide.

It is worthy of note that the 3 and 5-year rolling averages are seen as the most robust way of looking at trends, given how much variation can occur for many reasons between years. This is particularly true for smaller population areas like West Dunbartonshire, where small numbers may fluctuate dramatically from year to year.

West Dunbartonshire trends charts

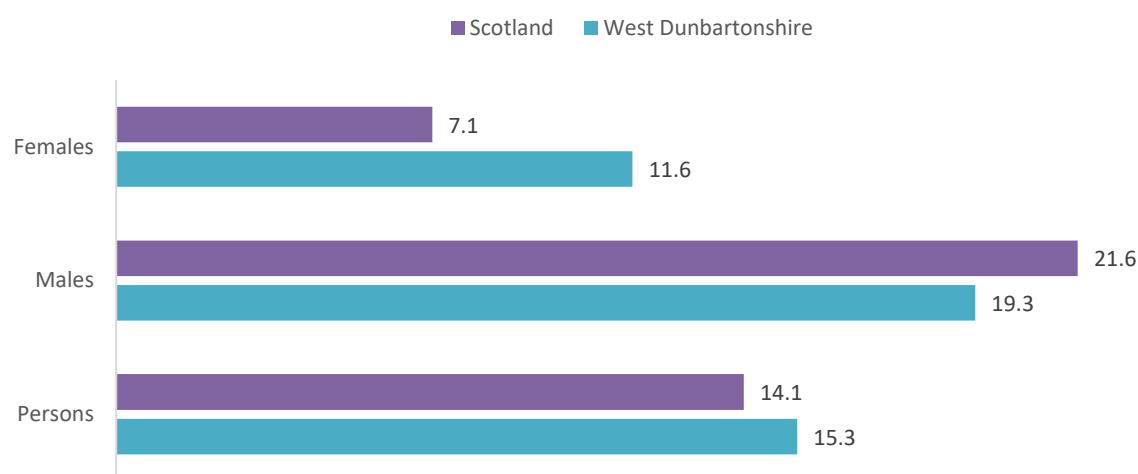
The chart below provides more detailed figures (Fig. 2) on suicides registered in Scotland by local authority (West Dunbartonshire) by year and sex.



European age-sex-standardised Suicide Rates per 100,000 Population

The European age-sex-standardised Suicide Rates per 100,000 Population figures (Fig 3) from ScotPHO show that for Males, West Dunbartonshire have lower registered rates per 100,000 populations compared to the Scottish average but that the all Persons and Female rates for West Dunbartonshire are slightly higher (see table below).

**Fig.3 European Age-Sex-Standardised Rates per 100,000
Population 2017 - 2021**



It should be noted that West Dunbartonshire suicide data relates to very small numbers and therefore rates based on these small numbers may fluctuate dramatically from year to year.

Suicide Prevention Work in West Dunbartonshire

Suicide prevention programmes and activities are coordinated by the Community Planning West Dunbartonshire Suicide Prevention Group (CPWD SPG) this group has recently updated its action plan to reflect the recent COSLA COVID suicide prevention recommendations. Outcomes and actions relating to this action plan are reported to the CPWD Safe DIG.

To deliver on our current action plan a number of subgroups have been established. These subgroups will focus on the following:

- Self-Harm
- Suicide Date/Reviews
- Locations of Concern (Yoker/Renfrew Bridge) (Network Rail Train Stations)

Current work

We continue to support and develop our local Bereavement and Loss Support Services which was established in December 2020 and is currently showing high levels of uptake of service, with agencies from both statutory and third sector referring into service. Future plans for this service include the establishment of a peer led support group.

Specialised bereavement & loss training has been delivered to local staff by Cruse Scotland (for the general population) and by Richmond Hope (for those who work with children) and over the period June 2021 – June 2022 a total of 71 staff have taken part in online bereavement and loss training sessions.

West Dunbartonshire has also continued to provide suicide prevention/self-harm training to frontline staff in line with COVID restrictions with 59 staff currently trained over the same June 2021 – June 2022 period.

As part of the local promotion of Suicide Prevention Day/Week (5th September – 11th September 2022), we are working with the Samaritans, who have agreed to bring their national suicide prevention roadshow to Clydebank (only 5 locations in the UK were chosen) and literature materials from the Samaritans 'Real People, Real Stories' campaign will be

distributed across the locality. We will also place a range of social media content from the national campaign - tagline 'Creating Hope Through Action' onto local social media platforms.

We will also deliver over this week, our first face-to-face self-harm skills course ([What's the Harm?](#)), facilitated by the Health Improvement Team.

We continue to make linkages with key partner networks and we are now a member of the West Dunbartonshire Water Safety Group and have attended a number of meetings/events and at national level we have been an active member of the Public Health Scotland's suicide prevention cluster guidance working group (with guidance due to be released shortly).

The Scottish Government has indicated that they plan to produce a new 10-year suicide prevention strategy and action plan (September 2022), to ensure that the local WD CPP action plan mirrors recommendations and action we have planned a suicide prevention group development session in November 2022, this will ensure our local action plan is current and fit for purpose.

Further Information

National Records for Scotland:

<https://www.nrscotland.gov.uk/node/3768#:~:text=There%20were%20753%20probable%20suicides,the%20National%20Records%20of%20Scotland.>

Public Health Scotland:

<https://publichealthscotland.scot/publications/suicide-statistics-for-scotland/suicide-statistics-for-scotland-update-of-trends-for-the-year-2021/>

Appendix 2
CPWD West Dunbartonshire COVID Recovery
Suicide Prevention Plan 2021- 2023

**CPWD West Dunbartonshire
COVID Recovery
Suicide Prevention Plan
2021- 2023**

West Dunbartonshire Suicide Prevention Action Plan

Introduction

Suicide deaths are preventable and every single suicide is one too many. The consequences of the tragic circumstances of these deaths are indeterminable, personally affecting families, friends and communities. The Scottish Government's Suicide Prevention Action Plan³ – Every Life Matters - details the key objectives to reduce the suicide rate by **20% by 2022 from a 2017 baseline**. The vision for Scotland's Mental Health Strategy⁴ is of a Scotland where people can get the right help at the right time, expect recovery, and fully enjoy their rights, free from discrimination and stigma. This strategy sets out a range of actions which aim to achieve this vision one of which is to tackle both the act of suicide and stigma surrounding suicide.

Aim

This plan aims to support the Community Planning West Dunbartonshire Suicide Prevention Group (CPWD SPG) to reduce the number of suicides in West Dunbartonshire, and ensure provision of support to those bereaved by suicide, focusing on but not limited to groups at high risk of taking their own life.

Priority Areas

In line with the Scottish Government's National Suicide Prevention Leadership Groups (NSPLG)/COSLA suicide prevention recommendations (2020), and locally identified needs the CPWD SPG will focus on the 7 key areas for action to reduce suicide:

1. Achieve community planning partnership leadership for suicide prevention
2. Reduce the risk of suicide in key high-risk groups, with a specific focus on children and young people
3. Reduce access to the means of suicide (locations of concerns)
4. Provide better information and support to those bereaved or affected by suicide
5. Provide suicide prevention training to key frontline staff group
6. Support the media in delivering sensitive approaches to suicide and suicidal behaviours
7. Support research, data collection and monitoring

Context

This Plan is being introduced during a global COVID-19 pandemic. As it is widely acknowledged that the pandemic will have a major impact on people's mental health and wellbeing, the direction that this Suicide Prevention Plan provides is critical to ensuring a coordinated response that will support our residents, families and communities both during the pandemic and in the recovery period.

Within the published literature there are suggestions that suicide rates will rise, although it is also acknowledged that this is not inevitable. Suicide is likely to become a more pressing concern as the pandemic spreads and has longer-term effects on the general population, the economy, and vulnerable groups. Preventing suicide therefore needs urgent consideration. The response must capitalise on, but extend beyond, general mental health policies and practices⁵.

Fear, anxiety, self-isolation, and physical distancing in general, might exacerbate the likely adverse effects of the pandemic on people with mental illness, and on population mental health. Those with

³ Scottish Government (2018) *Suicide Prevention Action Plan: Every Life Matters 2013-2017*,

Available at: <https://www.gov.scot/publications/scotlands-suicide-prevention-action-plan-life-matters/> (Accessed: 15/04/2021)

⁴ Scottish Government (2017) *Mental Health Strategy 2017 - 2027*, First edn. Edinburgh: Scottish Government.

⁵ Gunnell D. et al. 2020. *Suicide risk and prevention during the COVID-19 pandemic*. The Lancet. See: [https://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366\(20\)30171-1/fulltext](https://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366(20)30171-1/fulltext)

psychiatric disorders might experience worsening symptoms and others might develop new mental health problems, especially depression, anxiety, and post-traumatic stress⁶ all of which are associated with increased suicide risk, along with problematic substance use.

The aforementioned mental health problems, along with others, are likely to be experienced by the whole population and those with high levels of exposure to illness caused by COVID-19, such as frontline health-care workers and those who develop the illness. Longer term impacts in terms of trauma, grief and distress may exacerbate the burden of mental ill health in the community long after recovery. This Plan has therefore been refreshed to ensure that it is COVID-19 sensitive, and addresses the risk factors which could exacerbate poor mental health and subsequent suicidality.

Background

Governance - Board/Local Suicide Prevention

At present suicide prevention actions are coordinated at both Greater Glasgow & Clyde NHS Board and Health and Social Care Partnership level. West Dunbartonshire Health and Social Care Partnership (WD HSCP) has officers who attend the NHS Greater Glasgow and Clyde (NHSGGC) Suicide Prevention Group.

West Dunbartonshire Level Governance/Planning

Suicide prevention activities and initiatives are integrated into a number of Community Planning West Dunbartonshire partners (CPWDP) strategic action plans such as West Dunbartonshire Health and Social Care Partnership (WD HSCP) Strategic Action Plan, Mental Health Plan and NHS Greater Glasgow and Clyde Health Board (NHS GGC) 5 Year Mental Health Plan.

Suicide prevention activities are also incorporated into the CPWDP Delivery and Implementation Groups (DIG's) – Safe and Nurturing action plans. In addition, there are links to WDADP and associated sub-groups. Suicide prevention activities and initiatives are set within the wider public mental health approach, which translates across the life course.

Work is ongoing within the West Dunbartonshire Suicide Prevention Group which leads on delivering the local Suicide Prevention Action Plan. The responsibility for the delivery of suicide prevention activities in West Dunbartonshire lies with the Head of Mental Health, Learning Disabilities and Addictions HSCP and this Suicide Prevention Group will report its activities and work to the CPWD Delivery and Implementation Safe Group.

Greater Glasgow and Clyde Health Board's Suicide Prevention Concordat Priorities

The GGC Suicide Prevention Group proposes that the following initiatives should be prioritised as part of their concordat from January 2021. Actions have been chosen in the awareness of the new profile of risk and access presented by COVID-19. Scrutiny of this concordat is under taken by the GGC Chief Officers Group.

Training and workforce development

- Progressing the pan-GGC mental health training support contract to boost suicide prevention training delivery and complement locally delivered training initiatives – this is now a live contract being delivered by SAMH;
- Continue the roll-out and delivery of all aspects of the self-harm training ("What's the Harm?" training programme) on a pan-GGC basis, with the GGC Self Harm Forum reporting on progress to the GGC Suicide Prevention Planning Group on a regular basis

⁶ Jia R, Ayling K, Chalder T, et al (2020) 'Mental health in the UK during the COVID-19 pandemic: cross-sectional analyses from a community cohort study', *BMJ Open*, 10(9), pp.

- Collaboration on new and existing training initiatives, such as delivered by Public Health Scotland and NES as well as online training options which are being developed in the context of COVID-19.

Youth and Young Adult Suicide Prevention

- Create a short-life working group to advance approaches to suicide prevention, including consideration of transition to adulthood issues; this should link both to CAMHS and allied clinical developments.

At-risk groups

- Improved response to “clusters” of suicide, including a cluster response team to support local communities and manage media interest
- Action on locations of concern⁷

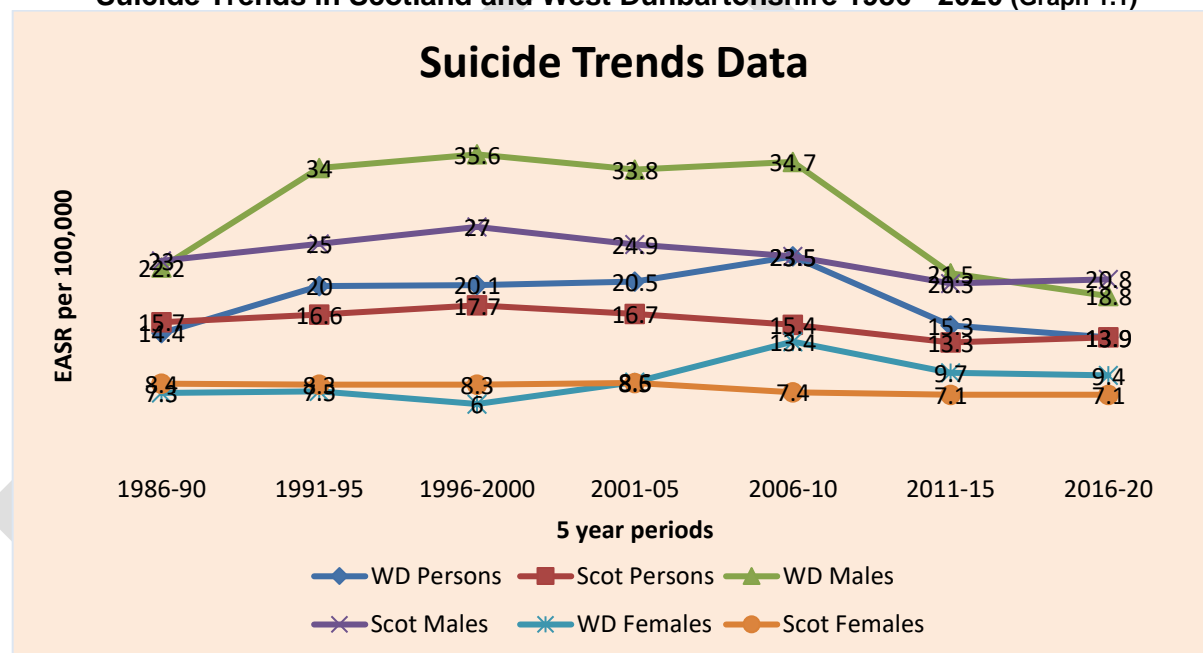
Coordination of best practice

- Coordination of responses across clinical services, locality planning, strategy and service development. To include liaison on clinical service responses to suicide risk and wider community services and responses, including piloting of alternative responses for people in acute distress.

National - Annual Suicide Statistics

The annual suicide figures from The Scottish Public Health Observatory (ScotPHO) were released on the 17/08/2021 and show a 3% decrease from 2019 to 2020 for Scotland; 889 to 805 probable suicides in 2020. ScotPHO provides [details](#) of the national statistics, the statistics at Health Board level and also the statistics at Local Authority level.

Suicide Trends in Scotland and West Dunbartonshire 1986 - 2020 (Graph 1.1)



Source: ScotPHO Suicide: [Key Points](#) viewed 26/10/2021

Suicide: West Dunbartonshire trends

Graph 1.1 above shows the trend for Suicide Rates in Scotland and West Dunbartonshire (by five-year rolling average) from 1986-90 to 2016-2020 based on the old coding rules. In 2020 West Dunbartonshire recorded 17 suicides during the reporting period, 11 males and 6 females. The data

⁷ Note: report of November 2019 national event on Locations of Concern for suicide prevention available as separate document and a separate GGC Suicide Cluster Response Policy has been prepared during mid-2020

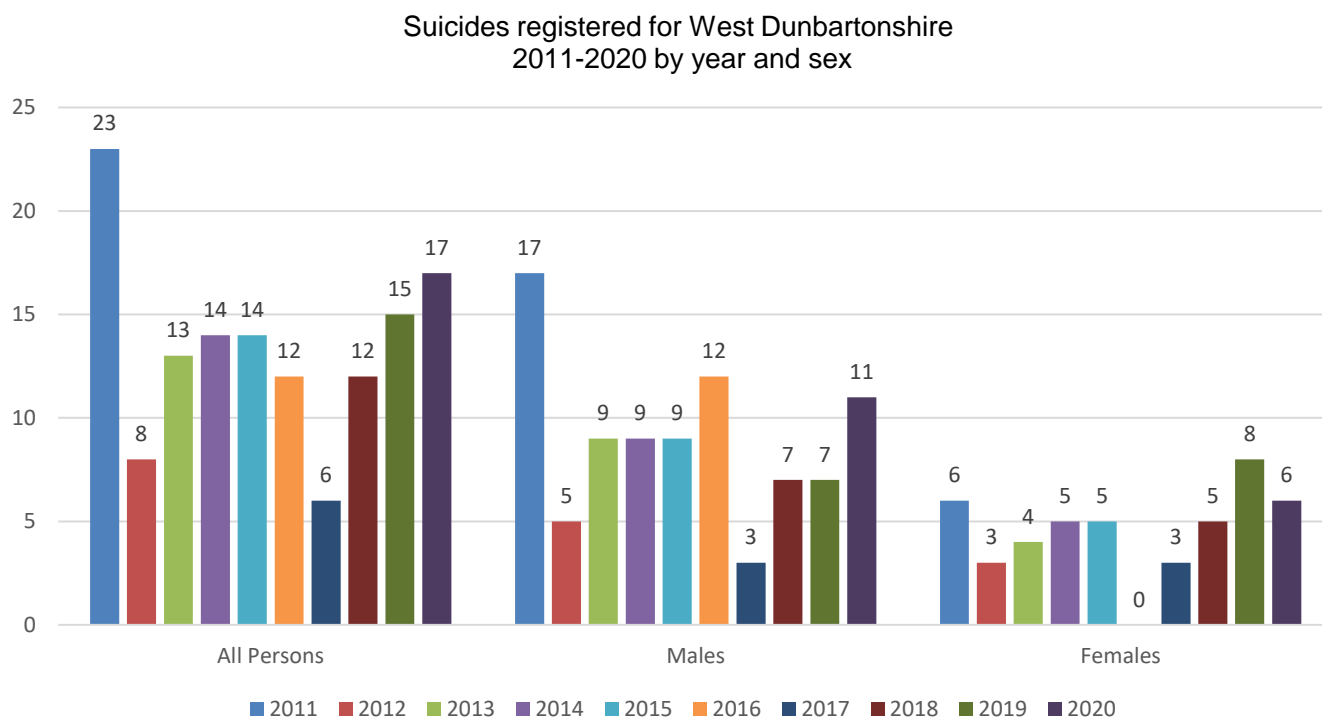
shows that there has been an increase in registered deaths by suicide for males from a figure of 7 in 2019 to 11 in 2020. Female suicides have decreased slightly at 6 in 2020 compared to 8 in 2019. There has been an increasing upward trend in both male and female deaths by suicide during 2016-2020. Males are almost two thirds of the total number of suicides while females reflect the national trend of approximately one third of the total number of suicides.

Between the two time periods 1996-00 and 2016-20 rates in Scotland have fallen for males of most age groups, except for males aged 45-54 and 55-64 years. The age distribution of deaths has changed slightly over time, with the highest suicide rate now in males aged 45-54 years. The largest absolute falls in the rates between the two time periods were in the males aged 15-24, 25-34 and 75+. The highest crude rate of suicide for males occurs in the 35 – 44 age group and for females in the 45 – 54 age group.

It is worthy of note that the 3 and 5-year rolling averages are seen as the most robust way of looking at trends, given how much variation can occur for many reasons between years. This is particularly true for smaller population areas like West Dunbartonshire, where small numbers may fluctuate dramatically from year to year.

West Dunbartonshire trends charts

The chart below provides more detailed figures on suicides registered in Scotland by local authority (West Dunbartonshire) by year and sex. (Graph series 1.2)



Source: ScotPHO Suicide: by [local authority](#) viewed 17/08/2021

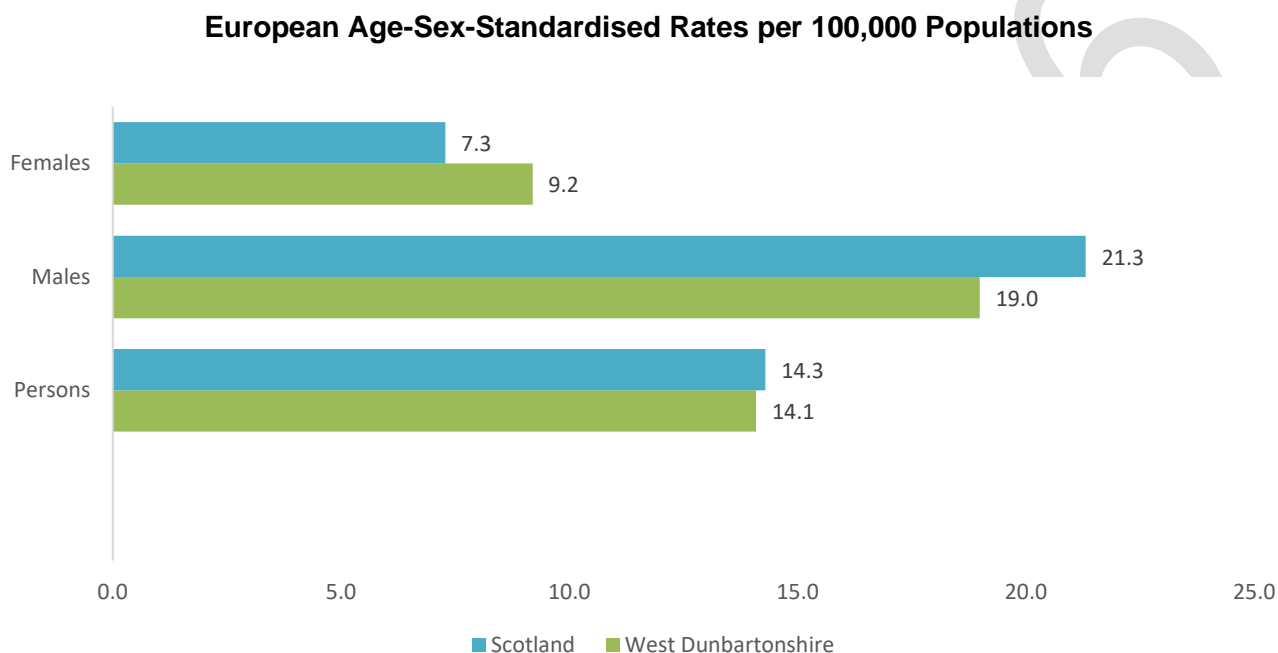
Graph series 1.2 show that there has been an increase in probable suicides for both males and females (Persons) from a low of 6 in 2017 to 17 in 2020. The 2020 figure is considerably lower than the high of 23 suicides registered in 2011 and is similar to figures for 2 of the 9 previous years.

Probable suicides for males, in West Dunbartonshire, have increased from 3 in 2017 to 11 in 2020, the 2020 figure is still lower than the high of 17 male suicides registered in 2011 and does show a slight

continued downward trend. Probable suicides for females have increased from 0 in 2016 to 6 in 2020; this is a noticeable increase in probable suicides for females compared to previous years despite being down slightly from 2019.

European age-sex-standardised Suicide Rates per 100,000 Population

European age-sex-standardised Suicide Rates per 100,000 Population figures from ScotPHO show that for Persons and Males, West Dunbartonshire have lower registered rates per 100,000 populations compared to the Scottish average except the female rates for West Dunbartonshire which are slightly higher. (Graph 1.3)



Source: ScotPHO Suicide: by [local authority](#) viewed 17/08/2020

West Dunbartonshire suicide data relates to very small numbers and therefore rates based on these small numbers may fluctuate dramatically from year to year, care should be taken when applying figures to any increase or decrease noted on an annual basis.

Risk and 'Life Event' Factors

Due to the small number of deaths by suicide recorded each year in West Dunbartonshire, a detailed reporting of local completed suicides would not be appropriate. Summary review of national suicide intelligence from a range of community planning partners on local deaths by suicide indicates some general themes, see below:

- Generally more males die by suicide than females
- Suicides were highest for men between the ages of 45 and 54, for women the highest number of suicides was between the ages of 45 and 54, the same as males, in 2020.
- Hanging, strangulation and suffocation were the method in over half of all suicides in Scotland in 2020. This method has been the most common every year since 2012, and first became the most common in 2000.
- Most deaths by suicide occur in the home.
- Previously, poisonings had been the most common method of suicide, but the number of these has generally fallen since 2000.
- Jumping from a height and being hit by a moving vehicle are less common methods of suicide, but

are consistent with a rise in violent methods used to die by suicide and are the most likely methods to attract attention of the media.

Other identified 'life event' risk factors included: (list is not exhaustive)

- Employment status (unemployed/made redundant)
- Retirement
- Living with a long-term disability
- Mental health problems
- Relationship problems such as separation/divorce
- Widowed
- Bereaved
- Physical health problems
- Job problems
- History of contact with the criminal justice system
- Financial issues
- Adverse Childhood Experiences
- Being a victim of abuse
- Recent diagnosis of life threatening illness
- Problematic substance use

In relation to risk factors for suicide, according to the National ScotSID database, West Dunbartonshire has a higher than the national average prevalence of recorded depression in those aged 18 years and over, and higher prevalence of patients with schizophrenia, bipolar affective disorder and other psychoses as recorded on practice disease registers for all ages.

West Dunbartonshire also has higher than national average levels of unemployment, and higher than the average percentage of people living alone. In relation to children and young people, West Dunbartonshire has higher than national average levels of looked after children, care leavers, and children in the youth justice system. Many of these known risk factors could be exacerbated by the current COVID-19 pandemic. The diagram below, developed by Hertfordshire County Council in April 2020 demonstrates the mental health impacts of COVID-19 across the life-course, which have implications for suicidality.

Mental Health Impact of COVID-19 Across Life Course



	Pre-Term	0-5 Years	School Years	Working Age Adults	Old Age
Key issues to consider	<ul style="list-style-type: none"> Anxiety about impact of COVID on baby Financial worries Anxiety about delivery and access to care Isolation 	<ul style="list-style-type: none"> Coping with significant changes to routine Isolation from friends Impact of parental stress and coping on child 	<ul style="list-style-type: none"> School progress and exams Boredom Anxiety or depression or other MH problems Isolation from friends Impact of parental stress 	<ul style="list-style-type: none"> Balancing work and home Being out of work Carer Stress Anxiety about measures and family or dependents or children Financial Worry Isolation 	<ul style="list-style-type: none"> Isolation and disruption of routine Anxiety from dependent on services Financial worry Fear about impact of COVID if infected
Staff/ Vols	Cumulative load of stress from significant changes. Traumatic incidents. Isolation from work colleagues. Having to manage working from home. Potential bullying from or to others as part of not coping				
Loss	Loss of loved ones dying may be particularly severe and grieving disrupted because of inability to do normal grieving rites eg as be physically close to dying person, have usual funeral rites, attend funeral etc				
Specific Issues	Impact of delayed diagnoses and treatment (eg chronic conditions, surgery, people living in pain). Suicide and self harm risk for most at risk populations. Members of faith communities may feel disconnected during closure of premises. Domestic abuse may be issues across lifecourse. Drug and Alcohol issues. People reliant on foodbanks or on low incomes or self employed may have additional stress.				

Source: MH impacts of COVID-19, which could be interpreted as risk factors for poor mental health. Hertfordshire County Council, April 2020

Self-Harm

Self-Harm or self-injury behaviour is a growing clinical and public health problem. Deliberate self-harm is an act which is intended to cause injury to ones-self but which is not intended to result in death. It is often described by those who self-harm as a way of coping with emotional pain and of surviving distressing experiences.

While self-harming behaviour can be an indication of suicidal ideation it is not a clear indicator. Not everyone who exhibits self-harm behaviour will have any suicidal intent and not every suicide will be preempted by self-harming behaviour. Self-harm is however a recognised risk factor for suicide.

Although self-harm is something that affects many people – current figures suggest the number of people who self-harm is increasing – it is an issue which is often hidden and poorly understood. Help seeking can be made difficult due to deep-rooted stigma, this makes improving understanding of, and response to self-harm an important part of strengthening mental health and well-being across local and national communities. The most common forms of self-harm behaviour include cutting, burning, scratching, and self-hitting with most people reporting the use of multiple methods⁸.

In October 2020 the Samaritans published a report, *Hidden Too Long: Uncovering Self-Harm in Scotland*⁹, which highlights how stigma prevents people from seeking support and calls for national action to ensure more people get the right help at the right time.

The report highlights that self-harming behaviour are more widespread than previous evidence would have us believe and further details some of the most up to date data for self-harm across Scotland:

- In 2019 Samaritans' 24-hour helpline discussed self-harm with callers over 272,000 times – or once every two minutes.
- The proportion of adults in Scotland who say they have ever self-harmed has risen from 3% in 2008-09 to 7% in 2018-19.

⁸ Cipriano, A Cella, S Contrufo, P (2017) 'Nonsuicidal self injury: A systematic review', *Frontiers in Psychology*, (29167651), pp. [Online]. Available at: <https://pubmed.ncbi.nlm.nih.gov/29167651/> (Accessed: 12:18 19/02/2021).

⁹ Samaritans Scotland (2020) *Hidden too long: uncovering self-harm in Scotland*, Edinburgh: Samaritans Scotland.

- Only half the people in the Samaritans' survey of people with lived experience of self-harm had sought help following their most recent experience of self-harm.
- A survey of more than 1000 adults in Scotland found that while nearly 9 in 10 (89%) believe that self-harm is a serious issue and more should be done to address it, 2 in 5 (40%) said they would not know how to support someone close to them if they were self-harming.

As a result of this report Scottish Government ministers have indicated that Self-Harm may have a separate policy in the near future. West Dunbartonshire will continue to work with partners like the Samaritans and the GGC Self-Harm Forum and where appropriate review the identified actions.

Our Approach

Partnership (whole system approach): As a large percentage of individuals exhibiting suicidal ideation and self-harming behaviour are not in contact with health or social care services, action is required beyond the health and social care system. Partnership working is required with community groups, private sector business and the third/community sector to help identify and support people at risk of suicide and those bereaved by suicide.

Key messages learned from practice and research are that suicide is preventable, that it is everyone's business, and that collaborative working is key to successful suicide prevention. This Plan has been developed by a wide range of community planning partners to ensure that is a collaborative whole system approach, and that actions to prevent suicide is a shared responsibility across West Dunbartonshire's community planning partnership.

Prevention and early intervention: This plan supports taking early action to prevent individuals from reaching the point of personal crisis where they feel suicidal. This requires action much earlier and across a range of settings from general practice, to schools, the workplace and community groups.

Life-course: This Plan takes a "life course" approach as advocated by the Marmot Review (2010), and aligned with the Scottish Government's national mental health and suicide prevention strategy.

Evidence based: This Plan is informed by the current evidence base. It uses national and local evidence to both identify areas of focus and specific need, and to inform the actions that will be taken to address that need. This includes national guidance, published literature, and national and local intelligence, including from the local suicide real-time (planned) surveillance data from Police Scotland. The Plan has also been informed by stakeholder engagement with partners across the system; future updates will include West Dunbartonshire residents with lived experience of mental health.

Agile use of intelligence and resources: As new or additional intelligence on the mental health implications of the current pandemic becomes available, this Plan may need to flex to adapt to changing situations, with resources potentially needing to be reprioritised to focus on areas of greatest need. For this reason the Plan will be considered a working document.

How we will measure success: Ultimately, we want to see a reduction in West Dunbartonshire's suicide rate. This will be particularly challenging in the current context of a pandemic, and in the years beyond due to the economic fall-out, which is expected to be far-reaching and to be felt for many years. However, aiming to reduce deaths by suicide is the right thing to do, and we should be doing all we can as a system to prevent each and every death.

Due to the low numbers of suicides it is difficult to show a statistically significant improvement in suicide rates across a local area and additional (proxy) measures will be used to assess the Plan's success. This includes for example, hospital admissions for self-harm and stigma in the population.

See **Appendix A** for a breakdown of monitoring measures that will be used.

Delivery and Governance

CPWD West Dunbartonshire Suicide Prevention Group has responsibility for delivering on and monitoring progress towards the Suicide Prevention Plan. The Suicide Prevention Group will report to the CPWD Safe DIG, which has overall responsibility for suicide prevention. Officers from this group will link into the GGC Suicide Prevention Group and the NSPLG's Suicide Leads group, working to ensure alignment with NHS Board and National priorities.

DRAFT 5.6

CPWD West Dunbartonshire COVID Recovery Suicide Prevention Plan 2021- 2023

ACTION PLAN

1. Achieve community planning partnership leadership for suicide prevention.
2. Reduce the risk of suicide in key high-risk groups, with a specific focus on children and young people.
3. Reduce access to the means of suicide including at locations of concern.
4. Provide better information and support to those bereaved or affected by suicide.
5. Provide suicide prevention training to key frontline staff group.
6. Support the media in delivering sensitive approaches to suicide and suicidal behaviours
7. Support research, data collection and monitoring.

AREA 1: ACHIEVE COMMUNITY PLANNING-WIDE LEADERSHIP FOR SUICIDE PREVENTION

This plan has been developed by a wide range of local partners to ensure this is a collaborative whole systems approach to suicide prevention and that action to prevent suicide is a shared responsibility between community planning partners in West Dunbartonshire. The CPWD Suicide Prevention Partnership Group in West Dunbartonshire is the key group to plan, organize and deliver suicide prevention across West Dunbartonshire.

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
1.1	CPWD SP Group Members	Continue with regular meetings (including digital) by the strategic multi-agency group; CPWD Suicide Prevention Partnership (CPWD SPG), reporting to the CPWD Safe DIG.	WD HSCP	Clear leadership and governance structure to enable decision-making and coordinate suicide prevention efforts.	Ongoing
1.2	CPWD SP Group Members	Members of the CPWD SPG advocate suicide and self-harm prevention in their organisations/service areas, disseminate key messages, and take action where they are a "lead partner" in this Plan.	All Partners	Co-ordinate advocacy and ownership of suicide prevention across all sectors.	Ongoing
1.3	CPWD SP Group Members	CPWD SPG maintains and develops strong links with National, GGC Board wide mental health networks, including: <ul style="list-style-type: none"> National Suicide Prevention Programme including links with the National Suicide Prevention Leadership Group GGC Suicide Prevention Group GGC Mental Health Network CPWD DIG's (where appropriate) 	All Appropriate Partners	Alignment of suicide prevention outcomes, strategic support from other networks, and learning from other areas. Good representation on all of the networks	Ongoing Aligned with the COVID-19 response

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
1.4	People with lived experience	<p>Refresh the membership of the CPWD SPG to ensure that key stakeholders are represented, including people with lived experience.</p> <p>CPWD SPG will treat the personal experience of all contributors with the greatest care and dignity. No information will be shared without the explicit consent of the person involved and no identifying information will be shared.</p>	Stepping Stones Management Committee	<p>Stepping Stones Board agreed to nominate a director for the group. It will not necessarily be someone with lived experience; however, those with lived experience will use this as a conduit for comment etc.</p> <p>Continue with improved representation of stakeholders on CPWD SPG, co- production, and engagement in delivery of actions.</p>	2021-22
1.5	People with lived experience	Establish links with networks representing residents with lived experience to maximise coproduction opportunities.	Stepping Stones	Co-production with those with lived experience.	2021 - 22
1.6	CPWD SP Group Members	Work with Collective Leadership for Scotland to develop the leadership capacity of the CPWD SP Group	WD HSCP	Increased understanding and use of whole system methodologies and practices by CPWD SP Group Members	Ongoing

AREA 2: REDUCE THE RISK OF SUICIDE IN KEY HIGH-RISK GROUPS

The following groups are at higher risk of suicide in West Dunbartonshire. These groups are in line with at risk groups identified by national guidance such as the NSPLG/COSLA suicide prevention recommendations (2020).

- Children and Young People
- Men, particularly middle-aged men.
- People experiencing mental health problems, particularly depression and personality disorders – both in the care of mental health services and those not currently receiving treatment. For those in treatment, high risk periods include the first 3 months post-discharge from acute mental health services.
- People with history of attempts of suicide or self-harm
- People formerly convicted of a crime
- People with a history of problematic substance use (especially co-occurring substance use and mental health needs)
- People who have experienced abuse (either as victims or witnesses)
- People experiencing:
 - Relationship difficulties, particularly separation for men (most commonly occurring life event identified by the West Dunbartonshire Suicide Audit)
 - Unemployment and financial difficulties
 - Physical health problems, particularly disability and chronic pain
 - Housing difficulties and/or social isolation
 - Bereavement, especially bereavement by suicide

All of the above risk factors could be exacerbated by the COVID-19 pandemic and economic fall-out in years to come.

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
2.1	CPWD SP Group Members	Provide immediate suicide prevention guidance to all colleagues within the context of COVID-19, to support them in providing effective advice and support to CYP, adults and families who may be distressed or in crisis. The guidance should include advice on known risk factors, risk factors that the pandemic may exacerbate, free online training for front line staff, details on support available locally/nationally, and clarity on what to do in a crisis.	WD HSCP	Suicide prevention knowledge better embedded in key settings for immediate use	Completed/going

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
2.2	All target groups	Map the different services, organisations and support groups (e.g. Citizens Advice, Food banks, Gyms, Libraries, Community mental health organisations, faith based organisations, housing services as well as health services) that each of the at risk groups are likely to have frequent contact with – their “touch points” in order to identify gaps, unmet needs, and opportunities i.e. to target suicide prevention interventions.	WD HSCP & WD CVS	Identification of opportunities to utilise community organisation’s and support groups as assets in the prevention of suicide. Community Response network engages with the 3 rd sector and more recently the network has worked with WDHSCP.	2021 - 2023
2.3	All target groups	Develop and secure an improved training offer to ensure the provision of mental health, self-harm and suicide prevention training to frontline staff to enable them to better identify those in need of help, provide support, and signpost/refer. Examples would be working with related and similar organisations that work with recently separated men, and organisations that provide advice on debt and financial difficulties. The above will require mapping what is currently being delivered across the council area, and exploring opportunities to collaborate locally and at a health board level where appropriate.	WD HSCP All partners to support	Improved competence and confidence in suicide prevention in front-line staff and key “touch points” in the community.	2021- 2023
2.4	Men, and especially those that are recently separated,	Deliver public awareness mental health campaigns (including suicide prevention and self-harm messaging) that target at risk groups, reduce stigma, and encourage people to seek support. These should	WD HSCP	Reduce stigma surrounding suicide, and increase help-seeking behavior	At least one campaign each year

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
	socially isolated, have a disability/ pain and/or financial difficulties	amplify national campaigns as appropriate.		concerning mental and emotional health.	
2.5	All groups especially men, CYP, LGBTQ and BME groups	Deliver events that raise public awareness of mental health, tackle stigma, and encourage people to talk about mental health. Events should also be delivered via online events and communication channels in the absence of mass gatherings.	Stepping Stones WDCVS	Reduce stigma surrounding suicide, and increase help-seeking behaviour with regards to mental and emotional health. Balance is maintained between service provision and awareness raising activity	At least two events each year for 2022 - 2023
2.6	All groups	Develop and promote the distribution of Z Cards* to local organisations, services and support groups, including those that are frequent “touch points” for our target and vulnerable groups. *Developed by WD HSCP, a credit card size resource with information containing a comprehensive list of services that provides further support to signpost people to key tools and organisations that can offer support and advice to anyone that needs it.	WD HSCP	Improved signposting to community based services	2021-23 (and ongoing)
2.7	All, though targeting of men, and especially recently separate, socially isolated,	Gain the commitment of key employers to promote mental health and wellbeing within their organisations through a combination of: <ul style="list-style-type: none"> • Mental health (including suicide prevention) training; • Signing up to the Workplace (seemescotland.org) / United to 	WD HSCP Working4U	Improved awareness and identification of mental health need, support, and referral amongst targeted high-risk employers and	Ongoing and by end of 2023

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
		Prevent Suicide (or similar) Employer Pledge;		employee groups.	
2.8	Have a disability/ chronic pain and/or have financial difficulties and those with problematic substance use	<ul style="list-style-type: none"> Partners to raise awareness of workplace health policy and procedures that promote good mental health and wellbeing in the workplace and better identify and respond to those in need of support WDC HR Lead for workplace health policy and procedure <p>High Risk Occupations: Low skilled male labourers (three times more likely to take their own lives than the national average); nursing staff, dentists and primary teachers also high.</p>	WD HSCP Working4U WD CVS WD ADP	Improved awareness and identification of mental health need, support, and referral amongst targeted high-risk employers and employee groups.	Ongoing and by end of 2023
2.9	Target groups: As above	<ul style="list-style-type: none"> Embed financial literacy, access to financial advice and support, and active sign-posting to support organisations amongst targeted high- risk employers, and other key organisations. W4U can lead on financial difficulties. WDC HR Lead for workplace health policy and procedure 	WD HSCP Working4U WD CVS	Improved pathways and access to both debt and financial advice and services, in addition MH resources and services across West Dunbartonshire.	2021- 2023

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
2.10	Social isolation	Promote social prescribing as a means of improving mental health and wellbeing, including as a way of reducing social isolation. Ensure existing projects that support life events and address risk factors (e.g. financial advice, relationship advice) are involved.	The Alliance WD CVS	Improved early intervention and access to protective factors.	Ongoing
2.11	People with a history of self-harm People that could self-harm - primary prevention and early intervention	Better understand the data and pathways in relation to self-harm and identify areas for quality and service improvement, with a focus on identifying and delivering interventions that promote prevention and early intervention in the school and/or family settings (i.e. access to peer support for family/carers), and interventions within the first month post ED admission for self-harm.	WD HSCP Police Scotland	Improvements in the self-harm pathway and subsequent contribution to reducing self-harm rates	2021 – 2023 (ongoing)
2.12	People in contact with services. High risk periods; first 3 months post-discharge from MH services and first month	Mental Health Services have robust risk assessment and suicide prevention plans for anyone with self-harm, suicidal thinking or suicidal intent which include: <ul style="list-style-type: none">• The undertaking of psychosocial assessments, including carers support, for all people who present at emergency departments, community mental health teams, mental health unscheduled care services, police custody nursing service for self-harm• Understand best practice for intervention for people in acute crisis and develop an implementation plan.	WD HSCP Clinical Services Hospital discharge team	Improved clinical intervention to reduce suicide rates. Action 5 – crisis intervention recommendations are adhered to	2021-23 Ongoing

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
		<ul style="list-style-type: none"> • Robust discharge planning including the standard that all people discharged from mental health inpatient care receives follow up within 7 days of hospital discharge. • West Dunbartonshire HSCP Crisis Team will develop a community and hospital in reach/outreach service to ensure safe discharge. • Deep Dive to understand the barriers to statutory mental health services for local people and with protected characteristics • Compliance with SIGN/NICE guidance. 			
2.13	Children and young people	<p>Promote positive mental health and wellbeing in the schools through the work of WD C&Y Mental Health Framework Group. This should include a focus on key protective factors such as training CYP and parents/carers on safe use of social media (protective in reducing online bullying).</p> <p>Have a remit to provide evidence-based physiological interventions for those with mild to moderate level MH needs, and promote a whole school approach to MH and wellbeing.</p> <p>Development of Growth mindset, mindfulness and PATHS programs in educational settings.</p> <p>Deliver on action plan addressing Online Child Sexual Abuse with range of partners.</p>	<p>WD Council Education Service</p> <p>Range of access to School Counseling Services including 24/7 service</p> <p>Access to Together All on-line Social and Emotional Support</p> <p>All establishments Educational Services/HSCP/Police Scotland/Working4U /Y-Sort-it/Champions' Board</p>	<p>Improved social and emotional health in CYP</p> <p>CYPMH – Professional Learning Resource is made use of by education staff.</p> <p>Improved parental capacity to support and address issues raised regarding Online Child Sexual Abuse</p>	Ongoing 2021-2023

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
2.14	Families	Continue to raise awareness of suicide prevention support and build community and family resilience	Children and Families Nursing Team	Suicide prevention embedded within Locality Team proposals	2021-2023
2.15	Co-occurring problematic substance use and MH	<p>Assess co-occurring conditions policy and services against SIGN/NICE standards, identify priority areas for action, and develop strategies to manage co-occurring conditions effectively, including integrated care pathways.</p> <p>Incorporate processes and practices to adhere to the MAT standards. Medication Assisted Treatment (MAT) standards: access, choice, support - gov.scot (www.gov.scot)</p> <p>Incorporate UK national Alcohol Treatment Standards (in place by 2023).</p>	<p>WD Drug and Alcohol Partnership Group</p> <p>WD ADP Groups</p> <p>Dual Diagnosis Group</p>	<p>Improved outcomes for those with drug and/or alcohol and mental health needs.</p> <p>Dual diagnosis.</p>	By end of 2023

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
2.16	People in contact with the criminal justice system	Provide suicide prevention training within Police Scotland 'L' Division, and exploration of plans and procedure in relation to the pre and post release period (i.e. "through the gate" services/pathways). This will complement the suicide intervention training already delivered during the probationary period to higher service levels of Police Officers and Police Staff who work in Custody environments. Suicide / mental health are a vital part of custody risk assessment for anyone coming into police custody.	Police Scotland	Improved awareness and identification of mental health need suicidal ideation, support, and referral to MH and wellbeing resources and services.	Training – 2021 - 2023 Pre-and post-release period – 2021-23

AREA 3: TAILOR APPROACHES TO SUPPORT IMPROVEMENTS IN MENTAL HEALTH IN SPECIFIC GROUPS

As identified by national guidance (Action 7), the following groups may need tailored approaches to support improvements in resilience and contribute to improved mental health and wellbeing:

- Looked after children and/or care leavers;
- Military veterans;
- People who are lesbian, gay, bisexual or gender reassigned;
- Black and Minority Ethnic groups and asylum seekers (men of Eastern European backgrounds were found especially at risk by the Suicide Audit);
- Those with complex (and often multiple) needs e.g. dual diagnosis of mental ill health and problematic substance use, learning disabilities and poor mental health.

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
3.1	Adults: Those with complex needs i.e. MH, Problematic substance use, rough sleeping	<p>Ensure CPWD SPG representation at the CPWD Safe/Nurtured DIG to ensure suicide prevention is aligned with other work and embedded as appropriate.</p> <p>Develop an ADP dual diagnosis group to ensure a joined-up approach in relation to mental health/alcohol and drugs</p>	<p>CPWD representation as appropriate within each of these DIGs</p> <p>WD ADP</p>	Improved partnership working in relation to vulnerable adults and subsequent work on co-occurring conditions.	2021 and ongoing
3.2	All age groups, Target groups: LGBTQ, BME, Veterans (ex), young offenders, bereavement support services.	Identify individuals/groups/organisations that can help engage with those identified as requiring tailored support (i.e. LGBTQ, BME groups, those with learning disabilities) and ensure they are aware of the pathways, services and resources in place so that they can best support individuals.	CPWD SPG representation at the CPWD Safe/Nurtured DIG	<p>Improved awareness of pathways, services and resources by professionals and in turn residents.</p> <p>Community groups/organisations identified and included in implementing the Suicide Prevention Action Plan.</p>	2021-2023

Ref	Target Group	Action	Lead Partner	Anticipated Outcome	Timescale
3.3	Vulnerable CYP	<p>Using the suicide audit, real time surveillance and other available data, complete a “deep dive” on the characteristics (including risk and protective factors) of CYP up to and including 25 year olds that have taken their own life by suicide; to inform the work of the CYP Mental Health Steering Group, including the following:</p> <ul style="list-style-type: none"> • Work with Police Scotland on the information that they are able to capture and record, including in relation to adverse childhood experiences (ACE's). • Work with the Child Protection Committee on joined up learning in relation to deaths of CYP by suicide. 	<p>CPWD SPG Data Subgroup</p> <p>WD Child Protection Committee</p> <p>Police Scotland</p>	Improved knowledge about the characteristics of CYP with thoughts of suicide to inform CPWD SPG Data Subgroup	2020-21

AREA 4: REDUCE ACCESS TO THE MEANS OF SUICIDE

This refers to reducing or restricting access to lethal means individuals use to attempt suicide is an important part of a comprehensive approach to suicide prevention.

Ref	Target Group	Action	Lead partner	Anticipated outcome	Timescale
4.1	All age groups	Include suicide risk in building design considerations for: - major refurbishments and upgrading of social housing stock - WDC corporate assets - WD HSCP settings - Police Custody settings	WDC Council WD HSCP Police Scotland	Suicide risk embedded in WD HA housing stock (where major refurbishments and upgrading), and within WDC/ WD HSCP Suicide Prevention Plans, and Police Scotland plans	By 2023
4.2	All age groups	Work with planning and developers to include suicide risk in new building design considerations, especially in relation to multi-storey car parks, bridges and high rise buildings that may offer suicide opportunities.	WD Council Planning and other partners as required Partnership Approach to Water Safety (PAWS) Group	Suicide risk embedded in building design of major new infrastructure	2021-23
4.3	All age groups	Review suicide prevention measures at high- frequency locations (for attempted and death by suicide) and make recommendations. Partnership Approach to Water Safety (PAWS) Group is committed to contributing to the reduction of water-related suicide as per Scotland's Drowning Prevention Strategy. They will do this by raising awareness of water safety, reviewing locations where incidents occur, trends are identified, and by working in partnership with CPWD Suicide Prevention Group to reduce water related incidents.	CPWD SPG Locations of Concern Working Group PAWS /CPWD SPG	Suicide prevention measures in place at specific high-risk locations	2021-23 On-going

Ref	Target Group	Action	Lead partner	Anticipated outcome	Timescale
4.4	All age groups	Network Rail - Continued commitment to mental health and suicide prevention training for front line staff, and continued assessment of locations for suicide risk and implementation of subsequent actions.	Network Rail /Samaritans	Suicide prevention measures in place in relation to the rail infrastructure and network rail staff (i.e. suicide prevention training).	Ongoing

AREA 5: PROVIDE BETTER INFORMATION AND SUPPORT TO THOSE BEREAVED OR AFFECTED BY SUICIDE

The provision of timely information and support to those bereaved or affected by suicide such as families, friends, colleagues and peers, is important in supporting people through the different stages of bereavement and in preventing future mental ill health. We know that death of a family member or friend by suicide is a risk factor for suicide in the bereaved.

Ref	Target Group	Action	Lead partner	Anticipated outcome	Timescale
<p>The following actions are embedded in the CPWD Suicide Prevention Programme and will be led by the CPWD Bereavement and Loss work-stream on bereavement support and postvention. Police Scotland will play an active role in informing the programme and supporting the delivery of solutions in the West Dunbartonshire system. The work will align with the bereavement support provided by Network Rail.</p>					
5.1	Families bereaved by suicide or a death of undetermined intent	Strengthen effective referral to bereavement support/services by emergency services that attend the death and those in contact with the families soon after any bereavement occur, so that referrals are appropriate and timely.	Police Scotland WD HSCP Bereavement Support Services – Stepping Stones	Strengthened pathways and referral to bereavement support services. Standardise approach to supporting those bereaved by suicide	2021-23
5.2	Families bereaved by suicide or a death of undetermined intent	Promote the distribution of the “Help is at Hand”* booklet or zcard by local organisations, services and support groups, including the first responders, Police Scotland, Funeral Directors and education settings.	WD HSCP Police Scotland WD Council	Information about bereavement support services more accessible	2021-23

Ref	Target Group	Action	Lead partner	Anticipated outcome	Timescale
5.3	Families bereaved by suicide or a death of undetermined intent	Develop and implement a Real-Time Suicide Surveillance System to <ul style="list-style-type: none"> • Enable a timely response by partners to ensure family/carers/friends are appropriately supported after a death by suicide (i.e. within 48 hours), • Enable system learning by partners to inform future prevention work and • Enable early identification of any 'clustering' to inform prevention work. 	CPWD SPG Data Group	Implementation of real-time suicide surveillance	First phase: 2021- 2022, and second phase: 2022- 20 23
5.4	Families bereaved by suicide or a death of undetermined intent	Review the current bereavement support offer to families in West Dunbartonshire, determine how best needs can be met, and work with services to strengthen the provision of suicide-specific bereavement support.	All Partners	Strengthened suicide specific bereavement support	By end of 2021- 2023
5.5	Families bereaved by suicide or a death of undetermined intent	Build awareness raising on suicide-specific bereavement into core mental health and suicide prevention training for front line staff.	WD HSCP Police Scotland WD CVS	More informed and competent workforce.	2023
5.6	Families bereaved by suicide or a death of undetermined intent	Develop a prevention and postvention protocol with West Dunbartonshire schools, West College and HSCP; to ensure they can provide a supportive and robust response in the event of a suicide. Develop and share with partners' guidance on responding to tragic incidents.	WD Council Education and HSCP Educational Psychology Team	More informed and robust response to deaths by suicide by education settings – reducing the risk of further suicidality. More informed and robust guidance to	2021-23

Ref	Target Group	Action	Lead partner	Anticipated outcome	Timescale
				support staff when planning and responding to tragic incidents.	
5.7	All groups Families affected by a suicide attempt	Ensure those affected by an attempted suicide are signposted to resources, tools and organisations where they can seek further support.	CPWD SPG Members	Strengthen support, reduce risk of future attempts Learn from attempted suicides	Ongoing

AREA 6: SUPPORT THE MEDIA IN DELIVERING SENSITIVE APPROACHES TO SUICIDE AND SUICIDAL BEHAVIOURS

There is a proven link between certain types of media reporting of suicide and increases in suicide rates. This objective aims to promote the responsible reporting and portrayal of suicide and suicidal behaviour across all media and reduce the risk of additional suicides

Ref	Target Group	Action	Lead partner	Anticipated outcome	Timescale
6.1	All age groups	Promote the responsible reporting and portrayal of suicide and suicidal behaviour in the media, including by encouraging use of the Samaritans guidance on responsible reporting, and challenging the publication of harmful or inappropriate material with reference to the updated laws on promoting suicide.	CPWD SPG Members	Reduce stigma around suicide	Ongoing (when timely to, do so i.e. when a death by suicide in a public place)
6.2	All age groups	Work with local media to encourage inclusion of positive stories (i.e. hope and recovery) and signposting of national helplines and local services for people that are affected by local campaigns and coverage of deaths by suicide or undetermined intent.	CPWD SPG Members	Establish a direct approach/contact with local media Increase in help-seeking behaviour	Ongoing

AREA 7: SUPPORT RESEARCH, DATA COLLECTION AND MONITORING

It is important to build on the existing research evidence and other relevant sources of data on suicide and suicide prevention.

Ref	Target Group	Action	Lead partner	Anticipated outcome	Timescale
7.1	All age groups	In relation to the Suicide Audit: <ul style="list-style-type: none"> - Ensure suicide data is recorded consistently across the CPWD so that it can be better analysed at the CPWD footprint. - Explore what further risk and protective factors can be included in relation to CYP and families, in discussion with the C&Y Mental Health Framework Group. - Continue to include findings of all serious incident reviews. 	WD HSCP Police Scotland WD Council Education Network Rail	Audit to inform Suicide Prevention Plan refresh.	2021-23
7.2	All age groups	Circulate the key findings of the suicide audit to Partners to encourage learning from suicides locally.	CPWD SPG Members	Learning from suicide audit informs practice.	2020-21 and ongoing
7.3	Children and young people	Collect information on the status and views of children and young people in relation to mental health, social and emotional wellbeing – to support identification of need and preventative activities.	C&Y Mental Health Framework Group.	Identification of need and preventative activities.	2021-2023
7.4	All age groups	Establish links with Board, National and leading universities on suicide and self-harm prevention to strengthen research links and	WD HSCP	Strengthen academic and research links.	Ongoing

Ref	Target Group	Action	Lead partner	Anticipated outcome	Timescale
		academic input to the Partnership.			
7.5	All age groups	Conduct “deep dives” where there is an opportunity to inform strategic and commissioning decision-making (could be in relation to self-harm, attempted suicide and/or death by suicide).	CPWD SPG Members	Learning on suicidal thoughts and risk factors can help inform suicide prevention	Ongoing

APPENDIX A: MONITORING MEASURES AND OUTCOMES (Draft)

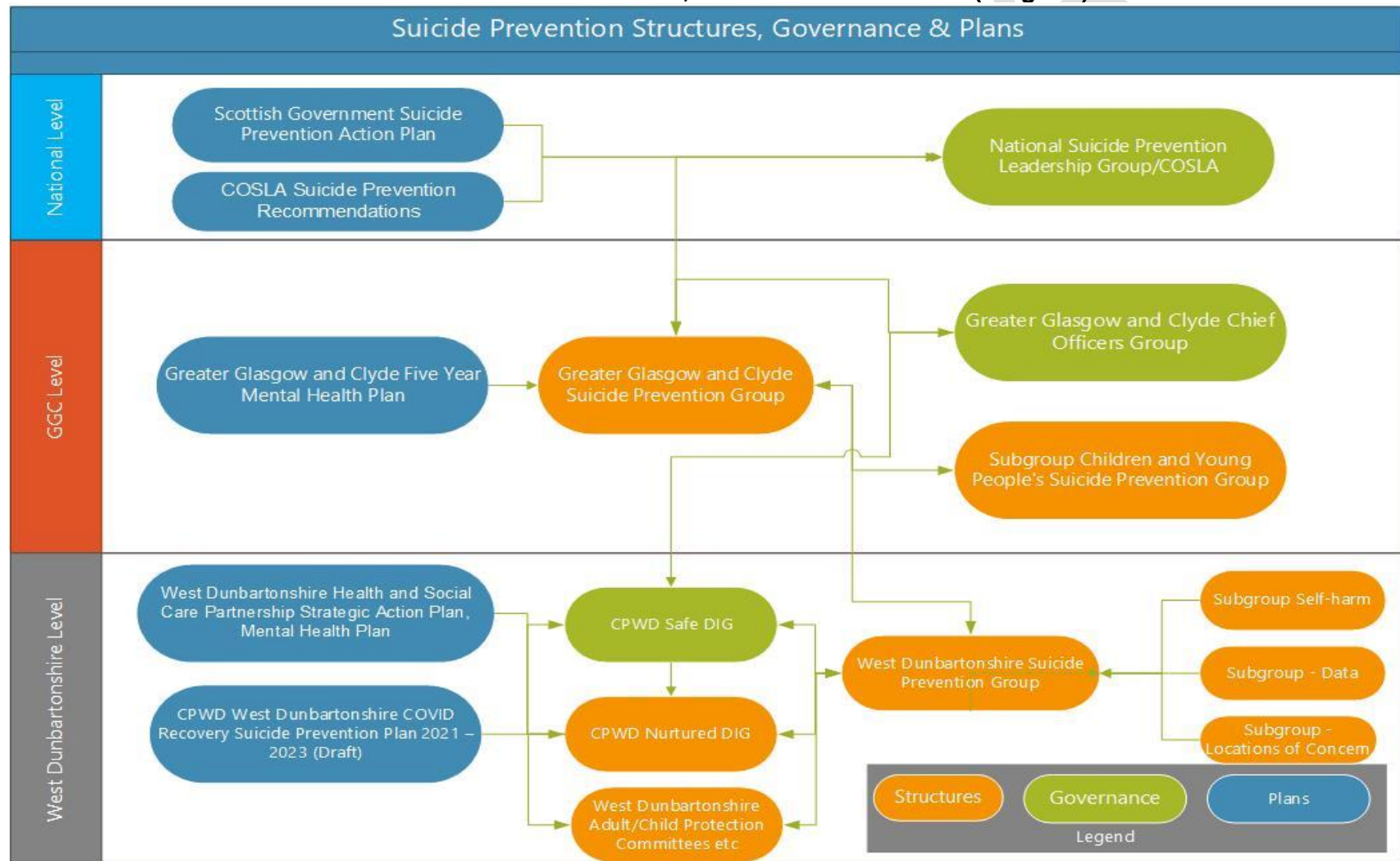
No	Quantitative indicators
1.	Suspected deaths by suicide as reported by first responders through real time surveillance data TBC
2.	Confirmed deaths by suicide as reported by Police Scotland and captured through the Suicide Audit (biannual) TBC
3.	Confirmed deaths by suicide as reported by WD HCP and captured through the Suicide Audit (biannual) TBC
4.	Confirmed deaths by suicide as reported by WDC Education and captured through the Suicide Audit (biannual) TBC
5.	Confirmed deaths by suicide as reported by Network Rail and captured through the Suicide Audit (biannual) TBC
6.	Recorded deaths by suicide as reported by Scot SID (annually)
7.	Hospital admissions as a result of self-harm by age group
8.	<i>Will explore how to improve intelligence in relation to attempted suicides</i>
9.	
10.	
No	Cross sectional and qualitative intelligence
1.	WD People's Panel/Residents survey MH and wellbeing questions embedded in the COVID-19 surveys
2.	Scottish Government COVID 19 Mental Health Tracker Survey
3.	Feedback through West Dunbartonshire residents with lived mental health experienced
4.	
5.	

APPENDIX 3

WEST DUNBARTONSHIRE SUICIDE PREVENTION PARTNERSHIP MEMBERSHIP (APRIL 2021)

- WDC Education
- WD HSCP Primary Care Team
- WD HSCP Learning Disabilities Team
- WD HSCP Addictions Team and WD ADP
- WD HSCP Health Improvement Team
- WD HSCP Employability (Mental Health)
- Police Scotland
- WD Council for Voluntary Services (CVS)
- Stepping Stones
- Carers of West Dunbartonshire
- Network Rail
- University of Glasgow
- Water Safety Group
- WDC Child Protection Committee
- The Alliance

Appendix Suicide Prevention Structures, Governance and Plans (Diagram)



WEST DUNBARTONSHIRE COUNCIL

**Report by Lesley James, Head of Children's Health,
Care & Justice and Chief Social Work Officer**

Meeting: Council - 26 October 2022

Subject: Chief Social Work Officer Annual Report 2021-22

1. Purpose

- 1.1** The purpose of this report is to provide the Board with Chief Social Work Officer's (CSWO) Annual Report for 2021-22 (Appendix 1) which provides information on the statutory work undertaken on the Board's behalf, including a summary of governance arrangements, service delivery, resources and workforce.

2. Recommendations

- 2.1** The Board are asked to note the content of the Chief Social Work Officer Annual Report 2021-22 and approve its submission to the Office of the Chief Social Work Advisor to the Scottish Government.

3. Background

- 3.1** The requirement for each Council to have a Chief Social Work Officer was initially set out in section 3 of the Social Work (Scotland) Act 1968 and is also contained within section 45 of the Local Government etc. (Scotland) Act 1994.
- 3.2** The role of the CSWO is to provide professional guidance, leadership and accountability for the delivery of social work and social care services – both those provided directly by the HSCP and also those commissioned or purchased from other providers.
- 3.3** The CSWO Annual Report has been prepared in line with national guidance: 'The Role of the Chief Social Work Officer' (Scottish Government: 2016). This report also fulfils the statutory requirement for each CSWO to produce an annual report on the activities and performance of social work services within the local area.
- 3.4** Following approval, the Annual Report will be provided to the Chief Social Work Advisor to the Scottish Government and will be posted on the Council and HSCP websites.
- ### **4. Main Issues**
- 4.1** Each CSWO produces an Annual Report based on an agreed template by the Office of the Chief Social Work Adviser. This ensures local reporting arrangements continue whilst having due regard to current pressures being experienced across the sector. The Office of the Chief Social Work Advisor will use completed reports to prepare a national overview later in the year.

- 4.2** The report for 2021-22, makes significant reference to the work of teams across Children & Families, Adults, Older people and Justice Services. The report gives both performance information and highlights the extensive and varied contribution that social work makes to the lives of our most vulnerable citizens within West Dunbartonshire. Adaptability of social workers, support staff, managers and users of services through fluctuating and changing environments, in pandemic conditions, has been required to ensure continuity of services in our local communities.
- 4.4** Oversight arrangements, public protection activity and performance information is detailed as well as external scrutiny of those regulated services delivering statutory functions during 2021-22.
- 4.5** Recruitment challenges to a range of posts across services has been highlighted and is both a local and national issue for our social work workforce. As a profession based on building relationships to engage with children and adults and deliver rights based services to individuals, families and carers towards better outcomes, our skilled workforce is key as is their wellbeing. The Social Work services workforce is diverse and includes Social Workers; Occupational Therapists; residential and day care staff; home care staff; Mental Health Officers and people working with Children, Adults and Justice Services. Services are delivered by a skilled, dedicated workforce who require support, training and effective leadership to undertake complex and often challenging work.
- 4.6** This year has seen services able to more fully recover and reset from a pandemic driven service response, with increased numbers of staff returning to the workplace and buildings more accessible to services users particularly since early 2022. Staff vacancies across services areas is a notable challenge across nearly all service deliver areas.

It is to the credit of the entire social work and social care workforce that vital services in West Dunbartonshire have continued throughout the pandemic and beyond and it is testament to the dedication, commitment and individual effort of each social worker, social care worker and manager in providing continuity of service through these unprecedented times, where those with the greatest inequalities in life have been most impacted through the pandemic. Unfortunately the impact on citizens and communities is still not fully visible and it is likely that additional needs for families and individuals will be evident for some time to come.

- 4.7** The clarity of objective of the social work ambition to deliver earliest and preventative services to enable children and adults to live their best lives in community settings where possible is clear across all delivery areas. The shared understanding of the impact services make, not simply activity, is at the heart of all social work delivery, and the culture change in services to ensure meaningful participation and self- direction is growing. The focus on the most vulnerable in our communities is required to ensure reduction in health and social inequalities with improved outcomes. As such, priorities for service delivery, support to staff and managers and details of workforce planning are included.

5. People Implications

- 5.1** The CSWO Annual Report refers to workforce planning and development which recognises activity to support staff wellbeing and ensure successful recruitment and retention.
- 5.2** The report highlights developments of key posts across social work services to support an on-going improvement agenda and identified priorities for the delivery of social work services.
- 6. Financial and Procurement Implications**
- 6.1** There are no financial or procurement implications arising from the CSWO annual report, however the report highlights the financial implications upon the HSCP budget and the importance of spend that is compliant with procurement arrangements.
- 6.2** Budgetary oversight of services provided by the HSCP continues to be provided by the HSCP Board and senior officers continue to address these issues to meet statutory duties; the ongoing impact of the Covid-19 pandemic will undoubtedly continue to shape the budgetary and financial arrangements for HSCP services during 2021-22 and beyond.
- 7. Risk Analysis**
- 7.1** Provision of statutory social work services requires appropriately qualified and skilled staff; analysis of activity and future demand is intended to inform future service planning to continue to meet statutory duties.
- 8. Equalities Impact Assessment (EIA)**
- 8.1** There is no equalities impact as the report does not recommend a change to existing policy, function or strategy.
- 9. Environmental Sustainability**
- 9.1** There are no implications for environmental sustainability.
- 10. Consultation**
- 10.1** The CSWO Annual Report has been informed by information provided by managers across the HSCP; members of the HSCP Senior Management Team have also been consulted on the report content.
- 11. Strategic Assessment**
- 11.1** Analysis of activity, resources and performance within the CSWO Annual Report provides assurance that the planning and delivery of social work services in West Dunbartonshire continues to reflect statutory requirements.
- 11.2** The report also demonstrates how services support the Council's strategic priorities and the HSCP Strategic Plan, working with local residents and communities to improve lives.

Lesley James
Head of Children's Health, Care and Justice
Chief Social Work Officer
30th September 2022

Person to Contact: Lesley James, Head of Children's Health, Care and Justice Services, Chief Social Work Officer
Lesley.james@west-dunbarton.gov.uk

Appendices: Chief Social Work Officer Annual Report 2021-22

Background Papers: None

Wards Affected: All

**West Dunbartonshire
Health and Social Care Partnership**

Chief Social Work Officer Annual Report

2021-2022

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I am delighted to present my first Chief Social Work Officer annual report in West Dunbartonshire.

This report provides a summary overview of Social Work activity across West Dunbartonshire over 2021/22 and does not cover all aspects of the diversity of Social Work practice within the HSCP. Reference is made to scrutiny partners and their broad findings over the past year and areas of continued focus for improvement, including improvements, challenges, and service performance information.

The annual report provides an overview of Social Work services but crucially it provides an opportunity to highlight the many good practice areas, and cross cutting work taking place across Social Work services in West Dunbartonshire with partner agencies.

The clarity of objective of the social work ambition to deliver earliest and preventative services to enable children and adults to live their best lives in community settings where possible is clear across all delivery areas. The shared understanding of the impact services make not simply activity is at the heart of all social work delivery, and the culture change in services to ensure meaningful participation and self-direction is growing. The voice of those receiving services being 'their own experts' and those with lived experiences help us deliver person centred services of today and develop a model of services fit for the future.

Social Work protects and supports people from before birth to end of life, working with families and individuals and partners. It does so by providing or purchasing services designed to promote the safety and independence of people who need or use services, and to contribute to community safety by reducing re-offending. The Third and independent Sectors are key partners in service delivery and need to be a greater integral part of service delivery in West Dunbartonshire. Social work services are provided 24 hours each day of the year. They are provided in partnership with a range of stakeholders, including people who use or benefit from them.

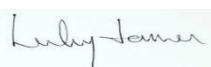
The Social Work services workforce is diverse and includes Social Workers; Occupational Therapists; residential and day care staff; home care staff; Mental Health Officers; and people working with Children, Adults and Justice Services. Services are delivered by a skilled, dedicated workforce who require support, training and effective leadership to undertake complex and often challenging work.

This year, has seen services able to more fully recover and reset from a pandemic driven service response, with increased numbers of staff returning to the work place and buildings more accessible to services user particularly since early 2022. Staff vacancies across services areas is a notable challenge across nearly all service deliver areas.

It is to the credit of the entire social work and social care workforce that vital services in West Dunbartonshire have continued throughout pandemic and beyond and is testament to the dedication, commitment and individual effort of each social worker, social care worker and manager in providing a continuity of service through these unprecedented times, where those with the greatest inequalities in life have been most impacted through the pandemic.

Unfortunately the impact on citizens and communities is still not fully visible and is likely that additional needs for families and individuals will be evident for some time to come.

I would like to extend my sincere thanks to everyone who contributed to the writing of this report, I intend to develop an executive summary locally, to ensure reach and visibility widely to celebrate the vital contribution that social work continues to make to the lives of children, young people and adults in our communities.



Lesley James
CSWO

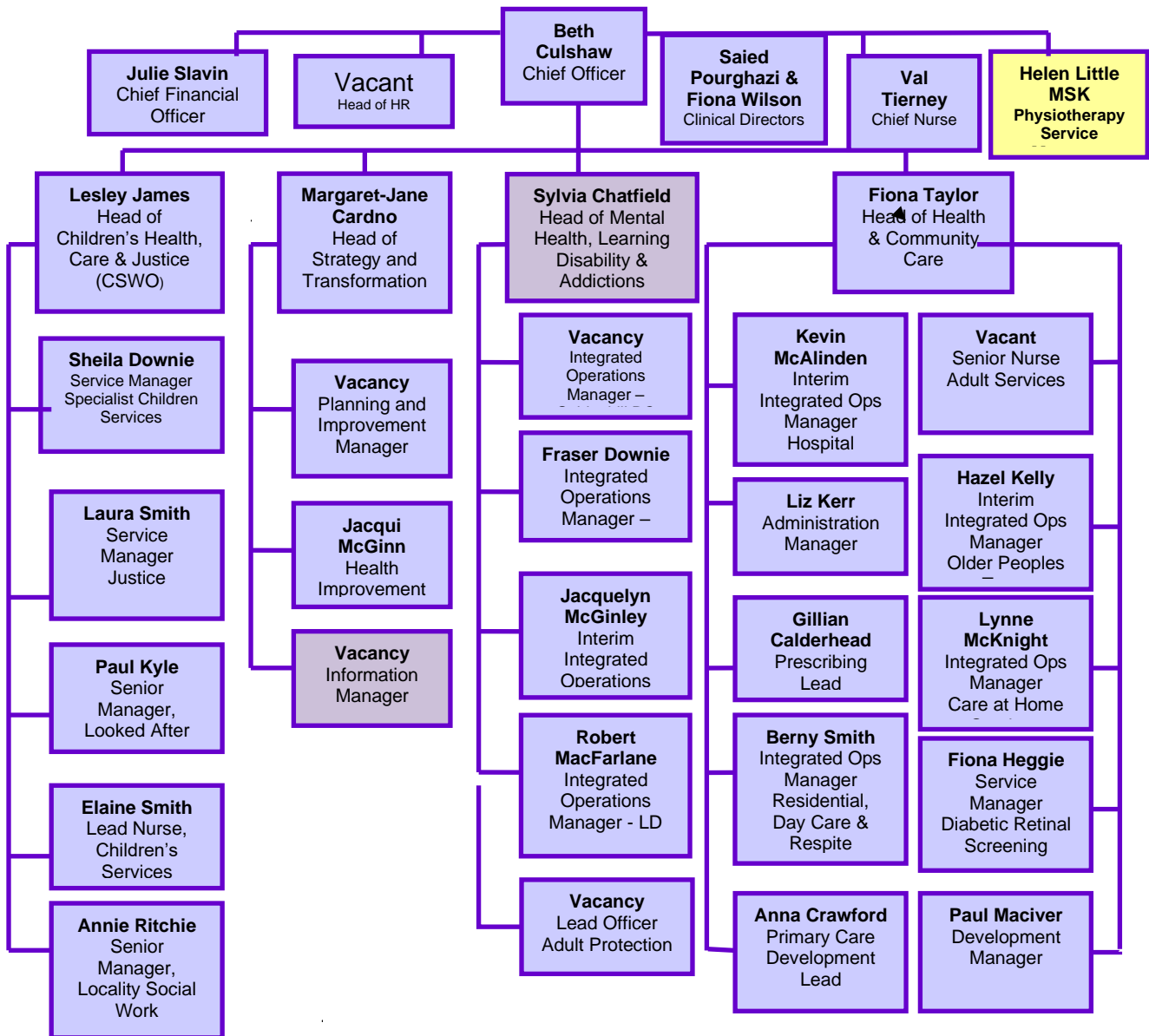
Head of Children's Health, Care and Justice

1. Governance and Accountability

1.1 Role of the Chief Social Work Officer:-

1. There is a statutory requirement for all Local Authorities to appoint a professionally qualified Chief Social Work Officer (CSWO) who is registered with the Scottish Social Service Council (SSSC). This regulation is set out in Section 45 of the Local Government (Scotland) Act 1994. The overall role of the CSWO is focused on the provision of effective professional advice and guidance to Local Authorities, Integration Joint Boards, Elected Members and Officers in the provision of Social Work services whether directly provided or commissioned.
2. The CSWO has responsibility for overall performance improvement and the identification and management of corporate risk in so far as these relate to Social Work services. The CSWO provides professional governance, leadership and accountability for the delivery of Social Work and social care services whether directly provided or delivered by the private or voluntary sector on behalf of the Local Authority.
3. The role assists the Council and the Integration Joint Board to understand the responsibilities and the complexities involved in the delivery of Social Work services. The CSWO has key responsibility for performance management and the identification and management of corporate risk, as it relates to the delivery of Social Work services. The CSWO is required to ensure that all social services workers meet the requirements of the SSSC Codes of Practice.
4. 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.
5. West Dunbartonshire Council has resolved that the Chief Social Work Officer role is held by the Head of Children's Health, Care and Justice reporting to both the Chief Officer of the HSCP and the Chief Executive.
6. The Chief Social Work Officer is a 'proper officer' of the Council in relation to social work functions and is a member of the Senior Management Team within the HSCP and a non-voting member of the Health and Social Care Partnership (HSCP) Board.
7. The CSWO role was established to ensure the provision of appropriate professional advice in the discharge of a Local Authority's statutory functions as they relate to Social Work services. The CSWO fulfils the functions of both Council and the Health & Social Care Partnership.
8. The CSWO assists the Local Authority, Integration Joint Board and their partners to understand the complexities and cross-cutting nature of Social Work delivery – particularly in relation to issues such as:-
 - Corporate parenting
 - Child protection
 - Adult protection
 - The management of high-risk offenders
9. The role also contributes to supporting overall performance improvement, management of corporate risk and a wide range of national and local outcomes

West Dunbartonshire HSCP Structure

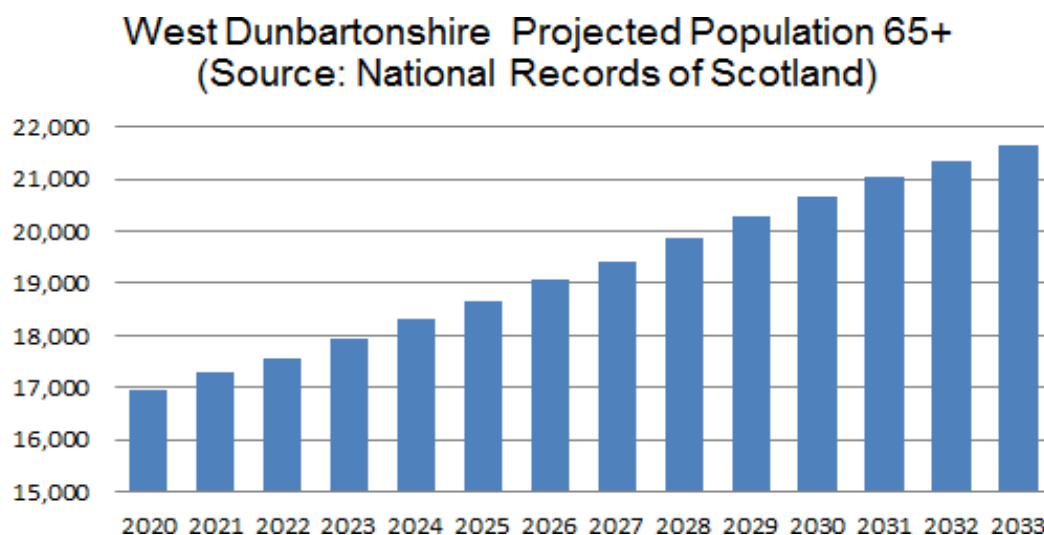


10. Within the structure of HSCP focus on preventative and participative service approaches to improve the outcomes of those who use services, their carers and their families.

- The Health and Social Care Partnership has delegated responsibility to deliver
- Adult and Older People's services across all disciplines within integrated community teams
- Children and Young People's services across all disciplines and in partnership with Education Services
- Justice Social Work
- Community Mental Health, Learning Disability and Addictions services within Integrated community teams and inpatient services

1.2 In 2020, the population of West Dunbartonshire was 88,340 (National Records for Scotland, 2021). This is a decrease of 0.7% from 88,930 in 2019. Over the same period, the population of Scotland remained almost the same with only an increase of 0.05%. The population of West Dunbartonshire accounts for 1.6% of the total population of Scotland.

1. The number of births in West Dunbartonshire in 2020 was 771 which, in common with a number of other Scottish local authorities, was much lower than the figures of 845 in 2019. In West Dunbartonshire, 18% of the population are aged 0-15, slightly higher than Scotland (17%), and 9.7% of the population are aged 16-24, which is smaller than Scotland (10.4%). In terms of overall size, the 45 to 64 age group remains the largest age in 2020, with a population of 25, 6646 (29%).
2. People aged 65 and over make up 19% of West Dunbartonshire's population, which is similar to Scottish population. Currently West Dunbartonshire ranks the third most deprived area in Scotland (equal with North Ayrshire) with 40% of data zones being among the 20% most deprived areas of Scotland. Only Inver Clyde (45%) and Glasgow City (44%) have higher deprivation (Scottish Government, 2020¹).



West Dunbartonshire's overall population is in decline however the proportion of older people within the authority is steadily increasing. From 2018-based population estimates it is predicted that the pensionable age and over population will increase by 15.2% by 2033 and the over 75 population will increase by 34%. People are living longer with more complex health needs and therefore may require more input from health and social care services.

1.3 CSWO and Partnership Arrangements

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

Nurture - Delivery Improvement Group (DIG)

3. The Nurture DIG is the multi-agency strategic planning group for services for children across the Community Planning Partnership (CPP). It is one of the 6? Sub-groups under the Community Planning The Nurture DIG is a multi-agency partnership that is responsible for the implementation of GIRFEC across all of our services and produces the Integrated Children's Services Plan, a statutory plan under the Children and Young People (Scotland) Act 2014
4. In 2022 a sub group structure as part of its ongoing activity during 2020-21, the Nurtured Delivery and Improvement Group published the integrated children's services plan for 2021-23, with the strategic outcomes themed around the SHANARRI outcomes for children and young people (safe, healthy, achieving, nurtured, active, respected, responsible and included).
5. The plan is currently being reviewed and a subgroup structure has been developed this year reflecting both the key priorities for Integrated Children's Service planning and strengthening collaborative delivery of priorities given the challenging local and national program for children ahead.
6. The sub group structure reporting to the Quarterly Improvement Group are:
 - Children's Rights Voice and Participation
 - GIRFEC
 - The Promise
 - Family Support
 - Mental health & Wellbeing

1.4 Clinical and Care Governance

1. The clinical and care governance process applies to all services provided and commissioned by the Health and Social Care Partnership. Clinical and Care Governance is the responsibility of all who work within or on behalf of the organisation, delivery therefore requires an integrated approach with an emphasis on joint working and collaboration.
2. We have built on the existing professional and service governance arrangements in place in NHS Greater Glasgow and Clyde Health Board (NHSGGC) and West Dunbartonshire Council (WDC) as our HSCP clinical and care governance arrangements mature and develop across integrated arrangements.
3. As West Dunbartonshire HSCP continues to integrate governance mechanisms for services within partnerships we must ensure that core principles and elements of clinical and care governance are consistently and effectively applied and coordinated

across the full range of services including all service areas within HSCP, services commissioned by the HSCP and third sector providers. A subgroup arrangement for social work and social care services is being developed and chaired by the CSWO

4. West Dunbartonshire HSCP Clinical and Care Governance Group (WDHSCP CCGG) will work in accordance with the Clinical and Care Governance Framework as set out by the Public Bodies (Joint Working) (Scotland) Act 2014, which details the following 'Five Process Steps to Support Clinical and Care Governance':
 - Information on the safety and quality of care is received
 - Information is scrutinised to identify areas for action
 - Actions arising from scrutiny and review of information are documented
 - The impact of actions is monitored, measured and reported
 - Information on impact is reported against agreed priorities
5. WDHSCP CCGG will ensure that effective arrangements, structures and procedures are in place to support oversight and scrutiny of care quality in order to provide assurance that all services delivered or commissioned by the HSCP are safe, effective, person centred, responsive to local needs and support clinical and care staff to continuously improve health and social care services in order to enhance the lives and health of those within our community. The group will provide this assurance to West Dunbartonshire Integration Joint Board, NHS Greater Glasgow and Clyde Health Board (NHSGGC&CHB) and, West Dunbartonshire Council (WDC)
6. Reporting Arrangements:
 - The Clinical and Care Governance Group (CCGG) has an advisory function. Decisions of the CCGG require ratification by the HSCP Senior Management Team by the Integration Joint Board
 - West Dunbartonshire HSCP CCGG will report via the HSCP Senior Management Team to the Integration Joint Board. An organisational structure chart is attached Appendix 2.
 - The CCGG will provide an exception report to the Primary Care & Community Governance Forum (PCCCG) at each meeting for the purposes of reporting at the next PCCCGF
 - The CSWO will provide the CCGG with their Annual report
 - The Clinical Director will provide the CCGG with the Clinical Governance Annual Report
 - Both these reports will be made available to the Integration Joint Board each year and the Clinical Governance Annual report will also be submitted to the NHS GG&C Board Clinical Governance Committee
 - The CCGG will receive appropriate updates from the locality groups of any relevant issues, which require highlighting
 - Updates from the Adult Support and Protection Committee, the Infection Control group, and Child Protection Committee will be provided at each meeting.
 - Updates concerning new and Emerging Risks will also be considered by the CCGG
 - The Group will also consider minutes / updates from the PCCCGF, and take cognisance of other Governance Forums, specifically Mental Health and Learning Disability Fora, Specialist Children's Services and appropriately respond and consider the impact of any recommendations made for the HSCP, and take appropriate steps to instigate any actions
 - Any additional minutes or matters of concern relevant to Clinical and Care Governance from other HSCP, Health Board or Council groups should be brought to the attention of the CCGG by the relevant Heads of Service e.g. reports from external scrutiny bodies regarding HSCP or commissioned services, or via exception reports from local service areas clinical and care governance fora.

1.5 Public Protection Chief Officers Group (PPCOG)

1. West Dunbartonshire's multi-agency Public Protection Chief Officers Group (PPCOG) is responsible for the strategic co-ordination of public protection services in West Dunbartonshire and is chaired by the Council Chief Executive. Core membership also includes the Chief Nurse: Public Protection (NHS Greater Glasgow & Clyde), the Divisional Commander (Police Scotland) and the Chief Officer (HSCP). The Chief Social Work Officer, the Council's Chief Education Officer and the Locality Reporter Manager (Scottish Children's Reporter Administration) also attend the PPCOG. The group scrutinizes the strategic direction and performance of services for child protection, adult protection, multi-agency public protection arrangements (MAPPA) for the management of high risk offenders, violence against women and the Alcohol & Drugs Partnership.
2. During 2021-22, the PPCOG has reviewed its risk register, aligned to the development of single registers held by each of the strategic committees as identified above. PPCOG will receive a high level risk report on a quarterly basis informed by relevant strategic committees to provide the necessary oversight and will determine any required intervention by PPCOG. A new Chief Executive and Chair of the group has recently been appointed and a review of the collective data sets and performance information across the partners is being undertaken to strengthen oversight and scrutiny.
3. The Performance and Assurance Reporting Framework (PARF) provided PPCOG members with a quarterly report on performance against targets for child protection, high risk offenders, adults at risk and vulnerable adults and included this year the national minimum data set for children. PPCOG are developing the reporting of additional data, from across the group held by each of the key partners to enable richer layering of data to strengthen strategic oversight.

1.6 Child Protection Committee

1. The Child Protection Committee vision 'Child protection is Everyone's Responsibility' supports Scottish Government's vision that Scotland is the best place in the world to grow up. For this to happen, all children, including our most vulnerable, must have access to the support they need to help them have positive outcomes. West Dunbartonshire's Child Protection Committee provides a local, strategic partnership to achieve the best outcomes for all our children. The committee has strong representation across the multi-agency partnership and is independently chaired.
2. The Committee has met quarterly during 21/22 moving to bi-monthly in 22/23 and fulfils the functions as defined in the National Guidance for Children Protection in Scotland 2014.

1.7 Key achievements from work plans over 2021/2022

1. Implementation of national Learning review Guidance and implementation multi-agency review teams and case groups to produce learning from significant case reviews
2. Aligned to the significant case reviews, improvement plans have been created with clear governance and scrutiny arrangements in place
3. The creation of two protection posts to support Learning and development and Quality Assurance across Adult and Child protection systems
4. The implementation of a sub group structure in line with Protecting children and Young People Guidance 2019
 - Self-Evaluation and Quality assurance
 - Communication and Engagement
 - Learning and Development
 - Policy and Practice

5. Audits have become routine for all children who have had a second child protection plan put in place within 2 years of their child protection plan ending
6. A Multi - agency training calendar has been developed for practitioners and managers
7. Face to face training for conference and core group chairs been delivered
8. Integrated assessment documentation has been revised with strengthened SMART Plans, incorporating plain English principles and will be part of Carefirst recording system in 2022
9. The development of IRD steering to progress improvement from self -evaluation and phase 1 and 2 of Joint Children services Inspection
10. Ongoing implementation of Joint Inspection Improvement plan

1.8 Key Challenges

1. Across the partnership staffing pressures and vacancies exist which impacts on attendance and capacity both within the delivery of single agency services and multi-agency partnership working. A single template is being developed to routinely gather and report vacancy challenges, and include in risk registers as appropriate. This information will be routinely reported to PPCOG.

1.9 Adult Protection Committee

1. The adult protection committee is independently chaired with a broad representation for all key partners. The committee meets quarterly and has identified its key priorities based on 2022 Joint inspection of Adult Support and Protection, and local self - evaluation and case reviews
2. The joint inspection of Adult Support and Protection West Dunbartonshire Partnership took place in May and July 2021
The Care Inspectorate concluded the partnership's leadership for adult support and protection was effective but with some areas for improvement. There were clear strengths supporting positive experiences and outcomes for adults at risk of harm, which collectively outweighed the areas for improvement.
3. An improvement plan has been delivered and is being implemented. The Care Inspectorate, through its link inspector, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland will help monitor progress in implementing this plan.

1.10 Key achievement from work plan in 2021-22

1. Despite the restrictions arising from the pandemic, a range of training and development sessions were delivered between April 2021 and July 2022.
2. The main focus was on the statutory duties of Adult Protection and ensuring training was delivered to Council Officer's and second workers. Sessions on ASP roles and responsibilities, including Case Conference Chair, were also delivered to Integrated Operational Managers and Senior Social Workers.
3. Basic Awareness training was delivered via MST throughout 2021 and an iLearn module launched on the West Dunbartonshire learning platform in July 22. Whilst mandatory for social care staff, all council staff are able to access the training.
4. The Lead Officer worked with Carers of West Dunbartonshire to produce a YouTube ASP Awareness video, this was released in November 2021.
5. The Adult Protection Committee will introduce a training sub group to take forward a multiagency adult support and protection training plan that is responsive to the needs of the workforce and shares learning resources.

1.11 Multi-Agency Public Protection Arrangements (MAPPA)

1. West Dunbartonshire is part of North Strathclyde MAPPA arrangements, along with five other local authority areas, Police Scotland, NHS Greater Glasgow & Clyde, NHS Highland and the Scottish Prison Service which are all deemed 'responsible authorities'. A dedicated MAPPA coordinator provides professional advice and guidance within a small MAPPA Unit which supports responsible authorities to fulfil their statutory duties around information sharing and joint working to assess and manage the risk of individuals managed within MAPPA.
2. MAPPA brings together the expertise and resources of key agencies to develop and deliver plans to protect the public from being harmed by sexual and violent offenders, including restricted patients.
3. The overarching objective of MAPPA is to protect the public from harm. This includes having the correct resources in place to enable people who have committed offences to meaningfully work on changing their behaviour. This is where multi-agency public protection arrangements are not just about restrictions and the management of risk. They also focus on ensuring people have access to the services they need, whether these be related to health, housing, substance misuse or reducing their offending.
4. Any person assessed as presenting a high risk of harm to the public is subject to very strict supervision and monitoring to help reduce that risk. This can include living in approved accommodation, being subject to restrictions about visiting certain places or having contact with specific people.
5. Offenders subject to MAPPA must report regularly to the police or their supervising criminal justice social worker, alongside unannounced visits to their home address.
6. MAPPA is directed and overseen by the North Strathclyde Strategic Oversight Group. It consists of senior representatives from each of the Responsible Authorities, with representatives of the Duty to Co-operate agencies attending as appropriate.
7. The group meets 4 times per year and is driven by strategic priorities and a business plan which addresses the areas of responsibility identified in MAPPA National Guidance 2016.
8. People subject to MAPPA are from the following categories, set down in Law:-
 - Registered Sex Offenders (Category 1)
 - Restricted Patients (Category 2)
 - Other risk of serious harm offenders who meet certain criteria (Category 3)

1.12 Community Justice Partnership

1. West Dunbartonshire historically delivered the Community Justice agenda through a SAFE delivery Implementation Group (DIG) a subgroup of community planning. In February this year a recommendation was taken to WDC Community Planning Partnership that a dedicated subgroup, namely a Community Justice Partnership, would be implemented with a discrete and specific focus on improvement and service development to deliver improved outcomes for those who have come into contact with the justice system.
2. It is clear that the required preventative focus, support from custody, and community and strength based approach cannot and should not be delivered by Justice Services in isolation. In addition, the required reach to many adults not engaged with Justice Services requiring additional support to improve outcomes is considerable.
3. The Community Justice Partnership has had a series of Workshops throughout 2022 to

ensure a shared understanding and vision exists across the partnership The national development of the Outcomes Performance Improvement Framework (OPIF) is enabling the new Partnership to set a baseline of current activity against nationally agreed aims and indicators

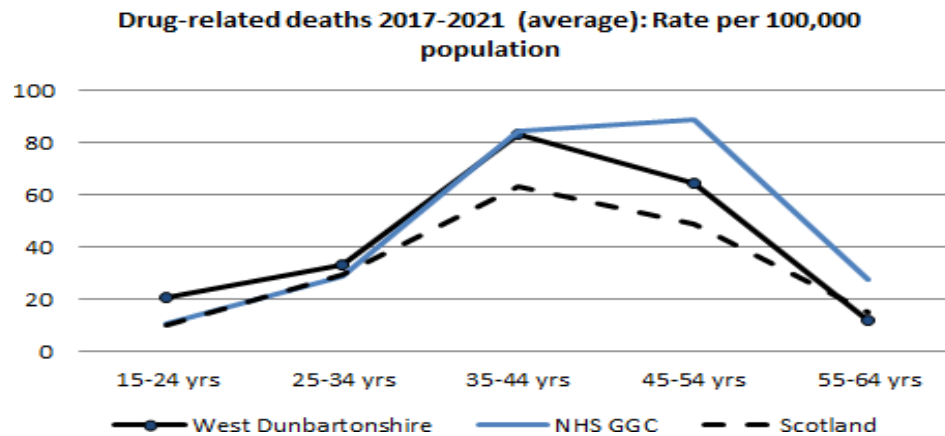
1.13 Alcohol and Drugs Partnership (ADP)

The ADP oversees a broad range of activity to minimise the harms caused by substance misuse. The ADP priorities support the aims and principles of the Integration Joint Board and reports to PPCOG

- improve health, early intervention and prevention
- reduce prevalence of alcohol and drug use
- promote and provide opportunities for recovery
- support children and families affected by substance use
- reduce the impact of substance use on communities
- provide high quality treatment and support services
- MAT standards

1.14 Performance Highlights 2021/22

1. During 2021/22 The Alcohol and Drug Partnership (ADP) has implemented several improvements to governance arrangements. This has provided a clear emphasis on performance management, commissioning and procurement, and partnership working that focuses on service delivery. The ADP has also had a specific focus on the improvement recommendations by the Scottish Government and endorsed by COSLA, which seeks to support the national mission to tackle drug deaths within Scotland.
2. The ADP has taken forward the implementation of the Medicated Assisted Treatment (MAT) Standards from April 2022. These new standards will enhance access to alcohol and drug services and will also ensure that those accessing services can involve their families within the decision making process. In addition the ADP has been successful in a recent application for additional funding to support people with severe and multiple complex needs.
3. Advocacy services will provide a dedicated rights based advocacy service to support the delivery of the MAT Standards. This service will have two appointed employees embedded across all Addiction Services in West Dunbartonshire.
4. In common with the Scotland-wide figure, the highest death rates averaged across 2017 to 2021 have been for those aged 35-44 years within West Dunbartonshire. Greater Glasgow and Clyde has higher rates among those aged 45-54 years while West Dunbartonshire has almost double the Scotland and GGC rate for people aged 15-24 years.
5. The National Records of Scotland 2021 report into drug deaths highlights that more than one drug was found in the bodies of 93% of people who died from drug misuse. Polydrug use and non-prescribed street drugs have increased along with the numbers of deaths: benzodiazepines have been implicated in 5 times more deaths in 2021 than in 2015 and the vast majority of those implicated are street benzodiazepines.



6. In September 2021 a non-fatal overdose pathway became operational across Greater Glasgow and Clyde in partnership with Turning Point Scotland. The GGC Overdose Response Team is co-located with West Dunbartonshire Community Addictions Services and 71 referrals have been made by West Dunbartonshire to the Overdose Response Team since the pathway's inception.
7. There is strong evidence to show that fatal overdoses often follow non-fatal ones. Intervention and providing support as quickly as possible after a non-fatal overdose is therefore a clear way of avoiding or reducing the risk of a fatal overdose.
8. The Overdose Response Team's aims and objectives are to:
 - Reduce and prevent drug-related deaths caused by fatal overdose.
 - Improve information and understanding of the extent of non-fatal drug overdose, identify barriers to engagement with services, and inform system change that works for people not services.
 - Provide rapid response to near-fatal overdose which provides harm reduction interventions and advice.
 - The Overdose Response service was developed in line with the Medication Assisted Treatment (MAT) Standards created by the national Drug Death Task Force and published in May 2021 and in particular, Standards 3, 4 and 5, which the Scottish Government expect to be embedded in every Drug and Alcohol Service from April 2022.

1.15 Chief Social Work Officer Oversight

The CSWO has maintained oversight of social work practice and performance by a range of means, including:

1. Quarterly Social work governance meetings with operational managers for adult social work services and the Heads of Service for Health & Community Care and Mental Health, Learning Disabilities & Addictions
2. 6 weekly Oversight and management the lead officer (child protection) and independent joint Chair of the Adult Protection Committee and Child Protection Committee
3. This year the development of protection Team meetings with lead officers Heads of Adult and Older People's Service shortly to include the quality assurance officer Protection and learning and Development Officer
4. Core member ADP and CPC Quarterly moving x6 meeting a year

5. Core member of Clinical and Care Governance (CCG), taking forward a subgroup of social work and social care oversight which will report to CCG meeting bi-monthly moving to quarterly
6. Access and oversight of performance data for all social work and social care service areas
7. Oversight quarterly meeting with heads of service in adults and Older people
8. Regular engagement with staff across the service Oversight of SCR / ICR and since adopted Learning Review's including notifications
9. Care Hone Oversight Group meeting weekly
10. Oversight of self-evaluation activity across services
11. Complaints and service user feedback being further developed for 22/23

1.16 Statutory Functions (Chief Social Work Officer)

1. The performance of the service, for the purpose of this annual report, principally focusses on those which relate directly to those conferred to the Chief Social Work Officer. Some other areas of performance have been included to provide further information on service activity. Reference is made to other scrutiny and performance bodies and groups.
2. There are specific areas where statutory decision making functions sit directly with the Chief Social Work Officer by name.
3. These mainly relate primarily to restriction of individual liberty and the protection of individuals and the public. These include:-
 - acting as a guardian to an adult with incapacity where the functions relate to the personal welfare of an adult and no other suitable adult has been able to be appointed
 - decisions associated with the management of drug treatment and testing orders.
 - carrying out functions in relation to a breach of a supervised release order
 - implementation of a secure order authorisation
 - review of secure placements and removing a child from secure accommodation
 - the transfer of a child's residence subject to a supervision requirement in cases of urgent necessity
 - the role of the Chief Social Work Officer in responsibility for joint arrangements for MAPPA
 - responsibility to ensure Mental Health Officer functions are delivered in accordance with professional standards











To this end, a range of management information has continued to be provided to the CSWO and operational managers to inform service delivery. This includes:

1. Quarterly performance and review data for child protection, adult protection and MAPPA (also reported to the Public Protection Chief Officers Group)
2. Monthly management information report for children's and justice services (including service demand, initial response, case allocations and performance against key performance indicators) – this report is also shared with the HSCP Chief Officer and

3. Registered practitioners subject to performance improvement plans or other formal measures including referral to the Scottish Social Services Council (SSSC)
4. Professional practice discussion as part of quarterly meetings with the link inspector from the Care Inspectorate
5. Use of bench marking of data including data set out below:

1.17 Local Government Benchmarking Framework (LGBF)

The chart below shows West Dunbartonshire's position in comparison with the other 30 HSCPs in Scotland and Appendix 1 provides the detail behind the rankings and comparison with national figures. West Dunbartonshire performed better than the Scottish national figure in 11 of the 18 indicators.

Code	Performance Indicator	Year	WD HSCP	Scotland	WD Ranking	5 Year Trend
LGBF1	Balance of Care for looked after children: % of children being looked after in the Community	2020/21	88.17%	90.30%	20	
LGBF2	The gross cost of "children looked after" in residential based services per child per week £	2020/21	£2,885	£4,380	4	
LGBF3	The gross cost of "children looked after" in a community setting per child per week £	2020/21	£259.90	£382.18	4	
LGBF4	Percentage of children who have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review	2020/21	78.92%	85.06%	29	
LGBF5	% Child Protection Re-Registrations within 18 months	2020/21	13.89%	6.95%	30	
LGBF6	% Looked After Children with more than one placement within the last year	2020/21	17.85%	16.79%	15	
LGBF7	Self-directed support spend for people aged over 18 as a % of total social work spend on adults	2020/21	2.07%	8.13%	32	
LGBF8	Home care costs for people aged 65 or over per hour £	2020/21	£29.32	£27.62	20	
LGBF9	% of people aged 65 and over with long-term care needs who receiving personal care at home	2021	72.87%	61.71%	3	
LGBF10	Net Residential Costs Per Capita per Week for Older Adults (65+)	2020/21	£587	£432	25	

2.Service Quality and Performance

Overview of how service are performing

2.1 Justice Services

1. Justice Services have continued to provide support, interventions and monitoring to those subject to statutory orders and licences. Despite the impact of Covid- 19 on service delivery we have continued throughout to discharge our duties in relation to public protection and the reduction of reoffending.
2. There are clear governance structures around Justice Service internally via the IJB, PPCOG and Safe DIG. We continue to meet with our link inspector from the Care Inspectorate and provide quarterly and annual unit returns to the Justice Division of the Scottish Government.
3. The operational management team is due to be extended from funds from Scottish Government. As an integral part of the service, this will strengthen oversight of best practice and accountability to the senior management team.

2.2 Community Payback Orders (CPO)

1. As outlined below, the service has seen a notable increase in orders being imposed. We have built on learning from the changes introduced during the pandemic, with home learning packs around the reduction of re-offending and substance misuse continuing to provide educational support to individuals subject to a Community Payback Order (CPO) whilst encouraging learning at home.
2. Ongoing collaborative work with the Council's Greenspace project and colleagues from the Knowetop, Alternatives project contribute to the local authority's green space initiatives. Third sector partners, Street Cones, continue to deliver creative workshops using online platforms, designed around lived experiences. Our ongoing collaboration with The Wise Group provides additional support opportunities and the Libertie Project ensures service users are not disadvantaged in terms of digital poverty.
3. Having secured a new workspace for unpaid work orders in the previous year, work is ongoing to configure these premises to enable delivery of a wider range of supports and learning. The team continues to maintain face-to-face contact with service users alongside any digital and online support being provided.
4. Staff continue to provide specialist Justice monitoring and supervision to those on community orders or licenses, utilising their skills in risk assessment, individualised intervention programmes to enable service users address the cause and effect of their offending behaviours on themselves, families and communities.

2.3 Drug Treatment and Testing Orders (DTTO)

1. The DTTO service is provided by an integrated care team hosted by West Dunbartonshire and working across East Dunbartonshire, West Dunbartonshire and Argyll and Bute, to support individuals whose offending is primarily due to their established addiction issues, encouraging recovery, reduced offending behaviour and promoting stability.

2.4 Diversion from Prosecution

1. During 2021-22, Diversion services were provided to 37 people whom had not been convicted of an offence, supporting them not to become involved in the court and justice systems. Individuals were supported to address the underlying cause of their







behaviours such as addiction support, mental health alongside difficulties with emotional wellbeing, housing, income maximisation and employability.



2.5 Prison Throughcare

1. The provision of services to individuals prior to their release from custody and into the community continues to support successful reintegration into the service users' local communities.

2.6 Women's Safety and Support Service

1. The Women's Safety and Support Service (WSSS) is an Equally Safe Funded service (March 2025) which is integrated within CJSW. It provides specialist responses and interventions to increase the safety and wellbeing of women and girls. The support with women and girls enables convicted perpetrators to be held responsible and accountable for VAWG safely. The risks of further victimisation and harm are assessed utilising nationally agreed risk assessments. Women are supported to develop plans to increase safety and wellbeing and interventions are person centred addressing and reducing vulnerabilities. Long-term support offers women consistency and support throughout their recovery plan.
2. The service also supports women offenders who have additional vulnerabilities and complex needs resulting from multiple experiences of VAW throughout their lifespan. This support recognises the intersectionality of complex vulnerabilities which their distinct experiences of violence contributes to. The WSS service provides this as a core specialist activity as well as integrating wider understandings of a gendered analysis of women's offending within criminal justice context.
3. The WSS Service has integrated service user involvement within service development and represents the experiences and priorities of women within national and locality agendas.
4. The Equally Safe in Practice Framework highlights the need to encourage and integrate Violence Against Women training across organisations nationally and locally which, supported by developing policy and protocols, will improve practice and support the main-streaming of the Violence Against Women agenda. The WSS Service has contributed within the locality by performing learning needs analysis and developing and delivering training through partnership arrangements and leading on the CPD opportunities within CJSW in relation to delivering effective services tackling VAWG.
5. The service outcomes are reported bi-annually to fund managers (Inspiring Scotland) and annually via National Performance Framework. The service is projected to receive in excess of 200 referrals 2021-2022 having received 157 new and re-referrals October 2021-July 2022 and supporting an additional 24 from the previous year.

Justice Social Work Figures 2019-2022	2019-20	2020-21	2021-22
Criminal Justice Social Work Reports	636	455	576 
Community Payback Orders	426	234	341 
Drug Treatment and Testing Orders	12	5	18 
Diversion from Prosecution	30	21	37 
Throughcare (Community)	50	32	25 
Throughcare (Custody)	50	22	30 

Home Circumstance Reports	143	119	94 
Home Detention Curfews	19	17	18 

6. During 2021/22, justice social work services experienced some notable increases in demand compared to the previous year. This is fully reflective of the impact of the global pandemic which saw the re start of Scottish Courts, the full impact is anticipated to continue over the coming years as the backlog of Court cases are heard, resulting in increased work for Justice Services.

2.7 Improvement Actions

A number of improvement actions been completed during 2021/22 including:

1. New staff being trained and existing staff annually updated on the suite of assessment tools used within Justice Social Work
2. Staff training being completed in Trauma Informed Practice
3. Throughcare Assessment for Release on Licence –West Dunbartonshire staff having being trained in the first delivery of this tool
4. Ongoing negotiations with the National Caledonian Team to bring both Caledonian group work and the 1-1 programme to West Dunbartonshire
5. Refurbishment work commenced on the Unpaid Work workshop to facilitate greater opportunities for service users
6. Additional Government funding has enabled the service to commence recruitment, to provide additional capacity alongside further support in the additional provision of services to our local courts including bail supervision and structured deferred sentences as an alternate disposal.

2.8 Key Challenges

1. The annual funding model restricts our ability to plan and sustain services beyond the current financial year, including services commissioned from the Third Sector. This means we are only able to enter into short-term contractual arrangements, which creates difficulties in both the recruitment and retention of suitably qualified staff. Justice Services do not have the ability to reduce demand on our statutory services therefore a robust funding model is essential.
2. Work is underway nationally to review funding to the criminal justice system, Justice Social Work Services and the Caledonian System. The majority of justice expenditure is funded by ring-fenced Section 27 grant. The current funding formula for justice social work was introduced 4 years ago and is based on current workloads, rurality and the social and economic costs of crime.
3. Continued backlog of unpaid work hours: Whilst the Scottish Government has extended the time for completion of unpaid work orders, there will be continued pressure in relation to the significant number of outstanding hours.
4. High numbers of Domestic Abuse offending within the local authority: staff are listed to attend national training on the Caledonian system.

2.9 Key Strengths

1. Strong partnership working evident in the planning of support for individuals being released from prison. Our justice and housing services are working closely together to

ensure short stay accommodation is identified for individuals prior to release and support then provided to access a permanent tenancy.

2. Positive working relationships with Police Scotland colleagues in the management and support to those assessed as posing a high risk of re-offending.
3. During this year we have enhanced our unpaid work service by ensuring that tasks are meaningful to communities and provide learning opportunities for service users, including improving the environment and supporting charitable and voluntary organisations.
4. Referrals from the Crown Office and Prosecution Service (COPFS) have significantly increased. In line with national policy of early intervention, the service has seen an increase in those subject to diversion in sustained attempts to reduce the number of individuals going through the criminal justice system. We continue to have regular meetings with the COPFS service through the local community justice forum.

2.10 MAPPA

1. The CSWO continued to attend the North Strategic Oversight Group and the Justice Service Manager is a member of the Management Oversight Group, where both groups include responsible authorities (local authorities, Police Scotland, Scottish Prison Service and Health).
2. The MAPPA Unit's Performance Report noted 100% compliance with key performance indicators for cases managed at level 2 and 3 (multi-agency risk management) being reviewed no less than 12 weekly. Furthermore, Justice Services were fully compliance with all national key performance indicators, where all MAPPA meetings were held and notifications submitted to the MAPPA Unit within fixed timescales – no exceptions were reported during 2021-22
3. In order to support a robust and accountable reviewing process in cases, MAPPA established an Initial Case Review Executive Group. The purpose of this group is to consider all Initial case Reviews and form a view on whether a Significant Case Review (SCR) is required.
4. Within West Dunbartonshire, one Initial Case Review was completed in October 2021, following the death of a service user. From this review it was established that there was nothing any of the agencies involved could have done to foresee or prevent his suicide and as such, no requirement for an SCR. It has highlighted however the need, on a national level, for 'vigilante activities' and outings of service users to be address.

2.11 Children and Family Services

1. The integrated model of services within HSCP ensure cross cutting service delivery with social work, Health Visiting, includes Family and School nursing and CAHMS services. The following section provides an overview of performance and service delivery but does not cover each and every delivery aspect. With a focus on social work services, and reference to jet performance associated health teams delivery on an early years and GIRFEC agenda
2. Due to the ongoing and unpredictable nature of the pandemic during 2021 and into 2022, children's social work services continued to work flexibly using remote technologies and flexible work spaces to maintain services during this period. Covid oversights were maintained as described in the previous CSWO report, with strong links to partners in respect of the most vulnerable children and assurance provided in respect of oversight, visibility of children and maintenance of children's plans in this context. Contact arrangements were kept under close review due to the impact of the virus with plans in place to support and mitigate any potential impact on relationships,

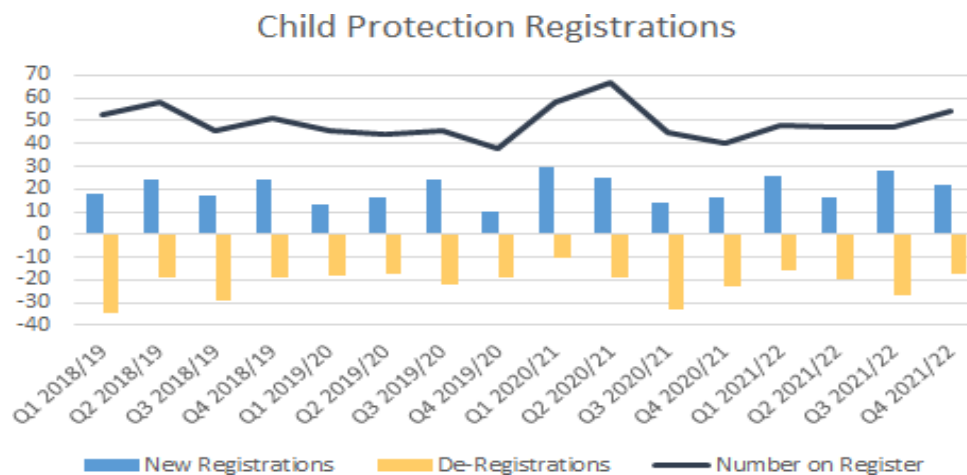
however some drift is evident in children's plans in this area due to staffing issues and pandemic related restrictions on direct work which we are continuing to work through.

3. Throughout the period of the pandemic, Violence against Women Operational Partnership arrangements were maintained with key actions in respect of direct support and development of both additional publicity and opportunities for victims to access support and advice. MARAC and MATAC arrangements were ongoing with the local MARAC within WD having commenced at the onset of the pandemic, and taking place monthly throughout. Referral rates to MARAC are high with the Police remaining the primary referring agency. Safe Lives have observed MARAC twice to date offering feedback in respect of local strengths and areas where we may further develop. These actions will be taken forward within the local MARAC steering group. Further evaluation of MARAC locally is required to ensure impact of the multi-agency MARAC group is being fully identified. This will be an area for focused activity in 23-24
4. There has been a fluctuating impact on staffing levels due to the impact of the virus, however home working and other flexible approaches have been successful in maintaining service delivery; in addition, WD have experienced some movement out of children's social work services as staff take up opportunities elsewhere; recruitment has been challenging in line with the national context, however the utilisation of agency staff and focus on caseloads and prioritisation of work has again maintained service delivery in respect of key functions.
5. Vacancies have been highlighted on the PPCOG risk register as a consequence of both the pandemic and the national context around recruitment, specifically in respect of the retention and recruitment of experienced staff.
6. The service developed in its capacity to utilize technology including the use of digital platforms for a range of purposes, including for looked after children to maintain relationships with their families during lockdown. Child protection and other meetings were undertaken using teleconferencing facilities which (notwithstanding some of the challenges) facilitated ongoing multi-agency collaboration and planning for those children and young people most at risk.
7. Oversight of performance and demand has continued, with managers receiving monthly data reports and more specific weekly data which focuses on achievement of key timescales for children's hearings, reports to case conference, initial referral discussions (IRDs) and current child protection investigations and most importantly taken required actions to ensure performance is of an expected standard.
8. In 2021 the service launched an adult services "Parental Strengths and Capacity Assessment" to be undertaken by adult social work services colleagues for individuals with caring responsibilities for children. This is a significant development, strengthening the shared responsibility for the safety and wellbeing of children and young people, adding significantly to the quality of assessments for children where parental mental health, addiction or other issues may impact on their ability to provide safe, nurturing care.
9. Furthermore, work on the local Carers Strategy has developed, with a specific focus on arrangements for young carers and young adult carers. An action plan which develops the statutory requirements for young carers' statements will seek to provide a more sustainable approach to local support and the provision of respite opportunities for young carers.
10. Support and respite arrangements for children with additional support needs were initially paused during the first months of the pandemic, however these have been gradually scaled up in accordance with national guidance; transition planning for young people with additional support needs has also been maintained, with specific additional aspects of the Carers Strategy identified for parents of children moving into adult

services by providing support towards the development of an adult carers statement (where required), as a key element of the transition planning process.

2.12 Child Protection Minimum Data Set

1. To help protect our most vulnerable and at risk children and young people we have continued to develop our local Child Protection dataset which we began to collate in 2020/21, building on the data requirements of the national Child Protection minimum dataset created by the Centre for Excellence for Children's Care and Protection (CELCIS). The dataset aims to provide the Child Protection Committee with intelligence about our vulnerable children and young people and the workings of our local child protection system. Analysis of the data has already identified areas the Committee wish to explore further and additional indicators have been developed locally.
2. The Committee have also created a scrutiny group where key partners meet on a quarterly basis to consider the data and provided analytical context or recommendations to the Committee in terms of quality assurance or evaluative work that may be required.
3. There were 54 children on the Child Protection Register as at 31st March 2022 an increase of 14 on the same point in the previous year. Throughout 2021/22 a total of 92 children were added to the Register and 80 children were removed from the Register



4. In comparison with 2020/21, where numbers rose as the initial stages of the pandemic unfolded, the number of children on the Register has remained fairly static throughout 2021/22 with a slight increase in March.
5. Analysis of the dataset highlighted that the majority (38%) of newly registered children in 2021/22 were within the age range of 0-4 years and 26% were aged 5-10 years. The number of unborn children added to the register rose from 8 in 2019/20 to 9 in 2020/21 and 13 in 2021/22.
6. In 2020/21 the highest Child Protection concern noted at registration was domestic abuse which was noted in 53% of registrations. This has dropped back to 24% in 2021/22 with parental mental health the highest noted concern at 27% and neglect noted in 24% of registrations. Improved home conditions was the main reason for children being removed from the Register at 56%, followed by the fact that the child was now with other carers at 28%.
7. The dataset also covers a range of timescales in the Child Protection process including our target of case conferences being carried out within 21 days of the start of an investigation. Performance peaked at 84% in July to September 2021

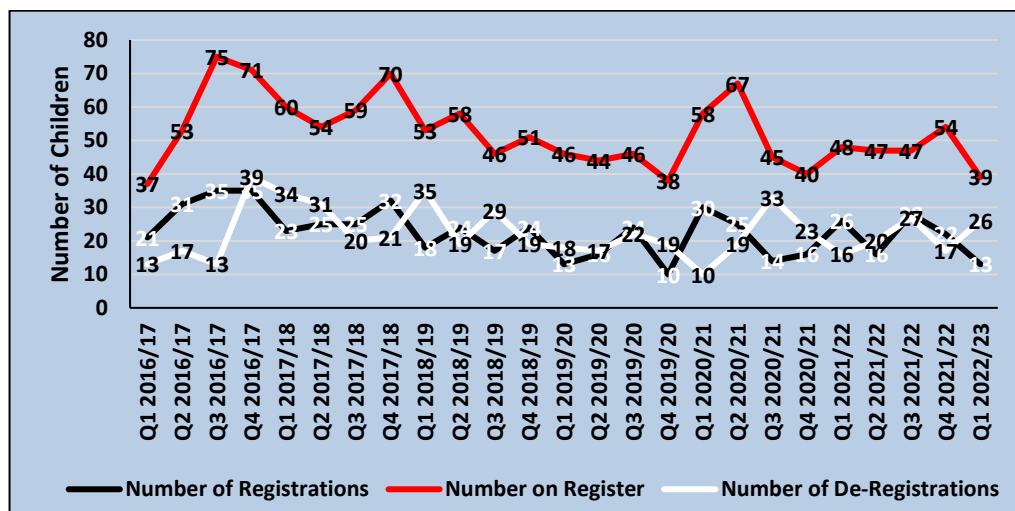
but dropped back to 60% in January to March 2022

8. Child protection planning and immediate response to risk and concern referrals remain an area of strength across the partnership however there are improvement areas identified in respect of ongoing risk assessment activity and effective planning to mitigate / reduce risk locally.
9. A revision of SMART planning documents and IRD processes is currently being taken forward as part of a strengthened approach
10. The announcement of an inspection of Children and Young People at Risk of Harm commencing late summer 2021, reporting in May 22 with formative feedback in October of 2021 and again in February 22, highlighted strengths and areas for improvement aligning broadly with the local assessment of strengths and developmental needs across the partnership.
11. Key improvement messages include; strengthening collaborative Leadership Improvement in quality assurance , using data to drive progress and strengthen the voice of children , young people and their families in planning and co- designing services
12. A comprehensive plan to develop and improve children's social work services within children's services partnership, is well underway.
13. The HSCP agreed with CSWO recommendation to support the implementation of several new posts to strengthen oversight and planning in Children's social work service, including a reviewing team for Looked After children, an additional Senior Manager post to support capacity and improvement, an independent Foster and Adoption Chair and an integration post and GIRFEC lead to support Integrated Children Service planning and GIRFEC refresh. The posts are initially funded for 2 years.
14. A range of practitioner's and operational managers and senior manager attended learning events delivered by the Care Inspectorate in June to July this year. For almost all this was the first opportunity staff had had to come together to focus on practice and learning for over 2 years.
15. In addition a number of social workers have completed the Child Protection Certificate and training in respect of domestic abuse awareness, risk assessment (Dash) and core child protection training. Engagement by the Child Protection Committee of an external trainer to support the revision and delivery of core child protection training for many staff across the organisation further training is planned in October regrading assessment planning and chronologies for practitioners.
16. Development work was undertaken jointly with partners within health, education, CHS and SCRA in 2021 to review and redesign the assessment format provided by children and families social work services to Children's Hearings. This work was also undertaken in partnership with children and young people facilitated by the Champions Board, and with parents and carers of children subject to a referral. The work was funded by CHS and is also located within West Dunbartonshire's "Better Hearings" agenda for improvement.
17. In addition local uptake of Partners in Advocacy support to children and young people entering the Hearing process was also positively maintained and indeed slightly improved upon during this period.
18. Additional funding was approved in 2022 to support further development of the Health for All Service (previously LAAC Nurse) the name have been reviewed and retitled following engagement and consultation with young people.

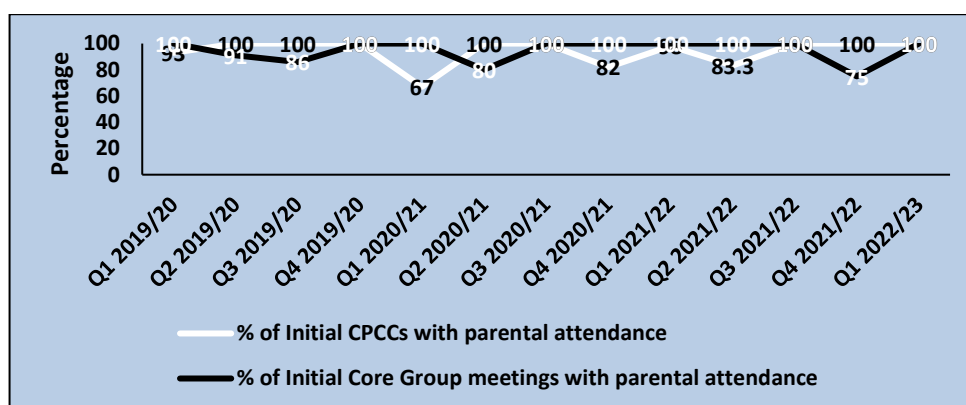
19. The extension of support will now include the health needs of children in kinship care from the age of six upwards.

2.13 Child Protection Register, Registrations, De-Registrations and Re-Registrations

Number of Children (including Pre-Birth) on the Child Protection Register, New Registrations, De-Registrations, and (see table) Re-Registrations within 3, 6, 12 and 24 months of de-registration



2.14 Parental or Carer Attendance at Initial Child Protection Case Conferences and Initial Core Group Meeting



1. Inclusion of parents and carers demonstrated strong performance and this use of technology has supported inclusion through pandemic. However from self- evaluation and recent inspection inclusion and involvement of children required to be strengthened. This data will be considered in our reported data set going forward in 23-24.
2. A review of the Special Needs in Pregnancy Service (SNIPS) was commenced in 2021/22 and is being supported by CELCIS
3. This will consider a number of areas: the processes for referral; thresholds across partners; whether the referrals received are appropriate; and the need for a refresh of the SNIPS Guidance reflecting key learning to improve practice where required.
4. A specific dataset for SNIPS is being considered to assist with the gathering of information and supporting analysis to inform the Child Protection Committee. Feedback from parents who have received support will be used to inform practice

and service development.

2.15 Children and Young People's Mental Health

1. National Policy and investment to support measures to improve mental health and emotional wellbeing services for children, young people and adults remains a priority. Locally within the Nurtured Delivery and Improvement Group, a working group for children and young people's mental health and wellbeing community supports and services was established in June 2020. The group works in line with the national framework which promotes a 'whole system' approach and sets out the supports that children and young people (aged 5-24 years or 26 years old if care experienced) should be able to access for their mental health and emotional wellbeing within their community.
2. During 2020-22, Glasgow University were commissioned by the Health & Social Care Partnership on behalf of the wider community planning partners to undertake a comprehensive review and analysis of children and young people's community mental health and wellbeing services and supports.
3. The review sought to understand the prevalence of collaboration and explored how sectors worked together to support children and young people's mental health and emotional wellbeing. Phase two involved engagement within a co-production approach to seek the views of children, young people and their families on local needs. The final report sets out key recommendations and six areas for development and will inform further action planning processes for children and young people's community mental health and wellbeing services and supports.
4. A number of short term projects have been delivered to support children and young people with emotional wellbeing, isolation and loneliness, access to physical activity opportunities and support for parents and carers of children with complex needs. The planning and development of a new distress brief intervention associate programme is also in progress; this new service will provide time-limited support to young people experiencing distress.
5. The HSCP Board approved the 2020-21 revenue budget on 25 March 2020 which included specific funding streams from the Scottish Government including Primary Care, Mental Health Action 15, Alcohol and Drug Partnership, Carers, Scottish Living Wage and Investment in Integration.

2.16 Distress Brief Intervention Service

1. In March 2022, a new West Dunbartonshire Distress Brief Intervention Associate Programme - 'Ask once, get help fast' for young people aged 16yrs to 24yrs (26yrs for care experienced young people) commenced. The new service supports young people who are experiencing 'emotional distress' and do not require clinical interventions. The service delivers face-to-face and telephone support, offered within 24hrs of referral. The new service continues to use learning from the national programme and other Associate Programme areas while taking an incremental approach to implementation. The first phase of workforce development in relation to the new service focused on Primary Care, Education and Police Scotland.

2.17 Scottish Families Affected by Drugs/Alcohol Young Persons Routes Project

1. The Children and Young People's Community Mental Health Supports and Service Working Group supported a financial contribution to Scottish Families Affected by Alcohol and Drugs' Young Persons Routes Project. The contribution supported the project's Corra Foundation application to increase the workforce capacity in West Dunbartonshire. Working alongside West Dunbartonshire Alcohol and Drug Partnership and local organisations, the project has a co-production approach,

supporting and working with 12-26-year-olds affected by someone else's alcohol or other drug use, to design and test out what works best to support the individual.

2.18 Parental Support

1. A bespoke parenting programme for parents and carers of children with complex needs and neurodiversity issues such as Autism. This was delivered by a neurodiversity trainer during 2021/22 with 90 parents and carers completing the courses. The courses included Understanding Autism, Understanding Sensory Needs, Anxiety and Distressed Behaviour, and Managing Anger.

A visual representation is available for the work outlined above and is available <https://create.piktochart.com/output/59283515-cyp-update-2021-22>. This information can be broken down if a specific section is required.

2.19 Children's Houses

1. West Dunbartonshire has three Children's House's namely; Blairvadach, Craigellachie and Burnside the achievements in supporting the young people who live there are detailed below:

Blairvadach is a residential care home operated by West Dunbartonshire Council as part of their children and young people's services. It is registered to provide care and support to a maximum of 6 young people.

Burnside Children's House is a residential service for children and young people. Burnside House is located within the picturesque village of Alexandria near Balloch providing care and support to up to 6 young people.

Craigellachie is a seven-bedded house located in Clydebank and has been providing love and support to the children and young people in their care for over 50 years and it is a legacy that they are extremely proud of.

2.20 Care Inspections 2021-22

1. How well do we support children and young people's rights and wellbeing?

Graded 6, Excellent August 2022

"The young people living in Blairvadach were kept safe, both emotionally and physically by a truly caring, highly skilled, and confident staff group, who understood the unique risk each young person faced. The highly trusting, respectful relationships with young people, combined with a culture of non-judgement, consistently offered the opportunity for young people to make safer choices. Young people were central to the safeguarding process and their individual strengths and vulnerabilities informed a truly collaborative approach to risk management. One young person told us 'I've learned to call staff if I need them, and they will come get me'".

2.21 Family time, family support and the return to family when ready

1. Supporting young people and their families. A key part of our work is to be alongside our young people and their families, working closely and together with parents, grandparents and other people (who are important to our young people) to establish and improve relationships and wherever possible to support them through difficult times and to return to their families when ready to do so.
2. Also in addition, over the past two years, we have supported the return to family of four young people initially, this is facilitated by supporting and prioritising young people spending time with family and maximising this when it is going well or supporting families when relationships are difficult and time at home is fraught. In this way, we work in a responsive manner and offer a listening ear, practical support and advice in the difficult times as well as ongoing support to families during their graduated transition

to returning home.

3. This ongoing support and contact with staff from Blairvadach happens regularly and long term so long as families and young people still value these relationships. We also offer opportunities for young people who have moved on, to visit, meet, and be in touch if that's what they want or need.
4. Examples of what we hope is a more, to help our young people to recover from their trauma and continue to develop.
5. Recent examples of our therapeutic approach includes, piloting Equine Assisted Learning, Building a Pizza Oven, Introducing the John Muir Award and starting our bee-tanical garden at Blairvadach.

2.22 Equine Assisted Learning

1. This idea was borne from one of our team members, her own interest in this and her passion and love for horses and the therapeutic benefits she felt herself in spending time with them. She completed her training, approached management to discuss the possibility of introducing this with our young people in across West Dunbartonshire.
2. When her training was complete, this was progressed. Firstly by successfully sourcing funding via The Children and Young People's Mental Health and Wellbeing fund, and by approaching local stables (near Helensburgh), who would be able to provide the space, horses and resources required. When all this was in place the offer of this opportunity was offered to young people in all of the children's houses and involved with other services across the authority. Two groups of young people successfully completed the 10-week programme.

2.23 Building a bespoke wood fired Pizza Oven and Cooking Pizza's

1. All six young people were involved at various stages building the oven, as well as a number of members of the staff team too. We had our first pizzas on 27 June 2022.

2.24 The John Muir Award plan for the coming year

1. We are extremely fortunate, in that where we are situated is a place with a variety of stunningly beautiful wild settings close by, examples include a shingle beach across the road, Glen Fruin, Loch Lomond and the Trossachs National Park and we also lie at the very start of the John Muir way which would allow us to (as John Muir himself put it) "saunter rather than hike" at least the first part of it after all "it's a good thing, to make short excursions every now and then". We will carry this out ourselves with 2 members of staff initially with individual young people and wherever we can manage a small group of 3 young girls aged between 10 and 14 depending on their individual needs and plans on given days.

2.25 Memory books

1. Beautiful memory books that were maintained for each young person, and the pictures around the house were celebratory and reflected the love the young people told us they felt.
2. The young people we have now would benefit from achieving the John Muir Award. Aside from the learning and sense of achievement, this would offer it will also help increase their self-esteem, resilience and will help them form positive relationships with the adults who provide their care. These relationships are central to young people's recovery from early trauma and are important because it allows young people to learn how to trust adults again. It would also give them the scaffolding that enables them to develop in to young adults and achieve the milestones in their lives, which would allow

them to become successful adults.

2.26 Unaccompanied young people

1. At Blairvadach we have been fortunate enough to have three young people from Vietnam living with us since 2019, two are still residing at Blairvadach and the other has moved on and is very happily living in England. The young person recently came back to visit us at Blairvadach. He said that he is settled in a relationship and planning his new life in the UK.
2. For all three young people we were able to locate and access ESOL language course for English and once completed get them enrolled into English classes at West College Scotland. All three boys can now speak English of varying. One of our young people now works most days of the week locally in Helensburgh; staff have secured funding to sit his motorcycle CBT test. The other is still enrolled full time at West College Scotland learning English and staff have helped him to access care-experienced bursary.

2.27 Importance of feedback

1. As part of our Children's Houses we look for feedback every year from all stakeholders connected to us. The last four years has seen an increase in positive responses from professionals and some of their quotes are as follows:

"Staff are in regular contact with the service when there are concerns regarding a young person's mental health / behaviour and do their utmost to offer care and strategies tailored to individual needs".

"The staff group are very receptive to other agencies contacting them, the communication between them and my own team is excellent".

"The young people living at Blairvadach are looked after a caring and most professional staff group, who always look after the young people in their care's best interests".

"Staff are informative and always keep me updated whether this is minor or major".

2.28 Feedback from our young people:

"It was better than I expected, enjoyable and a good laugh at times."

"Building the pizza oven will be one of my memories of Blairvadach."

"I felt involved in my personal plan and staff listened to me."

"Staff help me to go to college every day and this makes me feel good."

" "

"The staff helped me to take the train and the bus, taught us how to use them."

"Staff helped me with family time, I now stay at my mums every weekend."

"I like that the staff are good to talk to and I like that the house has been done up".

"Everyone listens to me"

"Staff at Craigellachie are a pleasure to work with."

2.29 Roll-out of Dyadic Developmental Psychotherapy approach (Level 1) training to staff

1. As with all the children's houses in West Dunbartonshire DDP therapy has been implemented supporting us to meet all areas of The Promise. This approach encourages working with young people and their family and or other key people involved in their care. It raises awareness of trauma and its impact on young people's development and how this might affect their behaviour and supports staff to interact and talk with young people with this informed approach

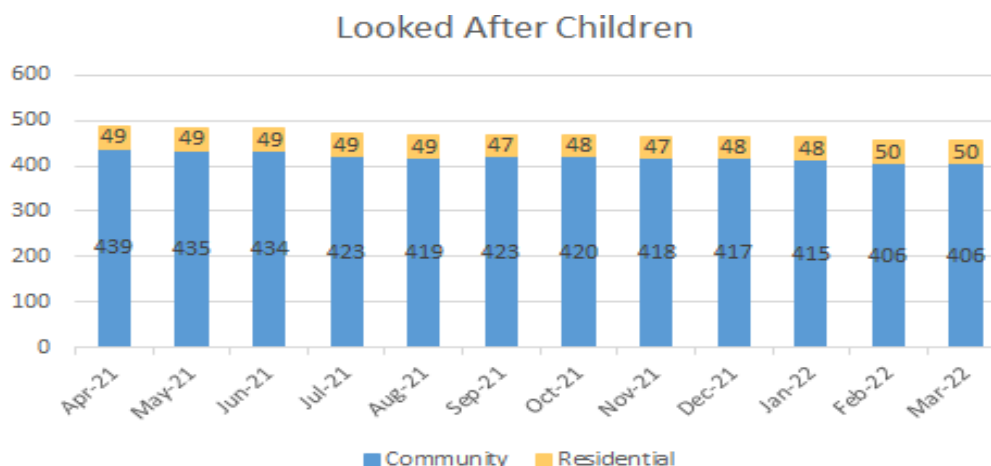
2. It highlights use of a PACE approach in our interactions i.e. to be Playful, (to allow us to attune and match young people's mood and emotions), Appreciative, (of the young person's point of view and what they are telling us about how they feel), Curious (to wonder why a young person feels the way they do, or wonder what their behaviour is really telling us) and finally to be Empathetic (to really try to understand how young people are feeling). Most of our residential teams have attended the 4 day long Dyadic Developmental Psychotherapy course the remaining completing in 2022.

2.30 The Promise

1. Following publication of the independent care review in February 2020, The Promise Scotland was established to enable Scotland to 'keep the Promise' to care experienced children and young people, in the broad context of changes to policy, culture and practice to enable children and young people to grow up 'loved, safe, respected and able to realise their full potential'. Work on the Promise to 2030 will be included in three 3-year plans, complemented by an annual Change programmer.
2. The local commitment to the Promise principles is reflected in many of our staff, children and young people who contributed to the findings of the independent care review and are already committed to ensuring the change required is met positively, as referenced above.
3. Since the creation of The Promise, teams across the HSCP and key partners within the Nurtured Delivery and Improvement Group as part of West Dunbartonshire Community Planning have met with the national Promise team to consider how existing practice can be built on to continue our local improvement journey to children and young people.
4. The Promise is at the centre of the vision for redesigning children's social work services in the next year, recognizing that established models for services do not always work effectively for everyone and reflecting the commitment to making services better, using a whole community approach to support those most in need.
5. During the last quarter of 2020-21, funding from the Promise Partnership Fund was secured to enable a fixed term dedicated lead officer post. Supported by match funding from the HSCP Board to develop the post for two years, the post will support corporate parents and other stakeholders to understand and develop changes to practice and other developments that uphold The Promise at a local level and support staff, partners, children and young people, to assist with the developments around the first Promise Plan for 2021-2024.
6. Our promise lead took up post in May 2022 and is supporting implementation our multi-agency approach through The Promise subgroup as part of our integrated children's services planning arrangements and working closely with the Champions Board. Developing our trauma informed workforce is a key priority aligned to The Promise.

Implementation of the national Trauma Training Programme locally:

Planning is underway to implement the [national Trauma Training Programme](#) locally. This is being coordinated by the local Trauma Champion alongside Scottish Trauma Informed Leaders in Justice, Education and Human Resources.



7. The number of looked after children has steadily fallen throughout 2021/22. There were 491 looked after children at the end of March 2021, decreasing by just over 7% to 456 at the same point in 2022. While numbers did rise during the onset of the pandemic, peaking at 517 in August 2020, the position at March 2022 is still considerably lower than the 2019/20 pre-pandemic figures.
8. This reduction in looked after children is due in part to an increase in the number of children's plans that have been revisited through our permanency process, where children have been able to reach positive destinations through permanency planning. Additionally, there has been an increase in the number of children being supported through early intervention models, including Alternatives to Care and Family Group Decision Making.
9. This has included positive family assessments by Social Workers, leading to increased numbers of children remaining at home. This reduction in looked after children is due in part to an increase in the number of children's plans that have been revisited through our permanency process and a reduction in looked after children at home. Further to this, there has been an increase in the number of unaccompanied asylum seeking children referrals and West Dunbartonshire Council are committed to the mandatory scheme where we could see an extra few young people being placed each year which may increase overall number of looked after children moving forward.
10. The service strives to increase the proportion of looked after children and young people who are looked after in the community, to help them maintain relationships and community links, which may result in better outcomes. Throughout 2021/22 this proportion has been slightly below our 90% target at 89%. This is still a very high proportion and the slight dip is more as a result of the number of children looked after in the community reducing significantly, rather than residential placements increasing. At 31 March 2022, children were placed with 107 fostering households, of which 52 were registered with West Dunbartonshire Council and 56 were provided by external agencies. Carers provide a mix of short breaks, interim, long term and permanent placements and fostering is key to ensuring better outcomes for children within loving homes.
11. Over the last year, the Family Placement service, comprising Fostering and Adoption teams, has continued to assess people wishing to be foster carers, adoptive parents and supported carers. The service has also provided support and training to existing carers and, despite, the pandemic, there has been a steady, positive interest in both fostering and adoption across West Dunbartonshire.
12. Staff have developed other ways to work with carers and prospective adopters including

regular online support meetings and informal drop-in sessions to enable carers to come together for peer support and to share views around a variety of issues, including those arising from Covid-19. All foster care reviews took place within timescales and the team has used this learning to schedule all reviews for the year ahead, ensuring support, evaluation and oversight of fostering placements. Improvement activity has been progressed following the recent care inspectorate inspection of fostering and adoption services to ensure progress on permanency planning is achieved without delays and that oversight and independent scrutiny of children's plans is in place.

2.31 Champions Board

1. West Dunbartonshire's Champions Board was established in November 2017, with funding from a national charity, Life Changes Trust. Funding has now been mainlined by the HSCP
2. The global pandemic, starting in March 2020, has had a significant impact on their ability to establish, maintain and develop long lasting trusting relationships between our care experienced young people, and some of their many Corporate Parents. That said, during the pandemic, the Champions Board held numerous online activities and events, including online cooking classes, online games, delivery of Christmas dinners, one to one messaging and wellbeing support services, and posting links to support services on our social media platforms
3. The Champions Board have also had several care experienced young people who have been part of a National campaign for the recruitment of new Children's Hearings Scotland panel members, with our young people being part of the interview team. This was also held online, due to the pandemic.
4. Champions Board staff have also been part of a National project in relation to care experienced people accessing their care records. The final draft of this document called 'Gold Standard – Right to Accessing Care Records' is due to be released in August/September 2022, and included collaborative working alongside Aberdeen City Council, Who Cares? Scotland, Future Pathways, City of Edinburgh Council, CELCIS and Social Work Scotland.
5. Going forward, the Champions Board will reset its activity, recognizing the importance of both returning to face to face working, and further engaging young people and Corporate Parents in further activities and events to re-establish existing relationships and develop new awareness and interest- form looked after young people to truly embed how corporate parent can contribute to young peoples improved outcomes.
6. Working alongside the Promise Team Lead, the Champions role has a clear role in supporting the cultural change required and strengthen the voice and reach of the Champions Board within West Dunbartonshire.
7. Champions Board staff and young people are currently involved in several working groups and processes, including Children and Young People - Mental Health and Wellbeing, Community Funding Phase 6 – Children and Young People and the new recruitment campaign for Children's Hearings Scotland Panel members

2.32 Family Support Services

1. The right support to families is central to delivery of The Promise and family support services must be accessible, flexible and responsive to family's needs.
2. The Alternative's to Care team prevents, delivered by social work services, and prevents young people entering care systems where it is safe to do so.
3. The team works intensively in partnership with families and young people supporting

families safely stay together. The team works with families to identify kinship option where required and supports family time arrangements across west Dunbartonshire

4. The service operates at evening and weekends and has an on call element for families in crisis.
5. A family group decision making services is co- located within the overall model to enable families to be the experts in their own lives and arrives at plans of support that work for them.
6. The service is currently being evaluated to determine the outcomes currently being delivered and will align with the wider family support work which is in is taken place across the HSCP and Council as part of a developing family support strategy available.

2.33 Parenting

1. Incredible Years Parenting groups have been West Dunbartonshire's main focus in delivering The Psychology of Parenting Project (PoPP) since 2017. This is a multi-agency group work approach which is supported by NES. Data pre- Covid 19 highlighted the impact these groups were having on West Dunbartonshire's most vulnerable children aged between 3-6 years. Since Covid 19 our practitioners have focussed on other ways to support parents.
2. In the period between April 21-March 22 160 referrals have come through the Parenting Office. Referrals are down from pre Covid as people realised no parenting groups were being planned.
3. The referrals were allocated to our Parenting Practitioners, namely our Early Years Outreach Workers and Community Nursery Nurses who found new ways of working with parents through digital formats as well as signposting to other supports while restricted face to face meetings were imposed.
4. Three small trial online parenting groups were held between 2021-22 using the Incredible Years Programme with 15 parents attending only 7 completed the programme. 4 evaluations returned showing improved SDQ scores.
5. Thirty one Parents were supported through a Triple P Programme 20 completed with 90% showing positive change in their behaviour management.
6. All practitioners were encouraged to signpost West Dunbartonshire parents to *Solihull Online Support* and 172 parents signed up between April 21-22.
7. It is recognised that our existing data fails to highlight other significant support our Practitioners have given to children & families who are supported through our HV teams especially and going forward improvement to data collection and evaluation is being prioritised.

2.34 Universal Pathway

1. Since the new financial year the C&F team within W/D have begun to collate local data relating to the delivery of the Universal Pathway by our Health Visiting staff. Our Covid recovery journey began by implementing the full pathway which had been amended throughout the pandemic. The full Pathway was initiated again in 2021. Although this data is for a limited period it gives a sense of expected annual data.

Ante-natal contacts	April	May	June	Quarter Total
Dumbarton	8	15	15	38
Vale	9	15	12	36
Clydebank	11	10	8	29
Clydebank	4	6	11	21
Total Ante-natal contacts per month	32	46	46	124

Ante natal contact was introduced in August 2021 and not all referrals (over half) are being received. This is being addressed at board level.

Total New Babies	April	May	June	Quarter Total
Dumbarton	23	22	6	51
Vale	15	11	13	39
Clydebank	15	15	11	41
Clydebank	15	19	11	45
Total New Babies per month	68	67	41	176

There has been a fall in birth rate year on year across NHSGGC since 2016. The following figures are consistent with the current data across the board.

13- 15 Month Assessments complete	April	May	June	Quarter Total
Total 13 - 15 month assessments per month	45	68	55	168

Total 4-5 Yr Assessments	April	May	June	Quarter Total
Dumbarton	36	22	20	78
Vale	36	36	18	90
Clydebank	15	17	13	45
Clydebank	32	21	23	76
Total 4-5 Yr Assessments per month	119	96	74	289

Total CP meetings attended	April	May	June	Quarter Total
Dumbarton	3	4	4	11
Vale	11	10	9	30
Clydebank	8	8	3	19
Clydebank	6	7	9	22
Total CP meetings per month	28	29	25	82

2.35 Family Nurse Partnership (FNP)

1. School Nursing and Health visiting sits within the HSCP Children's Health care Justice within an integrated partnership approach. FNP services are located in West Dunbartonshire and are a hosted service as part of wider GGC services
2. The significant contribution to children outcomes and health improvement as part of a GIRFEC approach cannot be overstated.
3. Since 2021 FNP GGC has continued to maintain Core Model Elements - quality measures; 1:1 supervision, team meetings including triadic child protection supervision and psychology consultation meetings through a blended approach with a move back to face to face meetings as per Covid-19 recovery plans. Accompanied home visits are now being carried via face to face methods. The existing challenges highlighted in 2021 reporting in relation to adhering to license requirements due to the Covid-19 pandemic have now been significantly mitigated, with a return to face to face visiting on the whole. Some adaptations remain in place in relation to Covid-19 prevalence and response to this Family Nurses have delivered the programme digitally depending on the Covid-19 risk assessment required.
4. Strengthening communication pathways with maternity services and other partners has been a focus in to Covid recovery and notifications which have not been sent timeously continue to be followed up via a micro-strategy report to ensure optimal 16+6 weeks

fidelity where possible. In addition, in respect of the antenatal pathway, an in-depth analysis of the data is currently being undertaken with our Children's Services colleagues to identify specific areas to work with maternity services on improvement. The impact of the majority of the workforce with less than 4 years' experience in FNP is evident and aligns with our rapid expansion.

5. Currently, 4 out of the 7 supervisors are progressing through the FNP Supervisor learning programme. We currently have 14 family nurses undertaking the FNP learning programme and Supervisors continue to support pre learning and consolidation in this regard. Local quality assurance and monitoring systems remain in place. The FNP Lead is meeting with the new Supervisors regularly and a robust induction programme is in place.
6. The FNP Advisory Board meetings are held quarterly and well represented by a range of stakeholders. Hosting arrangements have now been finalised in Glasgow City HSCP providing a robust governance structure and reporting lines. The Assistant Board Nurse Director is now chairing the FAB which ensures a board wide focus. There are 7 data managers supported by a systems administrator to continue to ensure processes are streamlined and work is also ongoing in this regard. Following further embedding of the FNP TURAS data system a GGC Clinical Data Group has been established to ensure optimal data processes and ensure a seamless link with the National Data Users Group.
7. A measure was set in relation delaying 2nd pregnancy through a collaborative piece of work with Sandyford Sexual Health services which aimed to train Family Nurses in delivery of Seyanna contraceptive injection. Currently 45% of Family Nurses are trained in Seyanna press with rolling programme of training delivered throughout 2021/22. Figures below provide an early indication of success in reduced subsequent pregnancies:

2.36 Alignment

Year	Number of Subsequent Pregnancies	Total Clients (Baby DOB)	% No. of Subsequent Pregnancies
2019	66	208	32%
2020	82	251	33%
2021	52	255	20%

1. The Early Years have a profound impact on an individual's future experience of health and wellbeing. The HSCP is committed to improving outcomes and supporting the wellbeing of our children and young people, aiming to give every child the best possible start in life.
2. We have embedded the principles of the Scottish Government's Getting it Right for Every Child (GIRFEC) into all aspects of children's services across community and specialist health, social work and care services: working to ensure that all children are safe, healthy, achieving, nurtured, active, respected, responsible and included. In implementing GIRFEC, we have continued to focus on preventing crisis and reducing risk for children and families through using timely assessment and the right supports.
3. The Universal Health Visiting Pathway defines and enhances Health Visitors responsive way of working with parents and their children. The pathway provides a vehicle by which we are able to comply with the legislation, deliver and build on the GIRFEC Policy, and highlights the health visiting role through home visiting. The Health Visiting service focuses on relationship building with the family; ensuring that families' needs are appropriately assessed and responded to in a person-centred and supportive way.

2.37 Immunisation Data

1. Promotion of immunisations is part of each Universal Pathway contact and the Health

Visiting Team attend NHS Great Glasgow and Clyde Immunisation groups and have strong links with the Immunisation Team.

2. All preschool children are offered a total of five immunisation appointments as they reach the following ages: 8, 12, and 16 weeks; 12-13 months; and 3 years and 4 months of age. Multiple immunisations are offered at each appointment. For data purposes the table below shows the Primary Immunisation Uptake Rates for April 2021 – March 2022 and West Dunbartonshire are consistent or higher than the overall percentages for NHS GGC and Scotland for this cohort. Promotion of immunisations is part of each Universal Pathway Contact and Team Leads attend the Board Immunisation groups and have strong links with the Team Leads in the Immunisation Team.

Primary Immunisation Uptake Rates	West Dunbartonshire 722 children total	NHS GGC 10, 589 children total	Scotland 47,327 children total
6-in-1	No. 698 96.7%	No. 10,255 96.8%	No. 45,584 96.3%
PCV	No. 699 96.8%	No. 10,209 96.4%	No. 45,614 96.4%
Rotavirus	No. 685 94.9%	No. 10,025 94.7%	No. 44,507 94%
Men B	No. 696 96.4%	No. 10,117 95.5%	No. 45,260 95.6%

Immunisation Rates 2021/22 (From Annual Performance Report)

	24 months				5 years		
	WDHSCP	NHS GGC	Scotland		WDHSCP	NHS GGC	Scotland
6-in-1	98.2%	97.4%	97.1%	6-in-1	98.5%	97.7%	97.4%
MMR1	94.8%	94.8%	94.4%	MMR1	97.5%	96.4%	96.0%
Hib/Men C	96.3%	94.6%	94.3%	Hib/Men C	97.4%	96.1%	95.6%
PCVB	96.3%	94.9%	94.3%	4-in-1	95.1%	93.5%	92.7%
Men B Booster	96.1%	94.1%	93.9%	MMR2	94.3%	93.0%	92.2%

West Dunbartonshire continues to have high uptake of immunisation in 2021/22 with rates higher than those for the Health board and Scotland for all immunisations at 24 months and 5 years of age.

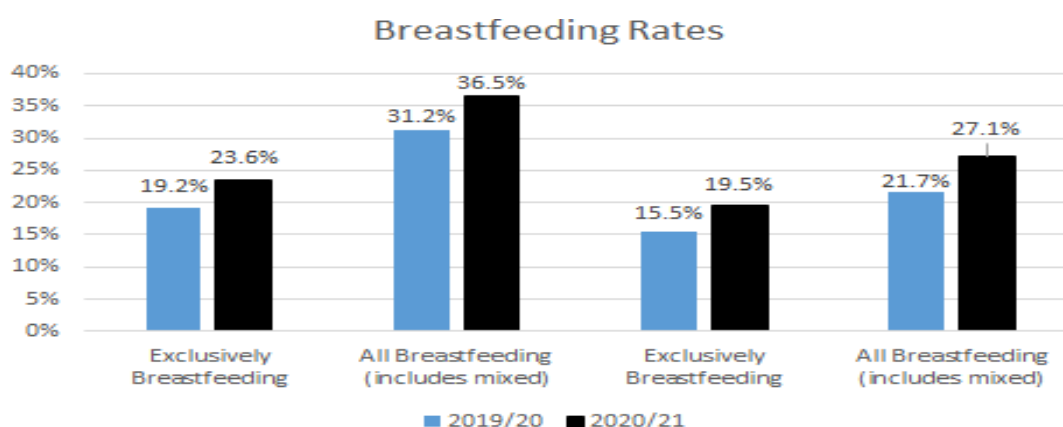
2.38 School Nursing Service

1. During July 21 -June 22, the School Nursing Service has experienced an increase in demand for its service with 74 referrals in this 12 month period for support to children experiencing emotional and mental health difficulties. The Service is currently on the Risk Register and only able to prioritise referrals from CAMHS, GP and SWD due to staffing pressures. The School Nurse staffing profile is expected to improve over the next 18 months with a proactive approach to recruiting and training SCPHN School Nurses who have expressed a desire to work in West Dunbartonshire. Despite having a small resource, the Team have received very positive feedback from using a client satisfaction Webropol survey at time of discharge. From 24 respondents in the past year 37% have stated that their/child's issues are a lot better and 63% some improvement.

School Nursing Data	Apr-22	May-22	Jun-22	Q Total
Total Number of IRDs Received and Reviewed	42	7	41	90
Total Number of A&Es Received	189	250	268	707
Total Referrals received	2	7	4	13
Total Referrals on waiting list			18	18

2.39 Infant Feeding

1. The Breastfeeding Team, hosted within Children and Families – Health, are promoting, protecting and supporting breastfeeding within West Dunbartonshire. The team was formed during the height of the pandemic in summer 2020. It comprises of a Project Lead, Breastfeeding Support Worker, Health Improvement Practitioner and Midwife. The team have faced many challenges due to lockdown restrictions but are solution focused and have improved breastfeeding rates and reduced attrition rates during the period April 2020 – March 2021.
2. This appears mainly as a result of additional early intervention to support breastfeeding women on discharge from hospital. The ISD for April 2021 – March 2022 statistics are eagerly awaited. Feedback from women during regular UNICEF UK Baby Friendly Audits and anecdotally regarding the support they have received from the Breastfeeding Team and Health Visitors has been excellent. The team continue to maintain the UNICEF BFI Gold Award that was achieved by the Children and Families Team September 2018 and were again reaccredited in recognition of the work on September 22.
3. The Breastfeeding Team, hosted within Children and Families Health, are promoting, protecting and supporting breastfeeding with West Dunbartonshire. The team was formed during the height of the pandemic in summer 2020. It comprises of a Project Lead, Breastfeeding Support Worker, Health Improvement Practitioner and Midwife.
4. The team have faced many challenges during the pandemic due to lockdown restrictions but during 2020/21 they saw improved breastfeeding rates and reduced attrition rates, where women cease breastfeeding. This appears mainly as a result of additional early intervention to support breastfeeding women on discharge from hospital.
5. Public Health Scotland will publish their Infant Feeding Statistics 2021/22 later in the year and sustained improvement is expected. Feedback from women during regular UNICEF UK Baby Friendly Audits, regarding the support their have received from Breastfeeding Team and Health Visitors, has been excellent. The team continue to maintain the UNICEF Baby Friendly Initiative Gold Award that was achieved by the Children and Families team in September 2022.



Health Visitor 1st Visit

6-8 weeks

2.40 Addiction Services

1. Addiction services during 2021-22, the service received 917 referrals for people experiencing problems with drug or alcohol requiring assessment for treatment and support. 93% of referrals were seen within 21 days, exceeding the Scottish Government HEAD target of 90%. The pandemic significantly changed the landscape for treatment services where we had to adapt, develop and adopt a blended approach. We introduced the Red, Amber, Green (RAG) status to help us identify and manage risk effectively. A total of 21187 appointments have been offered which is an increase of 9% on the 2020-21 figures. This highlights how our health and social care staff have continued to ensure our most vulnerable and high risk adults with chaotic and complex drug and alcohol use could engage with services. In relation to assessment and management of risk, Addiction services continue to receive and process a high number of vulnerable adult referrals (260), which represents 16% of the total received from the HSCP.
2. In an effort to improve communication of appropriate referrals with the wider services we have initiated a co-production approach. An example of this co-production has been a fortnightly meeting with our colleagues in Criminal Justice.
3. The MAT Standards were also implemented in April 2022 where we are required to evidence that we are meeting the expectations from the Scottish Government. The Ministerial direction of the MAT Standards have provided significant challenges in relation to how we deliver and embed these Standards through our current service model.

2.41 Adult Services

My Life Assessment

1. During 2020/21 the HSCP developed a new assessment tool, My Life Assessment (MLA), which along with a screening tool My Life Assessment Screening (MLA-S) was implemented in April 2021.
2. The MLA was developed and shaped by HSCP staff, third sector partners usually involved in assessment processes, and people with lived experience of HSCP assessment. The MLA is designed to assess the needs, risks and strengths of people accessing health and social care services and inform decisions regarding eligibility criteria for adult social care, personal outcomes and Self-Directed Support options.
3. Introduction of the MLA aims to improve the delivery of Self-Directed Support and is one of the HSCP's responses to the Care Inspectorate findings that the HSCP's legacy approach to assessment did not facilitate 'good conversations', was too deficit focused and neglected client strengths, and that it failed to record, report and measure outcomes. The MLA is part of a suite of tools to support service users and staff in assessment and care planning and should be used in a collaborative, strengths and rights-based way.
4. The MLA-S is the first step in the process and its primary aim is to establish who requires a full MLA as well as who may benefit from support from other non-HSCP services, either instead of or as well as, support from the HSCP. This should ensure people are provided with early help from the appropriate service proportionate to their needs.

During 2021/22, the first year of implementation, 233 MLA-S were completed. These screenings generated 688 outcomes: people may have more than one outcome identified.

My Life Assessment Screening Outcome	Number of times outcome identified
Appears to meet eligibility criteria for HSCP adult social care (substantial/critical risk in one or more Life Areas)	145
Does not appear to meet eligibility criteria for HSCP adult social care (no or low risk for all Life Areas)	17
Appears to be moderate in relation to eligibility criteria for HSCP adult social care (where moderate is the highest rating in any of the Life Areas)	78
Closed to HSCP	16
No service required from HSCP but review in 6-12 months	5
Proceed to full MLA within my service	98
Proceed to full MLA by other HSCP service	71
Referred to other HSCP service	100
Referred to 3 rd sector service (except Carers of West Dunbartonshire)	15
Referred to primary care service (e.g. GP)	11
Referred to Working4U	30
Signposted to community led service (e.g. mutual aid group/hobby/interest/sport/social inclusion group/faith based)	21
Referred to foodbank	6
Adult Carer Support Plan required	18
Young Carer Statement required	Not identified
Referred to Carers of West Dunbartonshire	20
Provided information on self-management activities/resources to access (e.g. online)	16
ASP concern identified and ASP process initiated	5
Child Protection issue identified and Children and Families Social Work notified	Not identified
Child welfare issue identified and GIRFEC process initiated	Not identified
Other	16
Total	688

2.42 Adult Mental Health

1. Within Community Mental Health Services in the last year we have seen a lot of changes in our staffing complement. We have successfully recruited to a permanent Senior Social Work post which covers staff in both Community Mental Health Teams in our area, ensuring a consistent, high standard of care across both of these teams. Our teams have experienced a high turnover of Social Work staff, however we have successfully recruited to all posts, including two additional Social Work posts to support outstanding reviews and delayed hospital discharges which were negatively impacted on by the COVID pandemic. In order to support the Social Work team we are also in the process of recruiting to a two year, fixed term Social Work Assistant post to support the whole team.
2. Our Social Work staff are co-located with our health colleagues in Community Mental Health Teams and continue to work in a close, collaborative way to support the health and social care needs of the residents of West Dunbartonshire. Staff are adjusting to better define social care roles and tasks but this is having a positive impact, with the Social Work service being able to meet their targets for assessment, delivery of service and review.
3. Staff are continuing to work in a hybrid model, with some days in the office and some home working. Appointments are being carried out in person, on the telephone and using video technology, however there has been a significant increase in face to face contacts as we are emerging from the COVID pandemic.
4. We have also introduced a specific service to our inpatient wards in Gartnavel Royal Hospital, with one of our Social Workers working across CMHT and inpatient services. This means we are quickly able to identify any potential for delayed discharge much earlier in the admission process. It has allowed the development of relationships within

these services and ensures a consistency of approach for our service users who have had to use inpatient services. Interventions under the Mental Health (Care and Treatment) (Scotland) Act 2003 decreased markedly during the initial lockdown period. Subsequent to the easing of restrictions, there was a significant increase in activity, albeit not unexpected and is likely to be due in part to the impact of the pandemic on people with existing mental health conditions and those who were unknown to services but found the circumstances of the pandemic to be challenging.

5. One impact of the pandemic was the decrease in community support provision which impacted on care packages. The increase in hospital admissions of older people with dementia subject to compulsory measures might reflect this. Reduced home support services, closure of day centre provision, and respite services are likely to have contributed to the wider impact on people's mental health and wellbeing needs and increased reliance on carers and informal support networks.
6. Vacancies in the MHO team were successfully filled and the service is once again at full complement. In addition, a social worker from another team successfully completed the MHO training programme and will be eligible to practice.

2.43 Ability to deliver statutory functions and Key risks to delivery

1. The staff have been active supporters of the new Adult Support and Protection rota and have been involved in enquiries, investigations and case conferences for Adults across all our Care Teams. This was developed to ensure a co-ordinated system of responded was in place to ensure all concerns referred to service were responded to in a systematic and timely manner
2. In addition to this we have introduced a duty worker rota for Mental Health services internally, with some of this work having being previously dealt with by both Health and Social Care staff within Mental Health Teams. This worker covers West Dunbartonshire Social Care Mental Health Services on a daily basis, dealing with any vulnerable adult/police concern reports, referrals and general enquiries into our social work team. This provision has had a positive impact on the consistency of approach, timeous response to enquiries and governance arrangements for our Social Work team.
3. Priority issues include review of all clients in receipt of a care package and we are in the process of managing this with the addition of new staff to the team, introduction of new processes for transitions of care from children's to adult services and maximising use of SDS within our client group. We have successfully recruited to all our vacant posts and are just awaiting final checks for three new members of staff who should have a start date within the next few weeks.

2.44 Mental Health Officer (MHO) Service

1. 2021-22 could be considered as a period during which the Mental Health Officer Service continued to operate within the context of the ongoing on Covid 19 pandemic, against a backdrop of easing restrictions and evolving operational processes. Whilst this experience has been shared by all services, the statutory nature of the MHO service is such that change must be managed with full cognisance of the prescribed functions ascribed to MHO work.
2. MHOs are employed by West Dunbartonshire Council, and, in common with other colleagues, were afforded the opportunity to consider what might be their preferred work location. Almost 50% of the core MHO team (including the service's dedicated forensic Social Worker), expressed their preference to work from home on a full-time basis. Other members of the team continued to work on a *blended* basis (i.e. – based between their home and the office environment). As evidenced during the original period of pandemic lockdown, it is entirely possible for MHOs to work effectively from their home or office base, however this inevitably impacts on the dynamic of the team,

and navigating this has presented a number of challenges.

3. The period 2021/2022 has seen significant developments in terms of procedural changes (on a local basis). In order to streamline referral processes, it has been arranged that the designated MHO Service email mailbox acts as a primary gateway, and this has resulted in more efficient processing and progressing of all referrals and correspondence to the service. Responsibility for managing this systems is shared between the Senior MHO, team MHOs, and the team admin support officer. We have established processes whereby there is increased coherence in terms of the interface between referral processes, data storage, and throughput. Allied with this, we have developed rapid alert processes with a view to identifying, at the earliest opportunity, when referrals require a degree of prioritisation. The most notable illustration of this development resulting in improved outcomes can be witnessed in the efficient and expeditious processing of cases relating to hospital delayed discharge cases where a guardianship order is deemed necessary.
4. The average time period between receiving formal intimation of an application being pursued and a MHO being appointed to complete the relevant assessment and report is less than 48 hours, and often immediate. This is despite the year on year increase in the overall numbers of guardianship applications, and a very significant volume of Mental Health (Scotland) Act 2003 that continued to place demands on the service.
5. In terms of Adults with Incapacity work, a number of themes have been apparent during the period 2021/22. The backlog of pending applications that developed as a result of the initial pandemic lockdown continues to impact on all stakeholders. Existing guardianship orders that were due to be reviewed were afforded an extension period, and there remains a legacy whereby work that would have been undertaken during 2020/21 remains outstanding, and this continues to place pressure on the MHO resource.
6. Allied with this, the Sheriff Court continues to experience significant challenges in processing backlogs that developed whilst the civil justice system was all but suspended. This has resulted in delays in hearings being scheduled to consider lodged applications, and this can impact on the outcomes for service users (again, this is perhaps most keenly experienced in relation to hospital discharge cases where an Adult lacks decision making capacity). The Sheriff Clerk reports that staff shortages and turnover (with new staff requiring appropriate training) has also contributed to difficulties experienced.
7. Another service that has experienced a sharp rise in demand is the local Independent Advocacy Service. Delays in securing advocacy intervention impacts significantly on the work undertaken by MHOs and other staff endeavouring to ensure that service users and carers are appropriately consulted and afforded to participate in key decision making processes. This pertains to both Mental Health and Incapacity components of MHO practice, but also more broad care assessment and planning.
8. With regard to quality and improvement, several processes have been introduced and existing systems refined with a view to streamlining processes. An example of this is the ongoing review of the Adults with Incapacity Authorisation Group (AAG). The intention is to fully utilise the CareFirst system and integrate the AAG process in order to make this more accessible, ensure greater efficient, and to enable more accurate data reports to be produced. The AAG is a critical provision in terms of ensuring that care plans are progressed in the most appropriate and timeous manner, whilst providing oversight and scrutiny in respect of human rights and ethical considerations. Refining the existing process will enhance the experience for practitioners, but, more crucially, will contribute to the best outcomes being secured for service users and their carers.
9. The core MHO team remains fully staffed. In contrast to the experience of other areas

of the service during the 2021/22, there has been little turnover in staff, and this has ensured continuity of service. Unfortunately, there are no social workers currently undertaking the MHO training programme. Several colleagues have expressed an interest in undertaking the course programme 2023/24, and the established screening and nomination process is progressing in that regard. There are now 3 Senior Social Workers (including the Senior MHO) who are MHO accredited, and this is proving very beneficial in terms of offering more options for the chairing of meetings, but also in increasing awareness of the role of MHOs and functions of the service in other areas of the organisation.

10. In 2021, the Scottish Government made additional, ring-fenced funding available to all local authorities with the specific purpose of supporting MHO service provision. Discussion is ongoing as to how West Dunbartonshire's allocation (c£44K for period 21/22) could most effectively be utilised to enhance local service delivery.

2.45 Social Circumstances Reports

1. During period May 21 – May 2022, the MHO service completed 53 Social Circumstances Reports (SCR). This is a significant increase over previous years and comes at a time when the volume of 2003 Act work is placing additional resource pressure on all MHO services across the country. SCRs, while not a mandatory MHO duty, provide important information and further assessment that serves to inform care and treatment plans. As the Mental Welfare Commission for Scotland notes:
Understanding a person's wider circumstances is important to be able to consider the social context that might have contributed to the detention and what options might be available to help with treatment and recovery. The SCR aims to provide that detail on a person's circumstances. Mental Health Act Monitoring Report 2020 – 2021, (Sep 2021, pp24)

2.46 MHO Duty System

1. During the period May 2021 – May 2022, the MHO duty service received 135 referrals that required MHO attendance to assess (*call-outs*) an individual in respect of potential detention under the terms of the Mental Health (Care & Treatment) Act 2003.
2. This figure represents an increase of approximately 100% in the total number of call-outs from the equivalent period covering 2019 – 2020 (please note that the data for period 2020 – 2021 is significantly influenced by the initial pandemic lock-down, and, as such, does not provide a meaningful comparison).

2.47 Guardianship Case Conferences

1. 34 Adults with Incapacity (AWI) case conferences were convened during the period May 2021 – May 2022. This is broadly in line with previous period (excepting the pandemic lockdown which saw a suspension of all but the most urgent AWI business).
2. During the May 2021 – May 2022 period, 85 new guardianship orders are recorded. This contrasts with the figure of 27 during the 2020 – 2021 period that was very much impacted by the pandemic lockdown, but also marks a significant increase over previous years. The highest number of recorded new orders was 57 during period 2015 – 2016, with an average annual figure circa 43. The increase is most likely attributable to the backlog of cases created by the pandemic. The consequence of this has been a very significant resource demand on the service.

2.48 Learning Disability Services

1. In 2021-22 the Learning Disabilities service continued to implement the key recommendations from the national strategy (Keys to Life, 2013) and have embedded its four strategic outcomes, Independence, Choice and Control, Healthy Life and Active Citizen, in support planning and care review processes.

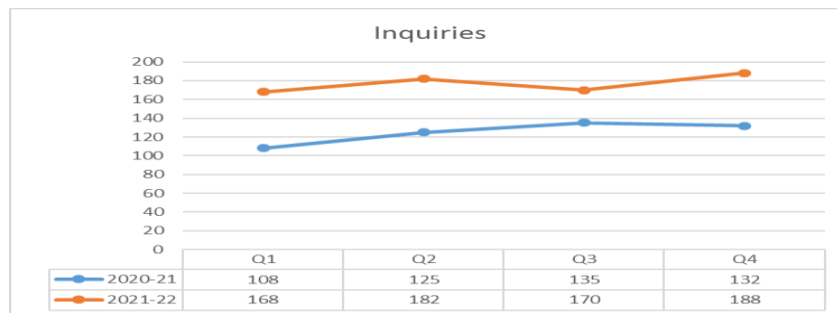
2. The integrated approach to service delivery across community health and care, as well as third sector providers, has supported the delivery of effective and targeted specialist services, prioritised around the key aims of people with a learning disability using an outcome-focused approach to promote person-centred assessment and planning. This has been achieved at a time of immense challenge due to the pandemic, which required significant adjustment to service provision to meet client and carer need.
3. Risk assessments helped to ensure the most vulnerable people continued to receive support during restrictions and lockdown – this was particularly important when day-care provision ceased, albeit the service operated an emergency support for clients in critical need. Some day-care support roles moved to enhance this community support whilst frontline services such as housing support, supported living and care at home continued to offer face-to-face contact.
4. Carers in particular have had to meet the challenge of reduced day care services and the service sought to support them during this time, whilst also recognising their resilience and capacity to navigate the challenges of lockdown and restrictions over the past year. Meanwhile, the Work Connect service supported the wider community through the Council's resilience group, including welfare calls and food parcel distribution to vulnerable residents.
5. Other developments included review of the Transition Group that supports joint working with key partners including education, children's services and other adult services who contributed to improvements in the transition of young people with additional support needs (including learning disability) into adult services. More young people had their adult service needs identified up to two years in advance, in recognition of the importance of this significant transition for young people to support their care in a person-centred, compassionate approach.
6. Joint work with colleagues in housing services and housing developers also progressed during 2020-21 to identify future housing stock that can best support people within a 'core and cluster' model of support. A number of people moved to new build accommodation within the Dumbarton harbour area and the service will continue to work in partnership to expand on further housing provision during this year
7. Covid 19 has continued to have an impact on our service users, services and staff. Our nursing staff have maintained additional responsibilities in relation to the Covid vaccination programme including directly vaccinating those individuals on our caseload who were unable to attend public vaccination centres. However, we have increased capacity in the health team with the recruitment of two health support workers which frees up time for nursing clinical activity, and an additional nursing post to facilitate an improved response for individuals with both a learning disability and a mental health diagnosis. Our team psychiatrist has also taken on new responsibilities in relation to clinical governance, so together with the enhanced team of other health professionals, this will help drive forward our work on improving standards and delivering high quality care for our user group and their Carers.
8. We have lost some very experienced social work practitioners through retirement and in pursuit of new challenges elsewhere. We have a new Senior Social Worker in post and despite a very challenging national workforce situation are working hard, with some good success, to fill all the vacancies.
9. The primary aim over the next two years is to achieve the ambitions of the Coming Home Report (2018) and the Scottish Government, Coming Home Implementation Report (February 2022). Part of the requirement of this Scottish Government funded work is to review areas of our service and trial a test of change initiative to inform future practice and service delivery consultation and to increase individuals' connections to their community, family and friends.

10. It is also to prioritise individuals with complex needs being cared for out of area who could be cared for locally, and also reduce the time individuals stay in hospital away from their usual supports. One of our key achievements working with a range of partners across the wider health board area and within West Dunbartonshire Health and Social Care Partnership (WDHSCP), in particular social work, housing and third sector colleagues, is the planned opening in the second part of this year, of a newly developed 24 hour support service for 5 young males with very complex needs.
11. The role of partnership working has been significant in delivery of this development, with considerable input from procurement, contracts, housing and the community learning disability frontline team.
12. The Dynamic Support Register is a tool that enables us to monitor and discuss how best to intervene at an early point if individuals are admitted to hospital, or are at risk of losing their placements for a variety of reasons, or perhaps more at risk because of other aspects in their lives. This prevention and early intervention multi-agency approach will support the future sustainability of services for people at risk of placement breakdown and benchmark key criteria required to build resilience within the community based landscape going forward.
13. This year West Dunbartonshire Learning Disability Team supported “What Matters to You” discussions. The intended outcome of these discussions is to create a culture for meaningful conversations between people who provide health and social care and the people, families and carers who use health and social care. This year we took time to listen. By understanding what is important to our staff and service users we can build more supportive, effective relationships, which will hopefully lead to improved quality and effectiveness of care for people and communities in future years.
14. The Learning Disability Team has supported the Mental Welfare Commission for Scotland visiting programme to adults subject to welfare and/ or guardianship. The Commission has made several visits to our area this year, raising any concerns with the team, and improving the safeguarding of some of our most vulnerable service users.
15. The Local Authority day service has struggled with staffing over the Covid pandemic and is having to think radically about how to support individuals with complex needs and challenging behaviour who may not easily access community based supports and what level of specialist staff training is required to provide this model of service delivery, to ensure staff and service user safety and wellbeing is prioritised. The priority for this year is to stabilise the staff team and deliver robust behaviour support plans, if required. Most social care services have had specific challenges this year, particularly around staffing, however, we continue to use eligibility criteria to ensure we are providing care and support to those with critical or substantial need, in the first instance.
16. Throughout the Covid pandemic, the Learning Disability Respite/Short Break Service continued to provide essential supports and services to carers, families and those in need. Whilst many frontline services have since fully resumed, there are still public health and Covid testing protocols in place for residential respite facilities.
17. Since June 2022 the Respite/Short Break Service, in compliance with public health and in partnership with care providers, moved from a crisis service to resuming short breaks for non-critical referrals. It is with great relief that we are now able to ensure all our carers have opportunities for a much needed break from their caring role. Learning Disability Services currently have 95 carers who have been assessed as requiring respite/short breaks and since April 2020, Dunn Street Respite has provided 514 nights respite to 34 carers.
18. By using our eligibility framework we have an equitable and transparent system for determining funding for Short Breaks that is consistent and easily understood.

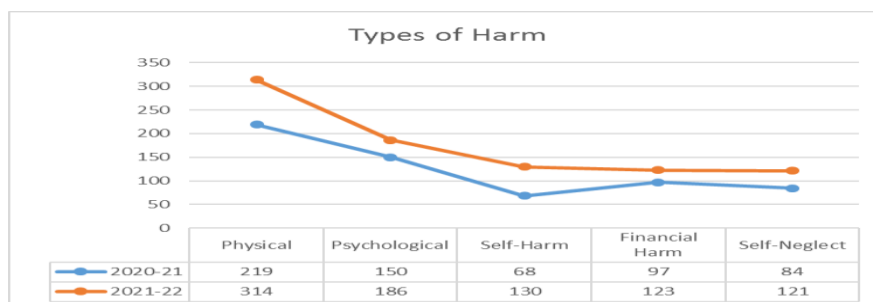
Additional to traditional respite, the Respite/Short Break Service continue to promote and provide alternative resources to carers through direct payments and flexible respite options. This has extended to sourcing and facilitating emergency accommodation, preventing admissions to hospital and out of area care. Carers have commented that without the ongoing support from the respite service and regular respite and short breaks they would have struggled to maintain their caring role during the last year.

2.49 Adult at Risk Referrals

1. The number of adult at risk referrals reached 708 in 2021-22 comparable to 500 in 2020-21 which is an increase of 42%. A Quarter on Quarter comparison shows a continuous increase in the number of referrals.

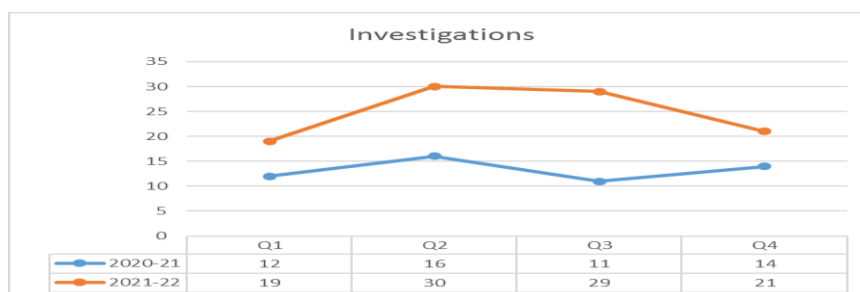


2. A breakdown of the 708 referrals received shows 356 were repeat referrals for 124 clients and 352 were single referrals. This is a total of 476 individuals being referred in 2021-22.
3. 72% of Adults at Risk Inquiries were completed within 5 working days from point of referral (509 of 708)
4. The top 5 types of harm being reported continue to be Physical Harm, Psychological harm, Self-Harm, Financial Harm and Self Neglect. Physical Harm continues to be the predominant harm reported year on year with Psychological Harm being the 2nd highest. Self-Harm, Financial Harm & Self Neglect continue to be in the top 5. Their positioning within the top 5 has changed in comparison to 2020-21.



2.50 Investigations

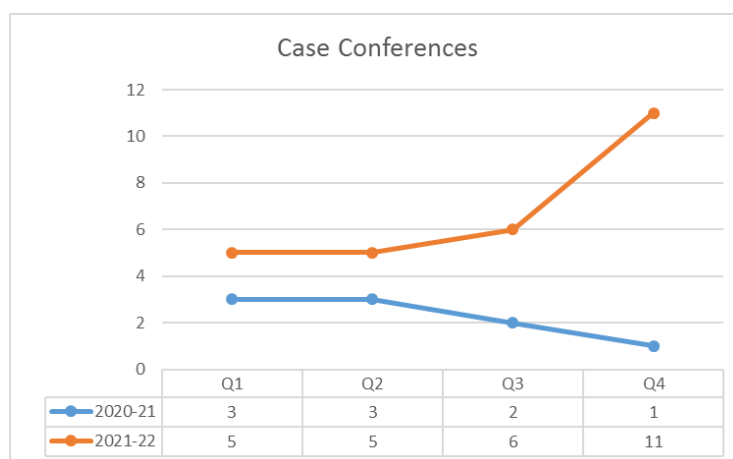
1. The number of **investigations** reached **99 in 2021-22** comparable to **53 in 2020-21** which is an **increase of 87%**. A Quarter on Quarter comparison shows a continuous increase in the number of referrals.



2. A breakdown of the **99 investigations** shows **8** were **repeat investigations for 4 clients** and **91** were **single investigations**. This is a total of **95 individuals** requiring further investigation in 2021-22
3. **90% of investigations** were **commenced within 8 working days** from point of referral (89 of 99).

2.51 Case Conferences

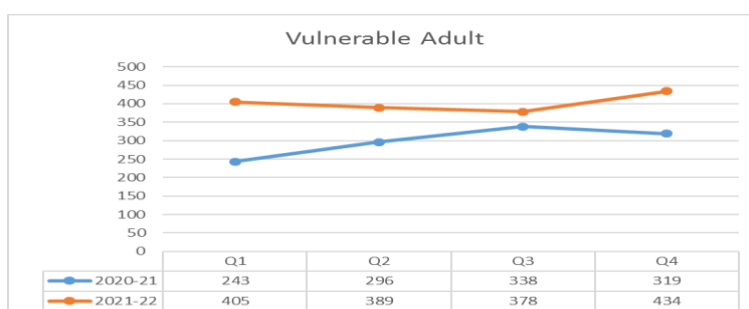
1. **27 case conferences** were held during 2021-22. In comparison to **9 in 2020-21** this is an **increase of 200%**. A Quarter on Quarter comparison shows a significant increase in the number of case conferences being convened.



2. A breakdown of the 27 case conferences in 2021-22 show all were individual cases.
3. 41% of case conferences were commenced within 20 working days from point of referral (11 of 27).

2.52 Vulnerable Adult Referral

1. The number of vulnerable adult referrals reached 1606 in 2021-22 comparable to 1196 in 2020-21 which is an increase of 34%. A Quarter on Quarter comparison shows a continuous increase in the number of referrals.



2. A breakdown of the 1606 referrals received shows 1304 were repeat referrals for 268

clients and 572 were single referrals. This is a total of 840 individuals being referred in 2021-22.

3. An Adult Support and Protection Duty System was introduced in April 2022 to provide a more robust response to supporting and responding to adults at risk of harm. This builds on the success of increasing the capacity of the duty system during the pandemic. A range of professionals and teams from across the HSCP cover the duty system on a rota basis. Working in this way also provides opportunities for staff to share skills and knowledge when working with colleagues from different service teams.
4. A rota has also been introduced to ensure independent Chair availability for ASP Case Conference's Chair and the new ASP duty system will be subject to evaluation of impact early in 2023
5. Senior Management will continue to monitor and evaluate the ASP Duty system to ensure the effectiveness and ongoing development of systems to support the work of adult support and protection.

2.53 Challenges

1. The full capacity to undertake audit and review work was impacted in the 2021- 2022. The APC plan to set up a quality assurance and data subgroup to oversee and strengthen multiagency audit activity however is now in place and planned audit activity informed by APC data is back in place as part of our on- going improvement activity.

2.54 National and local guidance

1. A National revised Adult Support and Protection Guidance Suite was launched in July 2022. This guidance includes revised Codes of Practice, Guidance for Adult Protection Committees and Guidance for General Practice. A National Implementation Group is being set up to embed the revisions into practice and process.
2. West Dunbartonshire partnership will undertake the necessary steps to review and update local policies and guidance to reflect the revisions and to uphold multi-agency awareness of key processes and best practice.
3. Adult Support and Protection Learning Review Guidance was issued, in May 22, to replace the current ICR/SCR process. A local joint Adult and Children Committee Learning Review Process has been drafted and will be implemented following agreement from the Adult and Child Protection Committees. A Learning Review sub group will be set up to support this process.

2.55 Public Protection

The HSCP has a significant role within the Public Protection Chief Officers Group (PPCOG), with both the Chief Officer and Chief Social Work Officer providing the necessary leadership, scrutiny and accountability. This includes the management of high risk offenders and in assuring that each of the services in place for child and adult protection are performing well and keeping the citizens of West Dunbartonshire safe.

1. Since April 2020, in response to the impact of the pandemic and subsequent lockdowns, the Scottish Government have been closely monitoring activity in relation to Public Protection with weekly returns covering vulnerable adults and children and their contact with statutory services being submitted. This has been used locally to add to oversight and scrutiny of performance for example children seen on the child protection register.
2. A key focus has been vulnerable children with multi-agency involvement, experience of care and those registered on the Child Protection Register. Work has been ongoing across the HSCP and Education Services to keep in touch with these children and

young people during this difficult period. A specific area of concern is a potential increase in domestic abuse.

3. The Covid-19 pandemic had a very significant impact on statutory activity related to interventions under the Adults with Incapacity (Scotland) Act 2000, and the Mental Health (Care and Treatment) (Scotland) Act 2003.
4. In terms of the Adults with Incapacity (Scotland) Act 2000, there was a suspension of all but the most urgent Sheriff Court business during the initial lockdown period (April to August 2020). A small number applications were processed and orders granted on the basis that the welfare of individuals was considered to be significantly compromised should statutory measures not be in place.
5. The consequence of this suspension in activity was a considerable backlog of applications and renewal applications to be addressed once court restrictions started to ease.
6. Some provision was made within temporary amendments to legislation to process (among other things) statutory interventions, as outlined in sections 16 and 17 of the Coronavirus (Scotland) Act 2020. The team ensured adherence to all relevant legislation and good practice guidance and continued to liaise closely with key partners, particularly colleagues in community Health and Care

2.56 Local Authority Residential Care Homes and Independent Care Homes

1. As we move through the phases of the pandemic the staff in our Local Authority Care Homes are enjoying the opportunity to organise events with residents' families and friends. A weekly oversight group is in place made chaired by the Chief Nurse, with attendance from the Clinical Director and CSWO, third sector representation and those with a quality assurance oversight role. The group has met more frequently during period of pandemic as necessary to ensure scrutiny of both commissioned and Local Authority care provision
2. Currently we are not able to resume intergenerational activities with local nurseries and schools, and encourage apprenticeships to nurture the concept that a career in a Care Home is a rewarding one, with career opportunities for progression.
3. The two Local Authority Residential Care Homes have identified senior staff to complete the relevant training to allow them to be able to offer placement opportunities for preregistration Student Nurses. This is an exciting development as it will allow future nurses invaluable experiences within residential care settings, recognising the person centred care that these Homes deliver.
4. The multidisciplinary Quality Assurance visits to care homes continue to be completed every 6 months, facilitated by a Nurse Team Leader and a Senior Social Worker. This collaborative approach allows resultant reports which are submitted to the Board Nurse Director of the Health Board to be robust and comprehensive. The impact of these visits continues to build on our partnership working with the independent sector, linking with the new Care Home Collaborative, towards continuous improvement of care for those in our care homes.
5. The Care Inspectorate conducted a full inspection in Queens Quay in December 2021 which covered all 5 standards as below:-
 - I experience high quality care and support that is right for me.
 - I am fully involved in all decisions about my care and support
 - I have confidence in the people who support and care for me.
 - I have confidence in the organisation providing my care and support.
 - I experience a high quality environment if the organisation provides the premises.

6. In addition to this they also inspected under key question 7, which was required to be reported to Parliament for openness and transparency. A new tool on wellbeing, infection prevention and control and staffing that has been agreed with Health Protection Scotland and Healthcare Improvement Scotland and has been used to carry out this inspection. Key question 7 inspection is focussed around infection control measures, PPE and staffing and the impact on individual's well-being.

Grades awarded

STANDARD	GRADES
How well do we support people's wellbeing?	5 - Very Good
How good is our leadership?	4 - Good
How good is our staff team?	5 - Very Good
How good is our setting?	6- Excellent
How well is our care and support planned?	5 - Very Good
How good is our care and support during the COVID-19 pandemic?	5 - Very Good

The inspection was very positive. This was the first inspection since the opening of Queens Quay.

7. The inspectors reported Queens Quay was a well led service, they observed staff delivering kind and compassionate care. And noted staff had a detailed knowledge of their residents' likes/dislikes/preferences and treated residents with dignity and respect.
8. Five care plans were examined, which evidenced person centred planning and were outcome focused. They highlighted care plans had been developed around the residents' particular interests, preferences and it was evident staff used a person-centred approach. They acknowledged the focus of all of the service's operations was to achieve good outcomes for the residents. The inspectors stated they witnessed residents experiencing safe and kind care being delivered and staff were observed to be very warm, caring and compassionate in their interactions with residents. The inspectors also highlighted the effective joint working with health professionals and the excellent links with their local health centre, which had a positive impact on resident's health and care.
9. They stated the care home was spotless and free of odours and informed residents. They found the service to be fully compliant with pandemic infection control measures and the Scottish Government's 'Open with Care' directives had been enthusiastically followed to enable residents to be reunited with their families.

There was one area of improvement:

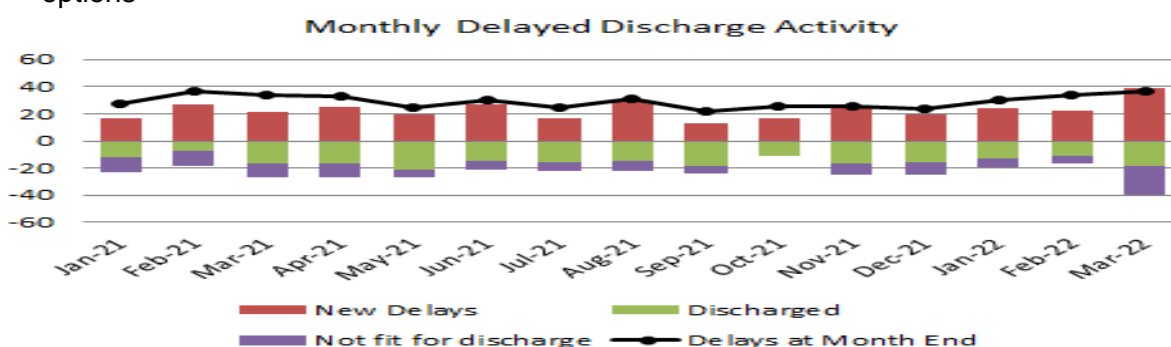
10. The provider should have their quality assurance systems reviewed and brought up to date
11. The inspectors stated they had confidence in the management and leadership of Queens Quay, but reported systems for quality assurance needed to be fully implemented and were confident that this area for improvement will be addressed and that future evaluations of the service would reflect that improvement.

2.57 Integrated Teams

1. The District Nursing Team continue to work with Care Homes to deliver the Covid and Flu vaccination programme within these Homes and are preparing for the Winter vaccination Programme 2022 to vaccinate approximately 500 residents with both Flu and Covid vaccines across the HSCP. District Nursing staff are also resuming pre-pandemic 'bite size' training sessions with staff, delivering sessions on palliative and

end of life care, anticipatory care planning and any other topics identified by staff. This supports an integrated approach to care delivery and enhances relationships.

2. The Care Home Liaison Nurse role is to work with nursing staff in Independent Care Homes, supporting them in complex nursing care situations e.g. tissue viability and end of life symptom management. This role continues to offer opportunities for partnership working with our Independent care providers as an opportunity for shared learning and ensuring best practice in nursing care and we will continue to engage with managers to ensure that the HSCP supports them.
3. Following an ICR Learning review the resultant action plan identified a number of areas for improvements across the HSCP but with specific improvement areas within Community Health and Care. A number of resultant actions have been implemented successfully and are monitored via the Clinical Care and Governance route.
4. One action has been the instigation of a 'Complex Care Management' group, implemented as a test of change across Integrated Adult Care, District Nursing and Care at Home to assure the Head of Service that there is a platform to ensure that any services users that staff have concerns about are promptly identified and discussed in a multidisciplinary manner. This group meets two weekly to discuss service users staff have raised concerns about to ensure that there's read across all services and issues can be identified and addressed promptly. These structured meetings are minuted, and have standard operating pathways to ensure robust record keeping to demonstrate discussion and decision making.
5. The HSCP has revised the Supervision Policy and assurance that this is being followed and audited across all social care teams is reported again via the Community Health and Care Clinical and Care Governance group.
6. Delayed Discharges remain a challenge within West Dunbartonshire and the Head of Service has implemented a range of quality improvement initiatives over the past year to address this. The complexity of managing delays continues to be a challenge and improvement work will continue to be a priority over the next year. The importance of ensuring adults with capacity issues are safeguarded is key as is ensuring the completion of my life assessment to inform planning for those awaiting discharge. The social work team that leads in this are ensuring the balance between timely discharge and rights based services aligned to assessed needs and where possible consider SDS options



2.58 Care at Home

1. The HSCP commissioned a review of the Care at Home Service and this is being implemented using the 'Double Diamond' process. Now in the 'develop' phase the previous stages have revealed a wealth of information and improvement opportunities which will be developed and implemented in the 'deliver' phase supported by service improvement within the HSCP to ensure strengthening of quality assurance and review and targeting of resources most appropriately to need.

3.Resources

3.1 Financial Pressures

1. The HSCP Board is operating within a complex and evolving Scottish Government policy landscape coupled with a challenging and potentially worsening UK economic outlook. Decisions on an appropriate and prudent level of un-earmarked reserve versus the delivery of strategic priorities and supporting our communities out of the pandemic and cost of living crisis is multi-layered, but financial sustainability in the short, medium and longer term must be maintained to allow the HSCP Board to invest proactively and drive out efficiencies through better ways of integrated working.
2. Public sector pay negotiations effective from 1 April 2022 have yet to be settled and any potential funding for Integration Authorities via their partners also remains outstanding. The HSCP Board approved 2022/23 budget assumed pay inflation in line with the parameters set out within the Public Sector Pay Policy, which ranges from approximately 2.4% to 2.9% depending on salary bandings. The Scottish Government has already announced £140m of additional funding for local authority staff and it is expected that it will announce additional funding for health board staff, however it is unknown at this time what level of support may pass through to Integration Authorities. It should also be highlighted that a significant proportion of both earmarked reserves and un-earmarked reserves have arisen due to difficulties in recruiting both qualified and unqualified health and social care staff. This problem is not unique to West Dunbartonshire and is likely to continue this year and into the medium term.
3. The WDC review into the most appropriate split of residential school placements has not yet concluded as securing robust, financial information from providers has been challenging. However regardless of this delay, the decision of the Council, is that any change to the allocation should be effective from the 1 April 2022. If the 80/20 (HSCP/WDC) split is deemed more appropriate than the current 50/50 split, this additional cost pressure (circa £2m depending on current and future placements) could not be supported within the HSCP's current budget allocation. If no additional budget is provided by WDC, this cost would have to be covered by savings across social care services and supported by general reserves.

3.2 2021/22 Financial Position

1. The HSCP Board approved the draft 2021/22 Annual Accounts for submission to external audit in June 2022. The tables below are extracted from those accounts and provide information on the scale of the integrated budget required to deliver on both health and social care services and the outturn position as at 31 March 2022.

Table 1: Extract from WD HSCP 2021/22 Unaudited Accounts – Budget Reconciliation

2021/22 Budget Reconciliation	Health Care £000	Social Care £000	Total £000
Budget Approved on 25 March 2021	97,853	72,244	170,097
Rollover Budget Adjustments	(204)	507	303
Covid-19	9,024	0	9,024
Primary Care	2,866	0	2,866
Adult and Older People Services	2,735	1,777	4,512
Children's Services	1,115	103	1,218
Family Health Services	1,553	0	1,553
Other	1,118	617	1,735
Reported Budget 2021/22	116,060	75,248	191,308
Funded from Earmarked Reserves	0	(323)	(323)
Funded from Partner Organisations	116,060	74,925	190,985

Table 2: Extract from WD HSCP 2021/22 Unaudited Accounts - Final Outturn against Budget 2021/22

West Dunbartonshire Integration Joint Board	2021/22 Annual Budget £000	2021/22 Net Expenditure £000	2021/22 Underspend / (Overspend) £000
Consolidated Health & Social Care			
Older People, Health and Community Care	49,856	48,336	1,520
Physical Disability	3,528	3,106	422
Children and Families	26,449	26,033	416
Mental Health Services	11,471	10,575	896
Addictions	3,625	3,363	262
Learning Disabilities	18,085	17,933	152
Strategy, Planning and Health Improvement	2,022	1,501	521
Family Health Services (FHS)	29,532	29,532	0
GP Prescribing	19,969	19,690	279
Hosted Services - MSK Physio	6,899	6,528	371
Hosted Services - Retinal Screening	836	720	116
Criminal Justice	136	0	136
HSCP Corporate and Other Services	9,195	5,776	3,419
Covid-19	9,024	4,781	4,243
IJB Operational Costs	358	358	0
Cost of Services Directly Managed by West Dunbartonshire HSCP	190,985	178,232	12,753
Set aside for delegated services provided in large hospitals	36,346	36,346	0
Assisted garden maintenance and Aids and Adaptions	527	527	0
Total Cost of Services to West Dunbartonshire HSCP	227,858	215,105	12,753

The key explanations and analysis of budget performance against actual costs are detailed below:

- **COVID-19** – the Scottish Government funding for COVID-19 is received via NHSGGC and transferred to HSCPs in line with the LMP process of submitting financial information. However the vast majority of COVID-19 related expenditure is with Social Care Services. As the accounting for the HSCP's integrated services are contained within both partners' ledger systems, the required funding is transferred at the year-end. The final position was a transfer to earmarked reserves of £4.243m.
- **Children's Services** – underspend of £0.416m is mainly due in recruitment challenges within Children's Specialist Health Services. The costs of Community Placements, including Residential Schools exceeded the budget allocation by just over £0.250m, after allocating approximately £0.500m to Covid funding.
- **Mental Health Services** – underspend of £0.896m due to an underspend in core services arising from recruitment challenges, Mental Health Recovery and Renewal Funding and additional Action 15 funding in year.
- **Addictions Services** – underspend of £0.262m mainly due to the continued funding of fixed term posts from the Alcohol and Drug Partnership (ADP) reserves along with additional Scottish Government funding allocations in 2021/22. A commissioning group is being set up to support ongoing developments in relation to this service area and will be monitored through the Alcohol and Drug Partnership.
- **Hosted Services** – underspend of £0.487m due to ongoing recruitment challenges across both MSK Physiotherapy and Diabetic Retinal Screening.

- **Physical Disability** – underspend of £0.422m primarily due to reduction in costs within a number of Self-Directed Support Packages not being fully delivered due to COVID-19 restrictions or through individual choice. In addition only half planned respite was able to be accommodated. For 2022/23 all packages have now returned to pre-pandemic levels and some at enhanced levels.
- **HSCP Corporate and Other Services** – the main components of the underspend relate to additional Primary Care funding allocated in year which will be held in an earmarked reserve to fund ongoing spend and Winter Pressures Funding received late in 2021 to be utilised to enhance Care at Home, MDTs and additional Health Care Support Workers. Recruitment is underway but recruitment remains a challenge for all HSCPs and Health Boards.
- **Older People, Health and Community Care** – this service grouping covers older people's residential accommodation, care at home and other community health services. Residential accommodation realised a saving of £0.772m mainly due to recruitment challenges along with the impact of COVID-19 admission restrictions and delays in assessing clients for residential packages. For Care at Home services the additional Winter Pressures Funding, the application of COVID-19 funding and recruitment challenges realised a net saving of £0.516m after an increase in overtime and agency costs.
- **Carers** – significant work was completed in 2021/22 to implement the West Dunbartonshire's Carers Strategy 2021, as reported to the 21 February HSCP Board and the Carers Development Group is now fully established. However the full allocation of Scottish Government Carers Act implementation funding was not fully utilised, as some services including respite were impacted by COVID-19 restrictions and £0.591m will be transferred to an earmarked reserve to support carers in future years.
- To provide further detail of the social care budget versus actual position, the table below extracts this from the overall integrated position detailed above.

Table: 3 Extract from WD HSCP 2021/22 Unaudited Accounts – Social Care Expenditure

Social Care Net Expenditure	Annual Budget	Actual Outturn 2021/22	Actual Variance
	£000's	£000's	£000's
Strategy Planning and Health Improvement	1,013	678	335
Residential Accommodation for Young People	2,926	2,772	154
Children's Community Placements	5,628	5,634	(6)
Children's Residential Schools	3,398	3,656	(258)
Childcare Operations	4,507	4,730	(223)
Other Services - Young People	3,487	3,147	340
Residential Accommodation for Older People	6,925	6,426	499
External Residential Accommodation for Elderly	8,224	7,951	273
Sheltered Housing	1,351	1,315	36
Day Centres Older People	1,180	1,157	23
Meals on Wheels	22	38	(16)
Community Alarms	(6)	88	(94)
Community Health Operations	2,913	2,818	95
Residential - Learning Disability	8,832	8,698	134
Physical Disability	2,351	1,913	438
Day Centres - Learning Disability	2,153	2,138	15
Criminal Justice (Including Transitions)	136	-	136
Mental Health	2,477	2,478	(1)
Care at Home	13,076	12,560	516
Addictions Services	744	1,180	(436)
Equipu	285	300	(15)
Frailty	138	144	(6)
Carers	1,218	627	591
Integrated Change Fund	0	-	0
Covid-19	0	4,157	(4,157)
HSCP - Corporate	1,947	940	1,007
Net Expenditure	74,925	75,545	(620)

4. The HSCP Board have an approved Reserves Policy which sets out the legal basis for

holding reserves and the process of applying those reserves. It is recognised reserves are a key element in demonstrating financial stability in the medium to long term. The current policy strives to hold 2% of total budget in unearmarked reserves, for 2021/22 this was approximately £3.9 million.

5. A robust review of all earmarked reserves has also been undertaken by the HSCP Senior Management Team. Given that 65% of earmarked reserves are from the Scottish Government (Table 2 below) and have conditions and outcomes attached there is reduced scope to “free-up” a significant element. Also the Scottish Government have made it a condition of funding that all current earmarked reserves must be exhausted before any 2022/23 funding will be released e.g. Primary Care Improvement, ADP and Mental Health Recovery and Renewal. There is however potential flexibility within some of the newly created reserves for Winter Planning and other HSCP Board approved earmarked reserves. Further work requires to be undertaken by Heads of Service to determine whether other local HSCP priorities can be delivered in tandem with Scottish Government required outcomes.

Table 4: Extract from WD HSCP 2021/22 Unaudited Accounts – Movement in Reserves

Balance as at 31 March 2021 £000	Total Reserves	Transfers Out 2021/22 £000	Transfers In 2021/22 £000	Balance as at 31 March 2022 £000
	Scottish Govt. Policy Initiatives			
(4,970)	Covid	4,781	(9,024)	(9,213)
(1,559)	Primary Care	1,414	(2,247)	(2,392)
(1,574)	Adult and Older People Services	984	(4,005)	(4,595)
(423)	Children's Services	943	(289)	(569)
(266)	Carers Funding	0	(591)	(857)
(842)	Other	5	(943)	(1,780)
	HSCP Initiatives			
(1,706)	Service Redesign Transformation	161	(714)	(2,259)
0	Complex Care	0	(560)	(560)
(300)	Community Empowerment	0	0	(300)
(4,516)	Recovery / Renewal in Services	344	(1403)	(5,575)
0	Other	0	(318)	(318)
	Prescribing			
(1,284)	Prescribing	0	(279)	(1,563)
(17,440)	Total Earmarked Reserves	7,832	(20,373)	(29,981)

6. The table below detail expenditure in relation to commissioned spend across social work services

21/22 Spend on payment to other bodies									
	Residential	Respite	Payments to other bodies	Kinship payment	WDC Fostering and Adoptions	Section 12 /29	Payments to NHS	Direct payment	Total
Mental Health	1,144,151		1,810,777				329,717	15,318	3,299,963
Learning Disabilities	779,101	487,082	11,761,574					570,693	13,598,450
Addictions	550,184		777,785						1,327,968
Community Placements			2,657,184	2,023,816	1,027,251				5,708,250
Other Services - Young People		276,266	691,972			93,715	398,442	65,227	1,525,621
Residential School and Continuing care	3,477,689		1,071,923						4,549,612
Physical Disabilities	1,423,455	28,079	1,026,133					493,692	2,971,360
Older people residential	12,613,638	103,471	282,959					90,206	13,090,274
Day services older people			135,955					6,298	142,253
Community Health Operations			197,523						197,523
Community Alarms			118,109						118,109
Sheltered housing			393,707						393,707
Homecare			2,619,224					211,171	2,830,395
Carers Act			538,829						538,829
Headquarters and strategy			478,628						478,628
Covid			3,404,945						3,404,945
									-
	19,988,219	894,898	27,967,226	2,023,816	1,027,251	93,715	728,159	1,452,604	54,175,887

3.3 Medium Term Financial Outlook

1. Financial risk is one of the HSCP Board's main strategic risks. The requirement to both remain within budget in any given financial year and identify savings and efficiencies in the medium to long term places significant risk on the HSCP Board's ability to set a balanced budget and continue to deliver high quality services. Although underpinned by legislation, this risk may impact on the ability of the HSCP Board to ensure that the Best Value principles of economy, efficiency and effectiveness continue to be a top priority of the Board.
2. Throughout 2021/22 West Dunbartonshire HSCP Board continued to strive to deliver on its strategic priorities as well as responding to and adapting services as the impacts of the COVID-19 pandemic continued to dominate the daily lives of the people of West Dunbartonshire.
3. We have demonstrated our commitment to strong financial governance through our performance reporting and this annual report. The ability to hold reserves and add to them in 2021/22, supports our short and medium term position as we face the challenges 2022/23 will bring and the development of our new 2023 Strategic Plan, shaped by our Strategic Needs Assessment.
4. The HSCP Board revenue budget for 2022/23 to deliver our strategic priorities is £219.442m, including:

£33.620m relating to set aside and £0.705m relating to budget managed by West Dunbartonshire Council for Assisted Garden Maintenance and Aids and Adaptations. The budget identified a potential funding gap of £1.117m which will be addressed through an application of earmarked reserves (£0.349m), maintenance of the GP Prescribing budget (£0.357m) and a number of minor budget adjustments (£0.411m).
5. In 2022/23 we will closely monitor progress on the delivery of its approved savings programmes, through robust budget monitoring processes and its Project Management Office (PMO). We will respond to these challenges by continuing to build on the strong governance frameworks already in place and continue to engage and collaborate with our stakeholders, manage and mitigate risk and invest in our workforce and communities.
6. The challenging financial landscape for all of our funding partners (i.e. the Scottish Government, WDC and NHSGGC) in relation to ongoing COVID-19 costs, inflation, UK Government policy commitments (e.g. the 1.25% increase in National Insurance Contributions) and Scottish Government policy commitments (e.g. Mental Health Recovery and the National Drugs Mission), protracted the annual budget setting exercise. This was exacerbated by delays in the confirmation of local shares of national funding streams.
7. The medium term financial plan sets out the broad key themes on how we will work towards minimising future pressures and remain financially sustainable. These are:
 - Better ways of working – integrating and streamlining teams including the benefits of information technology to deliver services more efficiently will release financial savings and protect front line services;
 - Community Empowerment - support the vision for resilient communities with active, empowered and informed citizens who feel safe and engaged to be a main contributor to service change across health and social care;
 - Prioritise our services – local engagement and partnership working are key

strengths of the HSCP. We must think and do things differently and find new solutions to providing support to those who need it;

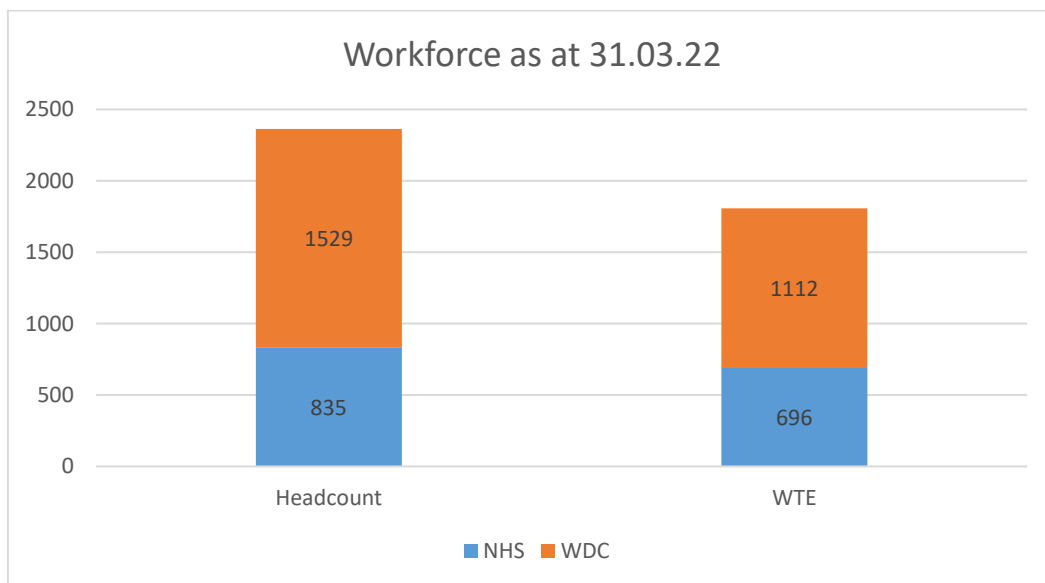
- Equity and Consistency of approach – robust application of Eligibility Criteria for new packages of care and review of current packages using the My Life Assessment tool; and
- Service redesign and transformation – build on the work already underway redesigning support to people to remain or return to their own homes or a homely setting for as long as possible. This will be across all care groups including older people, learning, physical and mental disabilities and children and families, in partnership with Housing services, third sector and local providers
- The HSCP Board is clear that it needs to be as financially well placed as possible to plan for and deliver services in a difficult financial climate, whilst maintaining enough flexibility to adapt and invest where needed to redesign and remodel service delivery moving forward depending on the funding available in future years
- Through 2022/23 the Financial Performance Reports will continue to reflect all quantifiable variations against the approved budget as well as anticipating and reporting on any material changes or risks from the implementation of the Scottish Government's recent resource spending review: "Investing in Scotland's Future"
- This review recognises that difficult choices lie ahead with regards to funding all public sector bodies in the face of rising inflation, a global economy recovering from a two year pandemic and the impact the war in Ukraine is having on the food and fuel supply chain
- Currently 44% of devolved resource spending in Scotland is for health and social care. The review commits to increased investment in frontline staffing and the establishment of the National Care Service
- We await the publication of the Scottish Government's refreshed Medium Term Health and Social Care Financial Framework to provide some realistic working assumptions for 2022/23 and beyond.

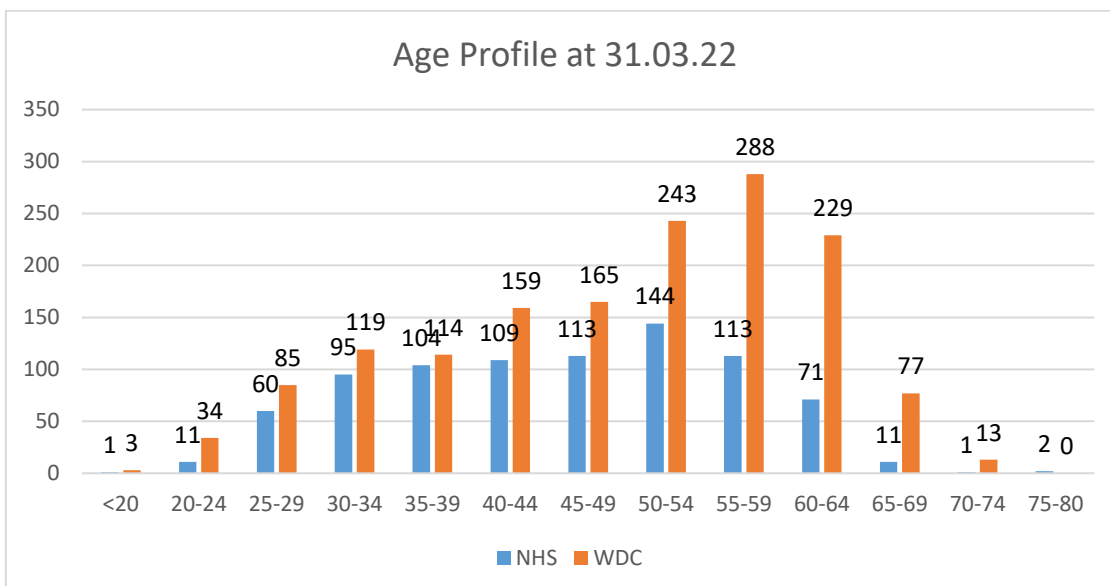
4.WORKFORCE

4.1 Workforce Planning

1. Through this report with specific reference to both the resources section and highlighted in the service performance and overview is highlighted the significant issues of staffing availability and recruitment which has had an impact in nearly all areas of service delivery.
2. Never has there been a greater need for workforce planning and development to be supported nationally to ensure the continuity of a skilled and committed workforce to deliver high quality services for the future. The National Workforce Strategy for Health and Social Care in Scotland states
'Our workforce is at the heart of delivering Health and Social Care services to the people of Scotland. Over 400,000 skilled and compassionate people work in many different roles and settings, in an integrated way. As the largest workforce in Scotland, they reach into every aspect of life and every community in Scotland. As national and local governments working together, we see and value this every day'
Without a local and cohesive national strategy threat to the quality of services we can deliver are very real.
3. West Dunbartonshire HSCP developed a 5 year workforce strategy in 2022

4.2 Workforce Split



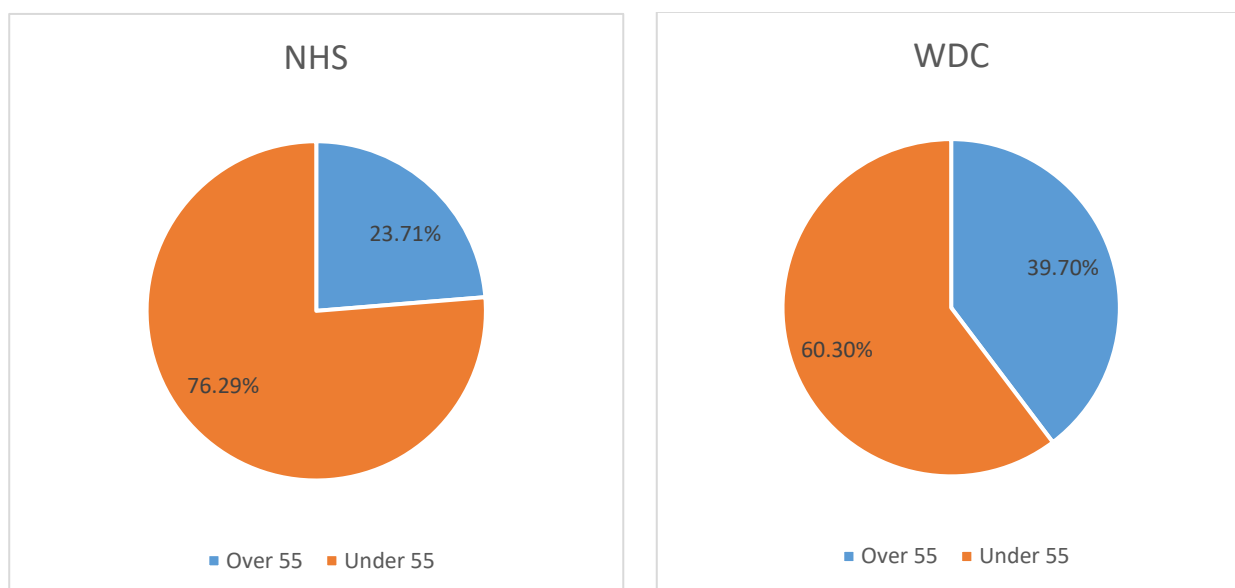


1. The age profile for staff in West Dunbartonshire HSCP indicates that the majority of our workforce are over the age of 45. Whilst this does not present an immediate risk, we do need to be mindful of the importance of succession planning and the implications of an ageing workforce in coming years.

Age Band	NHS	WDC	Total
<20	1	3	4
20-24	11	34	45
25-29	60	85	145
30-34	95	119	214
35-39	104	114	218
40-44	109	159	268
45-49	113	165	278
50-54	144	243	387
55-59	113	288	401
60-64	71	229	300
65-69	11	77	88
70-74	1	13	14
75-80	2	0	2
TOTAL	835	1529	2364

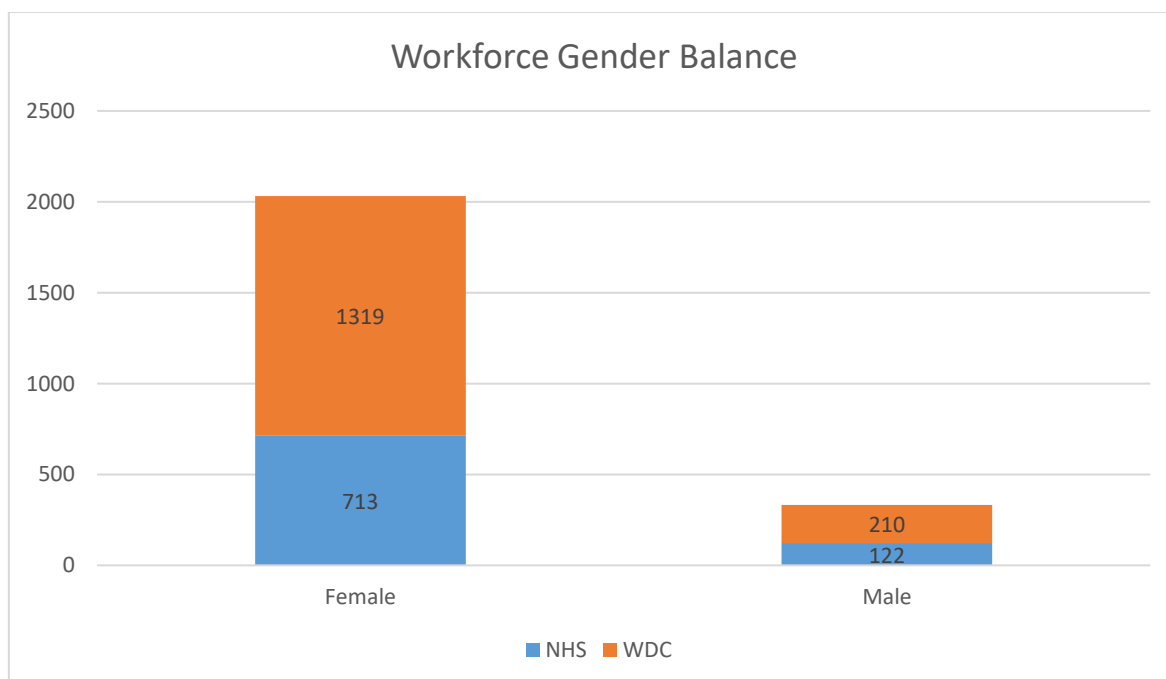
2. More than a third of the workforce (34.05%) of the workforce are aged 55 years and over. This presents a significant risk in terms of retiral of a sizeable proportion of the workforce within in the next 5 to 10 years. This is a significantly higher risk with West Dunbartonshire Council staff as 39.70% of their workforce is aged 55 or over while 23.71% the NHS HSCP workforce are aged 55 or over.

The pie charts below show the split of the workforce of those over 55 and those under 55 years.



4.3 Workforce Gender Balance

1. As can be seen below the gender balance within West Dunbartonshire HSCP is predominantly female and whilst this is not untypical within the caring sector, we do need to consider how we encourage greater inclusion within the professions that we employ.



4.4 Staff Turnover

1. The turnover rate for WDC staff within the HSCP is 15.2% per annum. This is higher than the whole of WDC rate which is currently 13.2% per annum. For NHS staff within the HSCP the turnover rate is 8.3% compared to the GGC wide figure of 10.2%. This is not forecast to increase significantly in the period to March 2023, however some changes to behaviour have been observed and after a period of suppressed turnover where staff were perhaps not looking for career opportunities or delaying their retirement

due to the pandemic, those staff are now looking at career development and opportunities and similarly those staff who have delayed retirement are now actively pursuing this and some staff

4.5 West Dunbartonshire HSCP Approach to Staff Health and Wellbeing

Creating a positive workplace and focusing on the mental health and wellbeing of staff has remained a priority. For leaders at all levels of the HSCP, leading, motivating and supporting staff has been a priority. Leaders have empathised with the impact of the COVID-19 outbreak across the HSCP on both personal and professional lives as staff endeavour to cope with a wide range of issues and feelings, such as, fear, anxiety, isolation and vulnerability.

1. **Occupational Health services** in both employing organisations will continue to be utilised for their prospective staff.
2. **Mental health check-in** - all health and social care staff have also been encouraged to take part in all of NHS Greater Glasgow and Clyde's mental health check in's which took place in August 2020, February 2021, August 2021 and February 2022. Another check in is scheduled for August 2022 and this will be heavily promoted to staff.
3. **Leadership development programmes** continued throughout the pandemic however, understandably due to service pressures; uptake was been lower. Staff are being encouraged to uptake appropriate opportunities available to them with Learning and Education publishing a document summarising all the training and opportunities available to staff.
4. **NHS GGC Peer Support Framework**
The NHSGGC Mental Health and Wellbeing Group established the need for a single Peer Support Framework for **all** staff working in health and social care across the Board and the six health and social care partnerships. This forms part of the wider strategy to prevent work-related emotional distress from developing into more significant mental health problems. The Peer Support Framework outlines an overarching system for all peer support interventions offered across NHSGGC. It is based on a set of core principles and sits within a single governance structure. All existing and new peer support interventions will align with the Peer Support Framework.
5. Core principles of peer support within NHSGGC are based on the 'Psychological First Aid' (PFA) model and this forms the conceptual basis of the Framework. This is an evidence-informed approach recommended by international and national experts. The NHSGGC Mental Health & Wellbeing Action Plan 2020-22 considers the longer-term staff mental health and wellbeing needs in response to the COVID-19 pandemic and outlines the planned approaches to support and intervene. The tiered model is aligned to all key principles and wider strategies of NHS GGC.
6. Key priorities for 2021 – 22 have been agreed and the provision of a Peer Support Framework is highlighted for this year. The proposed model, competency framework, training programme and organisational support will result in all staff within Greater Glasgow and Clyde having access to peer support. This sustainable programme forms a significant part of the Board's staff support strategy reflecting cultural and organisational support for staffs' health and wellbeing.
7. The first phase of the Peer Support Framework is the publication of an online module "[Introduction to Psychological Wellbeing](#)". All staff are encouraged to undertake this module. The module is available on Learnpro.
8. West Dunbartonshire Council also ran a series of **wellbeing webinars** which were

available to all HSCP staff. These covered a number of topics including Supporting a Remote Workforce, Mindfulness, Yoga and The Importance of Sleep. Wellbeing Roundups are shared on a monthly basis and contain details of supports available and upcoming initiatives available to all staff. Human Resources and Organisational Development in the Council are working on a programme of short training sessions to continue to support employees and managers.

9. Staff have been and continue to be encouraged to use their Annual Leave Allowance and managers have been reminded of the importance of encouraging staff to fully utilise their leave in order to maintain a healthy work life balance and rest sufficiently.
10. Whilst the Scottish Government directed all Boards to offer NHS staff the opportunity to be paid for unused leave, there were only a small number of staff who asked for this. This means that those staff who carried over leave will have a backlog of unused leave to take. We will continue to support and encourage staff to utilise their full leave entitlement.
11. Future wellbeing initiatives will focus on supporting staff through the recovery phase and for some services the remobilisation phase, ensuring psychological support services in particular are promoted to all staff.
12. Non COVID-19 Absence levels within the HSCP have on the whole remained lower than when compared to the same period before the pandemic for both NHS and WDC staff, however in the last year WDC absence particularly in our Care at Home Service has risen. Whilst this is not entirely unexpected, work is ongoing to provide targeted HR interventions at appropriate times to ensure staff and managers receive appropriate levels of support.

4.6 National and Partner Organisation Wellbeing Initiatives

1. **The National Wellbeing Hub** which can be found at <https://www.promis.scot> has been heavily promoted within the HSCP via Chief Officer Updates, Joint Staff Forums etc. Promotion of this service will continue. In particular, staff have been and will continue to be encouraged to contact **The National Wellbeing Helpline (0800 111 4191)**. This is available 24 hours a day, seven days a week and is resourced by trained practitioners at NHS 24. This helpline offers callers a compassionate and empathic listening service based on the principles of psychological first aid, as well as advice, signposting and onward referral to local services if required.
2. **Coaching for Wellbeing** has also been heavily promoted to staff and will continue to be promoted. This is a service designed to support staff with any of the issues they may be facing during these challenging times. Staff are offered 2 hours of individual online coaching which includes support in building resilience and helping individuals to take action to improve their wellbeing. Where appropriate, staff can also explore how to lead and support others who may be struggling. Further information can be found at <https://www.promis.scot/wp-content/uploads/2020/12/Coaching-for-Wellbeing-Information-Pack.pdf>

4.7 Measuring the Effectiveness of Support Mechanisms

1. Whilst we do not have the information available to us to directly measure the effectiveness of these support mechanisms, we do have other information that can be analysed to assess how supported staff feel. Below is a comparison of the results from the pulse survey from 2020 and the iMatter Survey from 2021 which demonstrates that staff feel that they are cared about, are treated with dignity and respect and are appreciated.

2020 Pulse Survey compared to 2021 iMatter Survey (Weighted Index Value)		
iMatter Question	2020 Pulse Survey	2021 iMatter Survey
I feel my Line Manager cares about my health and wellbeing	73	84
I feel my organisation cares about my health and wellbeing	53	71
I am treated with dignity and respect as an individual at work	71	83
My work gives me a sense of achievement	68	80
I get the help and support I need from other teams and services within the organisation to do my job	55	69
I feel appreciated for the work I do	52	71
I would recommend my organisation as a good place to work	61	74

4.8 In work poverty

1. Employment remains the best route out of poverty. However, we know that some people in poverty live in households where someone is in paid employment and the proportion of people in poverty who are living in working households has increased over time.
2. Working parents' ability to increase working hours is often dependent on the availability of flexible working and childcare, the affordability of which can often be constrained by the conditions of Universal Credit.
3. Around two thirds of working adults living in poverty are paid below the real living wage. This has been addressed within NHSGGC who are an accredited Living Wage employer and West Dunbartonshire Council who are not accredited but pay above the national living wage which is currently £9.50 per hour.

4.9 National Living Wage

1. NHS GG&C is an accredited Living Wage Employer. Whilst WDC is not accredited they do not employ anyone below the national living wage. This means that all staff within West Dunbartonshire HSCP receive at least the minimum hourly wage which will rise each year to match future rises.
2. Benefits of the National Living Wage include staff feeling more valued and with less chance of them having to juggle multiple jobs and reduced attrition and lower recruitment costs as staff who are fairly compensated are less likely to leave. Lower turnover means lower recruitment, training and admin costs.
3. In previous generations, employees would stay with an employer for decades whereas the incoming workforce increasingly recognise the power of choice and consider how an organisation can help them grow personally and professionally. Paying the National Living Wage has a positive impact on employee relations and an organisations credibility.
4. A recruitment and retention of working group has been implemented to take forward element of our local strategic plan in conjunction with staff representatives and Trade Union Colleagues. The 'Setting the Bar' report regarding the social work workforce is being further considered in this forum and local implications for workforce

4.10 Workforce Development, Learning and Collaboration

1. The West Dunbartonshire Adversity, Trauma and Resilience Programme aims to prevent childhood adversity and trauma and to mitigate the effects across an individual's life course where it has already occurred. A key component is to develop a trauma-informed West Dunbartonshire through supporting workforce development across the statutory and third sectors, in line with the National

Trauma Training Programme developed by NHS and Education Scotland. The National Trauma Training Programme's overarching vision is to develop a trauma-informed and responsive nation and workforce, that:

- is informed by people with lived experience
 - recognises the importance of wellbeing in the work place
 - recognises where people are informed by trauma and adversity
 - responds in way that prevents further harm
 - supports recovery
 - and can address inequalities and improve life chance
 - and is informed by lived experience
2. West Dunbartonshire's local Resilience Hub meetings, Resilience Film viewings and Trauma Training plans support the development of a trauma-informed workforce. The Resilience Hub is a community of practice with over 400 people. We held two online meetings in 2021/22. The theme for the first was 'Healing Trauma and Connecting People through Community Arts' and had 32 participants. Evaluation showed staff knowledge improved from 5.6 to 8.6 out of 10 after participating. The second Hub meeting focused on 'The First 1001 Days'. Fifty-one participants attended and the evaluation showed that staff knowledge had improved from 7.2 to 8.8 out of 10.

4.11 Adverse Childhood Experiences (ACEs)

1. The West Dunbartonshire Adverse Childhood Experiences (ACEs) Programme continues to address childhood adversity and trauma across the life course. The Programme supports workforce development and development of a Nurtured Strategy.
2. In 2020-21, ACEs workforce development activities moved online. Since the re-launch of West Dunbartonshire's ACEs Hub as a strength-based 'Resilience' Hub in February 2020, membership has remained at around 400. The Hub, which is a community of practice, includes staff working across the Council, HSCP and third sector. The first virtual Resilience Hub meeting was held in March 2021 with 70 local staff attending.
3. The ACEs documentary film, 'Resilience: The Biology of Stress and the Science of Hope' continues to be a key resource to increase ACEs awareness among the local workforce. The film was shown online in December 2020 with 60 people attending and participating in the post-film panel discussion. This brings the cumulative total to 1060 staff who have seen the film since 2018.
4. Planning is underway to look at implementing the national Trauma Training Plan locally, supplemented by the range of national training material in both a targeted and universal approach. This is being coordinated by the local Trauma Champion alongside local trauma-informed leaders in services including Justice, Education and HR. They are working collectively to implement the six elements of the Improvement Service and Scottish Government Trauma-Informed Approach to Scotland's Covid-19 Recovery, Renewal and Transformation via a reformed ACEs/Trauma Reference Network.
5. The West Dunbartonshire Adversity, Trauma and Resilience Programme aims to prevent childhood adversity and trauma and to mitigate the effects across the life course where it has already occurred. A key component is to develop a trauma-informed West Dunbartonshire through supporting workforce development across the statutory and third sectors, in line with the [national trauma training programme](#). Our local Resilience HUB meetings, Resilience FILM viewings and Trauma Training plans support the development of a trauma-informed workforce.

6. **WD Resilience HUB:** This is a community of practice with over 400 people. We held two online meetings in 2021/22. The theme for the first one was 'Healing Trauma and Connecting People through Community Arts' and had 32 participants. Evaluation showed staff knowledge improved from 5.6 to 8.6 out of 10. The second Hub meeting focused on 'The First 1001 Days'. Fifty-one participants attended and the evaluation showed that staff knowledge had improved from 7.2 to 8.8 out of 10.
7. **Resilience FILM:** This documentary film about Adverse Childhood Experiences (ACEs) is a key resource to increase ACE awareness among the workforce. Two online viewings were held in 2021/22, bringing the total number who have seen the film to approximately 1200. The evaluation showed that staff knowledge of ACEs improved from 7.1 to 9.0 and 6.1 to 7.8, out of 10. One person commented *"It is a reminder that positive outcomes can be achieved despite significant ACEs"*.
8. **Implementation of the national Trauma Training Programme locally:** Planning is underway to implement the [national Trauma Training Programme](#) locally. This is being coordinated by the local Trauma Champion alongside Scottish Trauma Informed Leaders in Justice, Education and Human Resources.
See the following link for a visual representation of the work outlined above which can be broken down to a specific section is required.
<https://create.piktochart.com/output/59304726-final-annual-report-2021-22-aces-trauma-programme-copy>
9. Recently all social care staff undertook "just enough support" training to help them in the implementation of the My Life Assessment tool. All staff are fully trained on Children Affected by Parental Substance Misuse (CAPSM) and the guidelines that are specific to Addiction staff. The Parental Capacity, Strengths and Supports assessment that was co-produced with children services colleagues has now been fully implemented and embedded into the practice of all the health and social care staff. The assessment indicates the well-being indicators and focuses on the adult service user's strengths and achievements as well as pressures and areas for improvement in their child's well-being. In addition several staff members have now completed the MARAC and MAPPA awareness training.
10. This has now been fully embedded in our person centre assessment and planning of care. Addiction services are experiencing a higher than normal turnover of staff and sickness rate in relation to the pandemic. However West Dunbartonshire Addiction Services (WDAS) have remained fully operational during the pandemic in spite of the challenges. Our Workforce model needs to be realigned to incorporate new challenges in 2022.

4.12 National Guidance

1. National Guidance for Child Protection in Scotland was published in 2021. The Guidance integrates child protection within the Getting it right for every child (GIRFEC) continuum and wider strategic landscape, including incorporation of the United Nations Convention on the Rights of the Child (UNCRC) and The Promise.
2. It sets out responsibilities and expectations of everyone who works with children, young people and their families in Scotland and describes how agencies should work together to protect children from abuse, neglect, exploitation and violence.
3. The Guidance builds on evidence and well established single and multi-agency practice, however, there are key changes of note:
Integration of the previously separate Child Protection Guidance for Health Professionals (2013) - the "Pink Book", underlining the multi-agency nature of child protection

4. Further clarification of the role, function and contribution of Health Boards, professionals, designated staff and services for child protection to support discharging their responsibilities safely, both individually and collectively;
5. A 'child' defined as being a child or young person up to the age of 18 years, where appropriate, in line with UNCRC. The legal situation with regard to young people aged 16 and 17 years is summarised;
6. The criticality of multi-agency collaboration and Interagency Referral Discussions (IRDs) is outlined where there is risk of significant harm; and the importance of continuity and consistency across organisational and sector boundaries is emphasised. Implementation is across 2 years, commencing September 2021.
7. There is an incentive within the Guidance to share best practice and procedures across Scotland, albeit recognising that individual regions and authorities currently have some variation. West of Scotland Child Protection procedures already exist (aligned with the 2014 Guidance) and although they are in place in West Dunbartonshire, they are no longer universally used across the West of Scotland consortium, partly due to having lost their online platform and partly because they now require a significant refresh. At the West of Scotland Chairs and Lead officers meeting in December 2021, it was concluded that the majority of areas no longer wished to progress with a refresh of the West of Scotland procedures. West Dunbartonshire CPC agreed in March 2022 that until the 2021 Guidance is implemented, Partners will continue to follow the West of Scotland procedures.
8. In addition, it was agreed West Dunbartonshire would form a smaller group of West of Scotland CPCs to commission an individual to update all multi-agency child protection policies/procedures/ protocols. This is currently being progress and will be available early 2023.
9. As the workforce further adapts to more sustained models of hybrid working it is important that the required collaboration, support and 'good conversations' are taking place to support staff wellbeing as well as provide effective leadership.
It is clear that the impact on workforce both interim of staffing vacancies and diminished opportunities for learning and development has had a degree of impact on staff wellbeing and opportunities to ensure learning is maintained and effectively supported. Within year one as chief social worker the development and learning opportunities for staff is a key priority and this year has seen opening up of face to face learning opportunities and a rest- set of our training priorities. Opportunities for social work staff to come together as a professional group are important in a diverse and complex organisational landscape to maintain and support both professional identity and learning.
10. As chief social work officer establishing social work governance forums for all social work staff firstly across adult services has provided invaluable in giving time and opportunity for reflective practice discussion and to raise directly matters that require further attention or review. Staff coming together for learning opportunities in 2022 recognised it was the first opportunity in over 2 years many had experience to learn together as a group with arguably richer conversations. Leadership is key throughout social work service services but across-adult and children service partnerships with common vision goals and aspirations.
The work force priorities are clear and we need to drive forward our workforce strategy to support local recruitment and retention of staff with wellbeing and trauma informed practice at its core to achieve transformational and fit for the future services.

Lesley James
Chief Social Work Officer
Head of Children's Health, Care and Justice
September 2022

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources Services

Council: 26 October 2022

Subject: Fair Tax Declaration

1. Purpose

- 1.1 The purpose of this report is to provide Council with further information regarding adoption of the Fair Tax Declaration.

2. Recommendations

- 2.1 Council is asked to:

- a) Note the information gathered on the Fair Tax Declaration pledge.
- b) Note that under the current Procurement Regulations, the Council can only exclude any economic operator from participating in Council tenders if that operator has not met all of its obligations relating to the payment of taxes.
- c) Notes the possible implications for the Council and its services should the Fair Tax Declaration pledge be adopted.
- d) Agree that, whilst the Council is not able to fully adopt the Fair Tax Declaration pledge, it can promote and support key elements of it.

3. Background

- 3.1 At the full Council meeting on 31 August 2022, a motion in relation to the potential adoption of the Fair Tax Declaration (FTD) was considered and it was agreed that the officers review the FTD and provide a report to Council to provide a comprehensive understanding of the FTD and the implications for West Dunbartonshire Council (the Council) and its services should it be adopted

- 3.2 The FTD pledge requires councils to consider ethical, value for money and quality issues when procuring as well as ensuring that fair taxation practices are adhered too. In particular it requires councils to:

“Lead by example and demonstrate good practice in our tax conduct, right across our activities. Including:

- *Ensuring contractors implement IR35 robustly and a fair share of employment taxes are paid.*
- *Shunning the use of offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.*
- *Undertaking due diligence to ensure that not-for-profit structures are not being used inappropriately as an artificial device to reduce the payment of tax and business rates.*

- *Ensuring that there is clarity on the ultimate beneficial ownership of suppliers and their consolidated profit and loss position, given lack of clarity could be strong indicators of poor financial probity and weak financial standing.*
- *Promote Fair Tax Mark certification for any business in which we have a significant stake and where corporation tax is due.*
- *Join in and support Fair Tax Week events in the area and celebrate the tax contribution made by responsible businesses who say what they pay with pride.*
- *Support calls for urgent reform of EU, UK and Scots law to enable municipalities to revise their procurement policies and better penalise poor tax conduct and reward good tax conduct."*

3.3 The Fair Tax website details the list of councils *"that have shown significant support for fair tax"*, including City of Edinburgh Council, Dundee City Council, Midlothian Council and South Lanarkshire Council. However the website does not make any reference to councils formally approving the FTD pledge.

4. Main Issues

- 4.1** The Council, like any public sector body, has to follow the rules and regulations prescribed by law. To do otherwise, regardless of the merits of the moral obligation, would put the Council at significant risk of challenge from court regulators, auditors and / or the public. This requirement creates some issues in relation to the FTD pledge.
- 4.2** The Council's Procurement Regulations allow for the exclusion of any company convicted of an offence relating to the non-payment of taxes. Under the terms of the EU Treaty Principles of proportionality, non-discrimination and equal treatment; which still apply after the UK withdrew from the European Union, it is not possible to evaluate a company based on tax conduct deemed to be either good or poor.
- 4.3** Officers have asked the Scottish Government for comment on the FTD pledge and any government initiative to review Fair Tax. The Scottish Government responded to state that they support measures to ensure that businesses pay a fair amount of tax. The Scottish Government believes that businesses have an ethical obligation to deal openly with their tax affairs and to avoid engaging in artificial arrangements simply to reduce their tax liabilities. These principles already sit at the core of the Scottish approach to taxation.
- 4.4** The key elements of the FTD pledge can be addressed through use of the Scottish's Single Procurement Document (SPD), mandated by the Scottish Government for regulated procurement - supplies and services spend from £50k and work spend from £2m. The Council's procurement processes exceed the requirements set by the Scottish Government as all Council formal tender processes utilise the SPD. This ensures that even tenders of lower value are subject to scrutiny.

- 4.5** The SPD is used at the Selection Criteria stage of a tender process and allows officers to identify suitably qualified and experienced bidders. The Selection Criteria must be proportionate to the value of the procurement, its sensitivity, estimated risks and the complexity of the requirement. The Selection Criteria must also be published in the Contract Notice so that all bidders understand the key requirements they must hold before submitting a bid. The questions in the SPD are aligned to the requirements of the Procurement Regulations.
- 4.6** Under the SPD, bidders are asked to confirm they have met all obligations relating to the payment of taxes, both in the UK, and in the country in which the bidder is registered, if that is not the UK. Where the bidder has been convicted of not paying taxes, they are required to submit certification confirming the subsequent actions taken to address non-payment. The Council has the option to exclude a bidder convicted of non-payment of taxes where suitable measures have not been taken to address the non-payment.
- 4.7** The Council has a documented process in place which enables compliance with IR35 in terms of where the Council engage with a worker either directly or via an agency / 3rd party to assess the tax status. Where the Council engage (and are paying) directly with the worker and the assessment determines that taxation is due, an internal process exists to comply with this requirement. Where a determination places responsibility for taxation on an agency or other 3rd party, the Council are obliged to give notice of this. The Council as with any other organisation, has no means of ensuring that an external company is compliant with IR35 regulations.
- 4.8** The Council does not use offshore vehicles for the purchase of land and property and will continue to ensure that land and property transactions are tax efficient.
- 4.9** The Council has a documented process in place which enables due diligence of not-for-profit structures. The online Mandatory Charitable Rates Relief application process is undertaken and the application seeks supporting information to conduct a review of the declarations made.
- 4.10** The FTD pledge is to undertake due diligence / extra checks which will result in additional work for Council officers, when ultimately the Council is unable to act. For example, even if the Council were to uncover significant off shore tax avoidance by a company, there is no grounds in the Procurement Regulations that would allow the Council to exclude that company from bidding.
- 4.11** As referred to above there are areas of the pledge where the Council can promote and support the FTD pledge, but to accept it in full in its current wording, would require additional resource commitment that would not add value and, potentially could result in an unlawful decision.
- 5. People Implications**
- 5.1** Approving the FTD pledge would require additional resources whilst the Council would be unable to act on this FTD pledge due to regulations circumscribed by law.

6. Financial and Procurement Implications

6.1 Financial – as stated in paragraph 5.1.

6.2 Procurement - as stated in paragraph 5.1.

7. Risk Analysis

7.1 Approving the FTD pledge would put the Council at significant risk for challenge from court, press, regulators, auditors and / or the public.

7.2 As part of the Council's annual audit planning process for 2022-23, there is a risk-based review being undertaken in relation to IR35 compliance. This is a corporate review and will involve all services looking at the use of consultants, agency staff, etc.

8. Equalities Impact Assessment (EIA)

8.1 There is no equalities impact.

9. Consultation

9.1 Consultation took place with Council officers from Legal Services, Audit and Fraud Services, Finance Services and Business Support Services.

9.2 Officers had discussed the FTD pledge with City of Edinburgh Council.

9.3 Officers have asked the Scottish Government for comment on the FTD pledge and any government initiative to review Fair Tax. The Scottish Government are yet to respond.

10. Strategic Assessment

10.1 This report supports the Council's strategic priorities: *Open, accountable and accessible local government*

Name: Laurence Slavin

Designation: Resources

Date: 26 October 2022

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Appendices:	None
Background Papers:	<u>Councils for Fair Tax Declaration: Scotland</u>
Wards Affected:	All

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Council: 26 October 2022**

Subject: Allocation of Residential Care Costs**1. PURPOSE**

1.1 To provide Council with

- an officer recommendation on the split of residential care costs between the Health and Social Care Partnership (HSCP) and Education budgets
- an update on the one off 2022/23 increase in residential costs to be funded from HSCP COVID funds

2. RECOMMENDATIONS

2.1 Members are asked to agree that:

- residential care costs for children under 16, or those in full time education beyond that age, be allocated on a 72% HSCP/28% Education basis in 2022/23 and on a recurring basis
- the one off 2022/23 budget assumption, approved when Council set the 2022/23 revenue budget, that £725k of 2022/23 residential care costs for children under 16 should be funded by the HSCP should be amended so that the Council's education budget is allocated 28% of it (£203k) with the balance of £522k (72%) funded by the HSCP
- the £203k Education share of the one off £725k element in 2022/23 be funded from general COVID funds.

3. BACKGROUND

3.1 On 9 March 2022, the Council agreed a balanced 2022/23 revenue and capital budget and estimates for 2023/24-2024/25. That budget included two assumptions relating to the allocation of residential care costs between HSCP and the Council.

3.2 Budget Assumption 1 - Recurring

The first was a recurring budget assumption that related to the fact that the costs for residential care for children under 16 (or those in full time education beyond that age) were shared on a 50/50 basis between the Council and the HSCP. This is because the overall care package has elements of both education and residential costs.

3.3 This 50/50 split was agreed by officers a number of years ago at a time when

the HSCP budget was part of the WDC Social Work budget. This split has been retained as the agreed split of costs until the Council budget meeting in March 2022. Residential care invoices from external care providers do not identify the split of costs between the educational and the residential elements so it was not easy to accurately determine whether a 50/50 share was an accurate reflection of actual costs incurred.

- 3.4 A benchmarking exercise was undertaken to assess how a number of other Scottish councils split the children's residential service costs. Responses received identified a variety of local agreements ranging from a similar 50/50 split to a council with an 80/20 split with the HSCP having the larger share. The general rationale within councils who allocate more than 50% to the HSCP is that it better reflects the cost of service delivery.
- 3.5 The budget assumption agreed by the Council reallocated the total 2022/23 £5m residential care cost budget on a 77.3% HSCP/ 22.7% Education basis (£3.865m for HSCP and £1.135m for Education). The motion stated:

Budget assumption based on the need to more appropriately reflect the split of responsibility between the provision of education and funding all other costs associated with bringing up children, including accommodation, food, clothing, leisure activities and specialist care etc. Officers will carry out an evaluation and make a recommendation to a future Council on the division of this budget. As we move closer to the implementation of the National Care Service it is vital that we correctly attribute costs; failure to do so could see the Council block grant inaccurately top sliced when resources are reallocated, putting our services at future risk.

3.6 **Budget Assumption 2 – One Off**

The second budget assumption was a one off one as in 2022/23 there has been a need to increase the education costs for residential care costs by £0.725m from £2.5m in 2021/22 to £3.225m in 2022/23 due to an increased number of children in residential placements. There was an assumption that this increase is as a consequence of the impact of COVID on families. Consequently Council agreed that the education budget for residential costs should kept at the 2021/22 level of £2.5m and any additionality should be funded by the Children & Families budgets that sit with the HSCP potentially funded by the reserves as they relate to the previous funding transferred to the HSCP by West Dunbartonshire Council.

4. **MAIN ISSUES**

4.1 **Budget Assumption 1 – Recurring**

After the 9 March 2022 Council meeting the Chief Officer Resources contacted the ten current providers of residential care to ask them for a breakdown of the weekly charge of the 27 young people they currently provide a service to, and invoice the Council for. They were asked, as accurately as possible, to split that weekly charge between costs associated with provision of education and the costs associated with provision of care,

including accommodation, food, clothing, leisure activities and specialist care etc.

- 4.2 None of the providers were able to provide that requested level of breakdown primarily because they only have a unit price for each placement and do not break it down into component parts to facilitate a split between education and social care as part of the Scotland Excel Framework model. Also any attempt to split costs would be further complicated as providers get some national government grant funding, donations, other income and use of reserves which reduces the rate charged to local authorities lower than the actual service costs.
- 4.3 As the information from the providers was not sufficiently robust to determine an accurate allocation of the overall expenditure officers contacted Scotland Excel to ask them to provide, for Children's Residential Care Services, an estimated breakdown of % Scotland Excel Framework Agreement rates for:
- Social Care Services
 - Education Services

The request to Scotland Excel was to focus on the providers currently being used by the Council.

Scotland Excel provided the following

Provider	HSCP	Education
Crossreach	74%	26%
East Park School	63%	37%
Harmony Education Trust Limited	54%	46%
Kibble Education and Care Centre	78%	22%
Spark of Genius (Training) Ltd	84%	16%
Young Foundations Ltd	81%	19%
Average	72%	28%

- 4.4 It can be seen that there can be material variances between different providers however a reasonable approach to take is to accept the average of a 72/28 split and adjust the Education budget assumption accordingly.

The table below shows the totality of the change in the cost allocation from the original 50%/50% split before the Council's March 2022 Budget meeting through to this revised 72%/28% split. It shows this would add £265,000 on a recurring basis to the Education budget in 2022/23 and future years (when compared to the 77.3%/22.7% budget assumption made in March 2022). The £265k will need to be absorbed by the existing Education budget in 2022/23 and will increase the budget gap in future years.

	Original Cost Allocation 50%/50% (£,000)	Revised March 2022 Cost Allocation 77.3%/22.7% (£,000)	March 2022 Change (£,000)	Revised Costs 72.0%/28.0% (£,000)	Change (£,000)	Total Allocation Change After Review (£,000)
HSCP	2,500	3,865	1,365	3,600	(265)	1,100
Education	2,500	1,135	(1,365)	1,400	265	(1,100)
Total	5,000	5,000		5,000		

4.5 **Budget Assumption 2 – One Off**

After the 9 March 2022 Council meeting the S95 Officer of the HSCP Board contacted the Scottish Government to seek approval for use of IJB COVID reserves to fund the £725k referenced in paragraph 3.6 on the basis that these increases were as a consequence of the pandemic in 2022/23. The Scottish Government replied to state that they expect IJB COVID funding to be used in line with 2021/22 expenditure and as it was not reported as an HSCP COVID pressure in 2021/22 due to it being considered an Education pressure, they would not support the use of COVID reserves for this. Consequently this requires a decision about how this £725k is funded in 2022/23.

4.6 Given that the £725k is for residential care costs the revised 72%/28% split, if approved, is equally applicable which results in a split of these 2022/23 costs of:

- £522k - HSCP
- £203k - Education

4.7 It is recommended that the £203k of 2022/23 residential care costs allocated to Education is funded from the Council's general COVID fund. This will leave £9k left in general COVID funds as at the end of period 5 (31 August 2022).

Conclusion on Allocation of Costs

4.8 As the providers cannot provide an accurate and robust breakdown of the split in relation to a child's 24 hour day in a co delivered care and education setting which has been assessed to meet a child's need, it is recommended that the Council, on the basis of the analysis provided by Scotland Excel, agree that the costs of residential care are:

- allocated on a 72% HSCP/28% Education basis in 2022/23 on a recurring basis
- also allocated on a 72% HSCP/28% Education basis for the one off £725k element in 2022/23.

- 4.9 It is for the HSCP Board to manage its overall budget and determine how to prioritise the funds made available to it by its two partner organisations. Decisions on how to absorb any adjustment to cost allocation to more accurately reflect service delivery will be a matter for the Integrated Joint Board.

6 PEOPLE IMPLICATIONS

- 6.1 None directly from this report

7. FINANCIAL AND PROCUREMENT IMPLICATIONS

- 7.1 The 2022/23 Council budget will have increased expenditure of £468k of which £203k will be funded from general COVID funds. The balance of £265k will need to be absorbed by the existing Education budget in 2022/23 and future years.

8. RISK ANALYSIS

- 8.1 None directly from this report. The investment and protection of our most vulnerable children and young people to ensure their needs are met is a key priority for the Council. However it is a matter for the HSCP to determine how to spend the overall budget allocation for social care services. Any adjustment increase of cost allocations to reflect service delivery should be managed within the overall budget provided to the HSCP Board.

9. EQUALITIES IMPACT ASSESSMENT (EIA)

- 9.1 When a child becomes a looked after child, at home or away from home, the Council becomes the Corporate Parent. The term 'Corporate Parent' means the collective responsibility of the Council, elected members, employees and partner agencies, for providing the best possible care and safeguarding for the children who are looked after by us.

10. CONSULTATION

- 10.1 This report is a consequence of engagement between Education, HSCP and Finance Officers to advise on the Council's proposal. The proposal will need to be presented to a future meeting of the HSCP Board.

11. STRATEGIC ASSESSMENT

- 11.1 Local Benching Marking data shows that the Scottish average of use of residential care in Scotland is 90% of looked after children are in residential care. In West Dunbartonshire this is currently 89% of our Looked after children with higher than average deprivation.

Going forward a collective approach should be further developed to ensure a more sustainable model across HSCP and the Council working in Partnership to achieve overall savings by developing local services, including

increased foster care provision, supported accommodation for care leavers, and intensive family support services to meet the needs of children young people.

Laurence Slavin
Chief Officer - Resources
Date: 26 October 2022

Person to Contact: Laurence Slavin (Chief Officer – Resources)
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Background Papers
Budget Report to Council - 9 March 2022

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer: Regulatory and Regeneration****Council: 26th October 2022**

Subject: Review of Standing Orders**1. Purpose**

This report recommends changes to the Council's Standing Orders.

2. Recommendations

It is recommended:-

- 2.1** That Council agrees the changes to Standing Orders proposed in Appendices 1 and 2 to this report, with effect from 14th November 2022, and
- 2.2** That the Financial Regulations and Scheme of Delegation are reviewed and, where necessary, amended to reflect the terms of the revised standing orders.

3. Background

- 3.1** A full review of Standing Orders took place in October 2017. Standing Order 20(d) established the principle that outside of a window of 9 months from the date of local government elections, there should be limited opportunity to amend Standing Orders, in order to establish continuity in respect of the Council's governance arrangements.
- 3.2** There were a number of minor amendments to address changes in structure of senior management and representation on committees, however there has not been a major review of the Standing Orders in the interim period.
- 3.3** This report and the proposed amendments to the Standing Orders identify issues which are recommended to Members as necessary or helpful in addressing issues that have arisen or been a concern since the last review.

4. Main Issues

- 4.1** While it appears that the Standing Orders are largely fit for purpose, a few issues have arisen and this report seeks to address these in an incremental

and evolutionary manner, rather than seeking wholesale change.

- 4.2** The proposed changes are narrated in Appendix 1 to the report while Appendix 2 provides a copy of the current Standing Orders with the proposed changes overlaid to permit members to consider how these changes would look if implemented.
- 4.3** As previously, in order to avoid any confusion at this meeting and future meetings, as to which Standing Orders apply, particularly in relation to the issuing of papers, it is suggested that if the proposed changes are approved it is with effect from a later date: in this case 14th November 2022.

5. People Implications

- 5.1** There are no people implications in this report.

6. Financial and Procurement Implications

- 6.1** There are no financial implications in this report.
- 6.2** The Procurement implications of the report are narrated within the table and relate to authorisation and delegation rather than any change substantive changes to procurement procedures. All officers remain bound by the terms of the Financial Regulations, and an amendment to the Standing Orders clarifies this requirement.

7. Risk Analysis

- 7.1** It is an important part of a Council's good governance arrangements that its Standing Orders are regularly reviewed. This report addresses that requirement.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities Impact Screening indicates that this report has no equalities impact.

9. Consultation

- 9.1** The report encompasses input from various Chief Officers over the period since the last full review and the Chief Officer: Resources has been consulted on its terms.
- 9.2** An advance copy of the proposals were submitted to Elected Members for consideration and comments received have been considered before preparation of these final proposals.

10. Strategic Assessment

- 10.1** The maintenance of a good governance structure is aligns with all Council Strategic Priorities and in particular reflect the requirement for Open, accountable and accessible local government.

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Designation: Chief Officer: Regulation and Regeneration
Date: 13th October 2022

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Appendices: Appendix 1- Table of Proposed Changes
Appendix 2 – Draft Standing Orders incorporating proposed changes.

Background Papers: Report to Council- 25th October 2017 - Review of Standing Orders

EIA Screening

Wards Affected: All

Standing Orders Review 2022 – Proposed Amendments

Item No.	Standing Order	Proposal	Revised Text	Recommendation
	3	Proposal Para 3(b) - Amend to reflect Schedule 7 – 1(4) of the Local Government (Scotland) Act 1973 whereby requisitions are to the proper officer. It may be appropriate to deem the Chief Executive or the Chief Officer: Regulatory and Regeneration as the Proper Officer.	“A Special Meeting can be called by the Chief Executive providing he/she has received a written requisition...”	Agree Change
	6	Proposal Add a proviso that permits the Chief Executive not to submit an Open Forum question where it could be unlawful, defamatory or contrary to Data Protection principles.	“Where the Chief Executive receives a written question, then unless it is likely to be defamatory or in breach of a provision of law, including a breach of Data Protection principles, the Chief Executive”	Agree Change
	8	Proposal Amend wording to clarify when any urgent items of business will be notified to Council /Committees.	“...meeting. The Convener will advise Council of the terms of any request following Declarations of Interest, if any. If the Convener agrees...”	Agree Change
	9	Proposal Add a new requirement (9(g)) for Motions to identify the source of funding other than for inconsequential costs.	“Any motion which is likely to give rise to financial consequences other than minor and inconsequential financial consequences not otherwise addressed in terms of a report before the meeting, will indicate the source of funding for such financial consequences”	Agree Change

Item No.	Standing Order	Proposal	Revised Text	Recommendation
	13	Proposal Standing Order 13 (a) and 13(b) to be amended to clarify that only members who sit on a particular committee may ask a question under Standing Order 13.	13 (a) “Except when in debate any Member, or in the case of Committees, any member of that Committee, may put a question 13(b) “Any Member, or in the case of Committees, any member of that Committee, may also put a question to any office holder,”	Agree Change.
	13	Proposal Standing Order 13(c) – amend provision to allow for the difference between a provision which may be illegal and one which is either unlawful or defamatory. Removes possible legal argument proposed wording which could result in sanction against the Council is not strictly speaking illegal.	(c) If notice is given of any question that, in the opinion of the Monitoring Officer, is likely to be defamatory or in breach of a provision of law, including a breach of Data Protection principles, the Monitoring Officer shall immediately submit such notice of question to the Convener and it shall not be accepted and placed on the agenda without his/her sanction. This will only be used when there is clear illegality or a clear likelihood of defamation. In the event of non-acceptance the Monitoring Officer shall so inform the Member who submitted the notice of question. If any question is asked or statement made by any Member or member of the public during the course of a meeting which is determined by the Monitoring Officer to be contrary to law, is likely to be defamatory or in breach of Data Protection principles,	Agree Change.

Item No.	Standing Order	Proposal	Revised Text	Recommendation
			then the question or statement will not be recorded in the Minutes.	
	14	Proposal Admission of Press and Public Clarification as One Stop Shops no longer exist.	“The Chief Executive shall be responsible for giving public notice of the time and place of each meeting of the Council by posting it within all Public Libraries and public areas of certain other Council premises, specifically Aurora House, Clydebank Town Hall, the main Dumbarton Office, Church St, and Dumbarton Municipal Building not less than three clear days before the date of each meeting.”	Agree change.
	19	Proposal To require any Motions which would be moved on the day in relation to an existing item of business which may have substantial budgetary implications to be submitted to the Chief Officer: Resources to allow proper consideration of the financial impact of the proposals/ There are concerns that financial proposals of motions moved on the day may not be immediately ascertained leading to poor decision making and potentially harmful financial impact.	Standing order 19 becomes 19(a) and a new 19(b) is created:-New Clause 19b Created: “(b) (i) Any motion or amendment which seeks to substantially add to, take from or otherwise alter or amend the annual budgets submitted to Council shall require to take the form of an alternative budget which shall detail the cost of the proposal(s) being advanced or the savings proposed to be achieved and the consequential impact of that cost or those savings on the annual budget. Any such amendment must be submitted to the Chief Officer: Resources by noon on the second last clear day before the meeting takes place to enable the Chief Officer: Resources to consider the financial implications thereof.	Agree Change

Item No.	Standing Order	Proposal	Revised Text	Recommendation
			<p>(ii) Motions or amendments which, if approved, would involve the Council incurring revenue or capital expenditure must:-</p> <ul style="list-style-type: none"> • contain information regarding the full amount of such expenditure; and • state whether the expenditure is recurring or one-off. <p>(iii) The Chief Officer: Resources shall advise, where possible, on the financial implications of such motion or amendment. In the event that the Chief Officer: Resources is unable to give advice on the matter at the meeting, the matter will not be determined until such time as they have had the opportunity to consider the implications and give advice on them.”</p>	
	20	<p>Proposal</p> <p>In Paragraph 20(d) reflect good practice that changes brought about by a change of law or circumstances outwith the</p>	<p>“....brings a report to Council advising changes to Standing Orders due to special circumstances or consequential changes to reflect changes in law or circumstances outwith the Council’s control and in such...”</p>	Agree Change

Item No.	Standing Order	Proposal	Revised Text	Recommendation
		Council's control may result in a change to standing orders outside the usual period.		
	26	Proposal Clarify the processes around Roll Call voting.	26) Method of Voting The votes will be taken by show of hands except:- (i) where the Council agrees that voting will be by way of roll call. If two Members move the contrary then the issue of whether there will be a roll call vote will be resolved by a vote under 24(a) hereof with the vote following immediately on the second Member so moving, without debate. Such vote will itself be by show of hands; or (ii) where on advice from the Legal Officer the matter involves the potential illegality or breach of any code, it is deemed necessary that a roll call vote be held and such determination shall not be subject to debate or a vote under Standing Order 24(a).	Agree change.
	28	Proposal Make it clear that the ability to Suspend, Delete or Amend a Standing Order in the course of a meeting is subject to Standing Order 20(d)	"Subject always to the provisions of Standing Order 20(d), any one or more of the Standing Orders..."	Agree Change
	29	Proposal	(a) Insert new provision 29(n):- "Subject to Standing Order 2, Standing Order 30, and	Agree Change

Item No.	Standing Order	Proposal	Revised Text	Recommendation
		Clarify the relationship between different provisions in respect of the setting and amendment of dates of Council and Committee.	Appendix 2a, the setting of dates of Council and Committees and amendment to any timetable of meetings. “	
	30	<p>Proposal</p> <p>Clarify that only members of a particular Committee shall be afforded the rights of participation etc. afforded by the Standing Orders in relation to that Committee.</p> <p>This proposal addresses an ambiguity whereby it may appear that any Member of the Council may participate fully in all Committees as if a member of that Committee.</p> <p>See also proposed amendment to Standing Order 13(a) and 13(b).</p>	<p>Add at end of Paragraph 30(a):-</p> <p>“ The term “Member” shall be deemed to apply only to members appointed to such Committee. “.</p>	Agree change.
	30	<p>Proposal</p> <ol style="list-style-type: none"> 1) Clarify the dependencies in respect of determination of committee dates. 2) Provide that changes to time or venue must be at least 2 days prior to the calling of the meeting. 	<p>(c) The Ordinary Meetings of Committees will commence at times as may be determined by the Council and , subject to Standing Order 2 and Appendix 2a will meet according to a timetable determined by the Council from time to time. Without prejudice to the foregoing, the Convener of a Committee or Sub-Committee will, have the power (i) in cases of urgency, and (ii) at least two clear working days prior to the</p>	Agree change.

Item No.	Standing Order	Proposal	Revised Text	Recommendation
		The proposal would provide clarity and avoid the risk that as per of last minute changes and the possibility of extreme late calling of changes to meetings.	scheduled date for the issue of the circular calling the meeting , to rearrange the date, time and place of a Committee or Sub-Committee subject to obtaining the agreement of the Council Leader and the Leader of the Opposition.	
	33	Other Constituted Bodies	Various changes to reflect current makeup of the constituted bodies.	Agree changes
	35	Change Title – correction of Typo	Officers' Delegated Powers	Agree change
	36	Add at end of 36(2) a provision that provides authority to officers award in line with delegation and to remit to Council or Committee where that is not possible.	Upon approval by Members, or if within limits delegated to Chief Officers, then no further approval will be required by Members except where, in the reasonable opinion of the relevant Chief Officer upon receipt of tenders, the total contract sum is likely to exceed the approved budget, or the terms on which the tender is submitted are outwith the Chief Officer's judgement of the basis on which the delegation could be deemed to have been granted. In the event of the financial or other terms of a Tender falling outwith delegated powers, the relevant Chief Officer will submit a report to either Council, the relevant Service Committee or the Tendering Committee.	Agree change
	36	Add at end of paragraph 36(3) a provision that clarifies that no provision permitting an action in these Standing Orders	Add at the end of Standing Order 36(3):- "and no provision of these Standing Orders shall relieve officers	Agree change

Item No.	Standing Order	Proposal	Revised Text	Recommendation
		relieves officers of the requirement to comply with the Financial Regulations.	of the requirement to comply with the provisions of such Financial Regulations.”	
	36	<p>The amendments to Para 36(4) seek an increase in the delegated limits of expenditure.</p> <p>The levels proposed align with the Public (Contracts) Scotland Regulations 2015 levels (formerly European thresholds) for Supplies and Services (including Light Touch Regime (largely social work and care)</p>	<p>The provision of Supplies, Works or Services will be regulated by these Standing Orders except where there is an emergency involving dangerto life or property or where the estimated expenditure, inclusive of all consequential costs over the period of the contract, is less than £213,477 for Goods and Services, £663,540 for Light Touch Services and £2,000,000 for Construction (all inclusive of VAT) .In either of those cases the Chief Officer concerned may authorise the expenditure immediately. The sums for Goods and Services and Light Touch Regime Services will, from year to year, be amended in line with the thresholds applicable under the Public Contracts (Scotland) Regulations 2015 and the sums for Works will be amended in line with any amendment to the threshold for Public Works applicable under the Procurement Reform (Scotland) Act 2014. Such amendment to values will apply notwithstanding the provisions of Standing Order 20(d).</p>	Agree change
	41	In Paragraph 41(g) replace the word “arbiter” with “party” to avoid the suggestion that the Council is bound to	“(g) In the event of any question arising as to whether the requirements of this clause are being observed, the question will, if not otherwise disposed of, be referred to an	Agree change

Item No.	Standing Order	Proposal	Revised Text	Recommendation
		use arbitration in all circumstances where a matter is referred for third party decision.	independent party for decision.”	
	Appendix 1	<p>Procedures For Open Forum Questions</p> <p>Proposal</p> <p>To insert new qualifying criteria to Open Forum questions, firstly to prevent repetitive questions and secondly to avoid questioners seeking to seek to benefit where they have a commercial or other direct financial interest in the outcome of discussions.</p> <p>It is perceived that the Open Forum process that is intended to permit public and community concerns has been used on a number of occasions to advance personal interests. The proposed amended rules still permit questions which might impact on individuals but avoids the situation where they might be seen as furthering personal gain.</p> <p>Typo corrected in the second last bullet point – insertion of “a” before the word “matter”</p>	<p>Insert new Bullet points fifth, sixth and seventh in Appendix 1 Paragraph 3</p> <ul style="list-style-type: none"> • Questions must not seek to promote the material or financial interests of an individual. • Questions must not seek to influence the outcome of commercial negotiations or decision making which the questioner, or a relative or a close friend or client of the questioner has a material interest. • Questions should not seek to repeat or extend the terms of a substantially similar question relative to the same subject matter which has been answered in the preceding 12 months • Questions must not relate to a matter where there is a process defined by law, such as a licensing application process or planning process. 	Agree Change

Item No.	Standing Order	Proposal	Revised Text	Recommendation
	Appendix 2k	Proposal Para 1.1 Correct typo. Add word “as” after “Leader of the Opposition as well”	“Leader of the Oppositionas well as one Opposition (other)”	Agree Change
	Appendix 3	Proposal Change Title of Appendix.	<u>“GUIDANCE ON CONDUCT IN MEETINGS (STANDARDS COMMISSION FOR SCOTLAND)”</u>	Agree Change
	Appendix 3	In para 2 correct a Typo to change the word from “nice” to “nine”.	2. “The Councillors’ Code of Conduct sets out nine key principles, which include integrity, honesty and respect.”	Agree Change



Standing Orders

Revised: October 2022 {DRAFT}

STANDING ORDERS FOR MEETINGS

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Standing Orders for Meetings

PART I

1. Statutory Meeting of Council

- (a) The Chief Executive will decide the date, time and venue of the first or Statutory Meeting of Council. At the Statutory Meeting, the Council will elect a Convener, Deputy Convener, Leader of the Council and a Deputy Leader of the Council from amongst its members. In addition the Council may elect the Committees, Conveners and Service Spokespersons and appoint representatives to composite and outside bodies.
- (b) Once elected the Convener and Deputy Convener of the Council will hold the title of Provost and Deputy Provost respectively and will remain in office until the next ordinary election, subject to the right of Council by resolution to remove either the Convener or Deputy Convener or both from office provided written notice to that effect has been given in accordance with Standing Order 9 and said resolution is supported by at least two-thirds of Members present and voting.

2. Ordinary Meetings of Council

- (a) The Ordinary Meetings of the Council will be held eight times per annum, unless otherwise determined by Council, and will meet according to a timetable determined by Council from time to time. Council meetings will normally commence at 2.00 p.m. or as decided by the Council from time to time.
- (b) If for any reason the Convener and Deputy Convener is absent, the Council will elect another Member to chair that meeting. Any reference in these Standing Orders to Convener will be deemed to refer to the Deputy Convener, or another Member who is elected to chair the meeting in the absence of the Convener.
- (c) It will be competent for the majority of those Members present at any meeting to resolve that the next Ordinary Meeting (s) will be held at a different date or time.

3. Special Meetings of Council

Special meetings of Council may be convened under the following circumstances:-

(a) Urgent Items

The Convener may convene Special Meetings if it appears to him/her that there are items of urgent business or matters of controversy to be considered. Such meetings will be held at a time, date and venue as determined by the Convener. If the office of Convener is vacant, or if the Convener is unable to act for any reason, the Depute-Convener of the Council may at any time call such a meeting. If the Offices of Convener and Depute Convener are both vacant or if neither the Convener nor the Depute Convener are able to act for any reason the Leader of the Council, in consultation with the Leader of the Opposition may call such a meeting.

(b) By Requisition

A Special Meeting can be called at any time by the Convener or by the Chief Executive providing he/she has received a written requisition which specifies the purpose of the business proposed to be transacted at the meeting and is signed by at least one quarter of the Members of the Council (i.e. - 6). No requisition shall be unreasonably refused. The date, time and venue of the meeting will be as determined by the Convener but must be within fourteen days of receipt of the requisition. Once made a requisition request can only be withdrawn with the consent of all Members signing the request. Where Members are part of a party group such consent may be given by the group leader on behalf of his/her party members provided the group leader signed the requisition request.

4. Calling of Meeting

Except in the case of urgency, all meetings of the Council will be called by Circular containing the agenda of the meeting issued by the Chief Executive not less than ten clear working days before the date of the meeting.

5. Quorum of the Council

(a) The quorum of the Council will be six Members.

(b) If during, or at the scheduled time of commencement of, any meeting of the Council, the Convener finds that there is less than a quorum of Members present, he/she will, after a lapse of ten minutes, cause the roll to be called and, if inquorate, the meeting will be terminated or not take place as appropriate.

- (c) The quorum of other Committees and Sub-Committees of the Council will be dealt with in Appendix 2 of these Standing Orders. However, where no specific reference is made to a quorum, it will be one quarter of the membership of the Committee or Sub-Committee, subject to a minimum requirement of three Members.
- (d) If the Convener and the Depute Convener are absent from a Council meeting and the Council fails to elect another Member to chair that meeting, the meeting will not be convened and no minutes will be taken of the meeting.
- (e) The consideration of all business which is on the agenda of a meeting which is not convened or inquorate shall be postponed to the next meeting of the Council, whether ordinary or special.

6. Open Forum

- (a) An 'Open Forum' session will be held at every Ordinary Meeting of the Council and Committee meeting. It will last up to a maximum of 15 minutes, subject to the discretion of the Convener, whereby members of the public will be given the opportunity to ask relevant questions of the relevant office holder or raise issues. There will be a maximum of 5 questions allowed on the agenda per meeting.
 - Such questions must be submitted in writing to the Chief Executive twelve clear working days before the relevant meeting.
 - Where the Chief Executive receives a written question, then unless it is likely to be defamatory or in breach of a provision of law, including a breach of Data Protection principles, the Chief Executive will ensure that the question is transmitted to the appropriate Service Spokesperson or Convener of the appropriate Committee or Officer and that it is recorded in a register of questions to be maintained in the Committee Administration office.
 - A formal response to the question will be made at the meeting by the Leader of the Council, Convener or appropriate Service Spokesperson, and the person who put the written question will have the right to ask no more than one supplementary question orally at the meeting in relation to the response.
 - There shall be no motions, amendments or debate during an 'Open Forum' session.
- (b) The Procedure to be adopted during the Open Forum session is as detailed in Appendix 1 to these Standing Orders.

7. Order of Business for the Ordinary Meeting of the Council

- (a) The order of business of the Council at all ordinary meetings shall be as follows, unless the Convener directs otherwise:-
- (i) The chair shall be taken in accordance with the provisions of these Standing Orders;
 - (ii) The sederunt shall be taken;
 - (iii) Any apologies shall be tendered;
 - (iv) Any declaration of interest shall be tendered;
 - (v) The chair shall indicate and inform Council of any urgent motions he/she has received in accordance with standing order 9, and will indicate whether such business has been accepted for inclusion on the agenda;
 - (vi) Approval of the accuracy of Minutes of Council Meetings and approval of the decisions of advisory committees which do not have delegated powers. There shall be no motions, amendments or debate on items from advisory committees which are reported for information only;
 - (vii) Presentations;
 - (viii) The Open Forum;
 - (ix) Business expressly required by statute to be done at the meeting;
 - (x) Business (if any) remaining from the last meeting;
 - (xi) Reports submitted for consideration;
 - (xii) Any correspondence, communications or other business specially brought forward by direction of the Convener;
 - (xiii) Questions from Elected Members due notice of which has been given and which comply with Standing Order 13; and
 - (xiv) Motions from Elected Members due notice of which has been given and which comply with Standing Order 9;
- (b) An item will not be removed from the agenda unless with the agreement of all Members present.
- (c) No business, except business which requires to be dealt with by law or by these standing orders, shall be introduced after 9.30 p.m. If items of business have not been introduced by 9.30 p.m., subject to there being no earlier motion under Standing Order 17(b) the Convener will reconvene the meeting within fourteen days.

8. Matters of Urgency

At all ordinary, special and statutory meetings of the Council, no business other than that on the agenda shall be discussed or adopted in terms of Section 50B of the Local Government (Scotland) Act, 1973, (hereinafter referred to as the 1973 Act) except where by reason of special circumstances which shall be specified in the Minutes, the Convener is of the opinion that the item should be considered at the meeting as a matter of urgency. Any request for urgent business must be intimated to the Convener and Monitoring Officer, no later than 2 hours before the scheduled start of the meeting. The Convener will advise Council of the terms of any request following Declarations of Interest, if any. If the Convener agrees to the request being considered the Convener will determine where in the order of business the item will be heard.

9. Notices of Motion

The following procedure allowing for notices of motion shall only apply to ordinary Council and Committee meetings.

- (a) No Member shall be entitled to propose a motion other than one directly arising out of a matter regularly before the meeting, unless notice of such motion has been given at a previous meeting or has been received by the Chief Executive in writing at least eleven clear working days before the date of such meeting and no later than 4.00 p.m. on the last day for receipt.
- (b) Where the Monitoring Officer believes a suspension of Standing Orders is required to consider an item or the item breaches Standing Order 9(f) in its submitted form, the member may reword the members' motion within 24 hours of the deadline in Standing Order 9(a), always providing that no new matters may be added to the motion.
- (c) In accordance with Standing Order 7(a)(xiv), Council will consider written notices of motion at every Meeting.
- (d) Where a Member wishes to convey the honour of freeman of West Dunbartonshire the Member will seek the consent of the Provost and if the Provost agrees, officers shall prepare a report for a subsequent Council meeting on the request.
- (e) In the absence of a Member who has given notice of a motion, any Member may move the motion.
- (f) If notice is given of any motion that, in the opinion of the Legal Officer, if agreed is likely to give rise to a contravention by the Council of any enactment or rule of law or of any code of practice made or approved by or under any enactment, the Legal Officer shall immediately submit such notice of motion to the Convener and it shall not be accepted and placed on the agenda without his/her sanction. This will only be used when there is clear illegality. In the event of non-acceptance the Legal Officer shall so inform the Member who submitted the notice of motion.

- (g) Any motion which is likely to give rise to financial consequences other than minor and inconsequential financial consequences not otherwise addressed in terms of a report before the meeting, will indicate the source of funding for such financial consequences.

10. Declaration of Interest

- (a) If any Member of the Council has a connection in any contract or any other matter as defined by section 5 of the Councillor's Code of Conduct and is present at any meeting at which the matter is to be considered, he/she must, consider if the connection amounts to an interest (section 5.5 of the Code of Conduct) and as soon as practical, after the meeting starts, disclose that he/she has an interest and the nature of that interest. A Member shall also consider whether it is appropriate for transparency reasons to state publically where he/she has a connection, which he/she does not consider amounts to an interest, at such a meeting and disclose accordingly. The Member must leave the meeting unless the interest is covered by one of the exclusions in the Councillors' Code of Conduct, or is so remote or insignificant that a member of the public, knowing all the relevant facts, would not reasonably regard the interest as so significant that it would be likely to prejudice the Councillor's discussion or decision making.
- (b) Where any member wishing to declare an interest neglects to do so at the agenda item for declaring interests, they must do so as soon as the relevant item is called by the Convener.
- (c) Where a Member declares an interest and leaves the meeting in terms of this Standing Order the facts will be recorded in the minutes of the meeting.
- (d) All Members of the Council must observe the Councillors' Code of Conduct and any guidance issued by the Standards Commission for Scotland.

11. Disclosure of Information

- (a) No Member or Officer shall disclose to any person any information which falls into the following categories:-
- Confidential information within the meaning of Section 50 A (2) of the Local Government (Scotland) Act 1973.
 - The full or any part of any document marked "not for publication by virtue of the appropriate paragraph of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973.
 - Any information regarding proceedings of the Council from which the Public have been excluded unless or until disclosure has been authorised by the Council or the information has been made available to the Press or to the Public under Section 2 of the Local Government (Access to Information) Act 1985.

- (b) Without prejudice to the foregoing no Member shall use or disclose to any person any confidential and/or exempt information coming to his/her knowledge by virtue of his/her office as a Member where such disclosure would be to the advantage of the Member or of anyone known to him/her or which would be to the disadvantage of the Council.

12. Recording of Proceedings

No sound, film, video tape, digital or photographic recording of the proceedings of any meeting shall be made without the prior written approval of the Council.

13. Questions

- (a) Except when in debate any Member, or in the case of Committees, any member of that Committee, may put a question to the Convener of the Council or Committee, Leader of the Council or any Service Spokesperson, or the Leader of the Opposition, or any Senior Officer at any such meeting of the Council concerning any relevant and competent business arising upon the agenda. Questions must relate to the item of business or documents referred to in the associate report as background papers, or associated material in the public domain. Questions should not relate to other documents that Members or officers may not have sight of.
- (b) Any Member, or in the case of Committees, any member of that Committee, may also put a question to any office holder, including the Leader of the Opposition at any meeting of the ordinary Council and Committee meetings concerning any relevant and competent business not arising upon the agenda, provided he/she will have given notice in writing to the Chief Executive, which notice will be received by the Chief Executive at least eleven clear working days before the date of such meeting and by 4.00p.m. on the last day for receipt. No discussion will be allowed on the questions so put. It will be competent for any Member of the Council at an ordinary meeting of the Council or Committee to ask a question of which the requisite notice has been given. This Standing Order will only apply to ordinary Council and Committee meetings.
- (c) If notice is given of any question that, in the opinion of the Monitoring Officer, is likely to be defamatory or in breach of a provision of law, including a breach of Data Protection principles, the Monitoring Officer shall immediately submit such notice of question to the Convener and it shall not be accepted and placed on the agenda without his/her sanction. This will only be used when there is clear illegality or a clear likelihood of defamation. In the event of non-acceptance the Monitoring Officer shall so inform the Member who submitted the notice of question. If any question is asked or statement made by any Member or member of the public during the course of a meeting which is determined by the Monitoring Officer to be contrary to law, is likely to be defamatory or in breach of Data Protection principles, then the question or

statement will not be recorded in the Minutes.

- (d) A question of order shall relate only to an alleged breach of a specified Standing Order and the way in which the Member raising it considers that it has been broken. Any Member indicating a desire to raise a question of order shall state at the outset the number or terms of the Standing Order considered to be infringed. When a question of order is raised at a Council meeting, the Member then addressing the meeting will resume his/her seat until the decision of the question. No Member other than the Member who raised the question of order will speak to that question, except with the permission of the Convener. The decision of the Convener on a question of order will be final.
- (e) After a question of order is decided, the Member who was addressing the meeting at the time when it was raised will be entitled to proceed with the discussion giving effect to the Convener's ruling.

14. Admission of Press and Public

- (a) Subject to the extent of the accommodation available and subject to the terms of Sections 50A and 50E of the Local Government (Scotland) Act 1973, meetings of the Council and meetings of any Committees, and Sub-Committees shall be open to the public. The Chief Executive shall be responsible for giving public notice of the time and place of each meeting of the Council by posting it within all Public Libraries and public areas of certain other Council premises, specifically Aurora House, Clydebank Town Hall, the main Dumbarton Office, Church St, and Dumbarton Municipal Building not less than three clear days before the date of each meeting and in the case of meeting of Committees and Sub-Committees held at premises other than the offices of the Council, such public notice may be posted at the premises where the meeting is to be held.
- (b) Every meeting of the Council shall be open to the public but these provisions shall be without prejudice to the Council's powers of exclusion in order to suppress or prevent disorderly conduct or other misbehaviour at a meeting. The Convener may exclude or eject from a meeting a Member or Members of the Press and Public whose presence or conduct is impeding the work or proceedings of the Council.

15. Powers, Authority and Duties of Convener and Vice-Convener

The Convener will ensure, with the assistance of the Legal Officer present, that Standing Orders are observed. Deference shall at all times be paid to the authority of the Convener. When he/she speaks the Convener shall be heard without interruption and no Member shall speak until the Convener concludes speaking. The decision of the Convener on all matters within his/her jurisdiction is final. The Convener shall:-

- (a) Preserve order and ensure that every Member of the Council shall have a fair hearing.
- (b) Decide on matters of relevancy, competency and order, and whether to have a recess during a meeting, having taken into account any advice offered by the Legal Officer present at the meeting.
- (c) Determine the order in which speakers can be heard.
- (d) Ensure that due and sufficient opportunity is given to Members of the Council who wish to speak to express their views on any subject under discussion.
- (e) Require that any motion or amendment shall be stated and/or reduced to writing providing that the Convener shall allow sufficient time for this to be done.
- (f) Maintain order and at his/her discretion, order the exclusion of any member of the public who is deemed to have caused disorder or misbehaved.

16. Suspension of Members

Appendix 3 of these Standing Orders records the part of the Standards Commission for Scotland's guidance on the code of conduct that deals with conduct of meetings. Members of Committees including members who are not Councillors are expected to adhere to the guidance. In the event of any Member of the Council disregarding the order or authority of the Convener at any meeting, or being guilty of obstructive or offensive conduct at any meeting, and the Convener calling the attention of the meeting to the same, the Council may, on the motion of any Member, duly seconded and supported by the vote of a majority of the Members present and voting, suspend such Member so offending for the remainder of the sitting. No debate will be allowed on such a motion. The Convener may be entitled to call for such assistance as he/she deems necessary to enforce a decision to suspend taken in terms of these Standing Orders.

17. Adjournment

- (a) At any time, including in the event of disorder, the Convener may adjourn the meeting to a time he/she may then fix or at a later date, and the quitting of the Chair by the Convener will be the signal that the meeting is adjourned.
- (b) The Council may, at any of its meetings, adjourn the same to such time as it may then fix, failing which, the Convener will set the time.

- (c) A motion for adjournment of the meeting may be made at any time (not being in the course of a speech) and will have precedence over all other motions. It will be moved and seconded without discussion and will immediately be put to the meeting.
- (d) When an adjourned meeting is resumed, the proceedings will, subject to the terms of Standing Order 7, commence at the point at which they were broken off at the adjournment.

18. Deputation

- (a) Except as provided for in paragraph (b) hereof no deputation will be received by the Council unless an application for admission setting forth the subject on which the deputation seeks to be heard will have been lodged with the Chief Executive by 4pm at least eleven clear working days before the meeting. Notice of any such deputation will be entered in the circular calling the meeting and at such meeting the Council may agree to decline to receive a deputation.
- (b) If the deputation directly relates to an item on the agenda, community councils, West Dunbartonshire Tenants' & Residents' Organisation (WDTRO) and other recognised tenants' and residents' groups will be entitled to make an application under Standing Order 18(a) hereof up to five clear working days before the meeting and by 4pm on that final date. Notice of any such deputation will be entered in a supplementary circular and at such meeting the Council may agree to decline to receive the deputation.
- (c) Save when determining policy matters, no deputation shall be received in relation to any regulatory or quasi-judicial function of the Council.
- (d) When a deputation is received, it will be competent for Members of the Council to put to the deputation any questions pertinent to the subject on which they had sought to be heard, but no Member will express an opinion upon, or discuss the subject until the deputation has withdrawn.
- (e) No deputation will consist of more than five people, two of whom may address the Council for a total together of not more than ten minutes.

19. Motions and Amendments

- (a) Subject to Standing Order 19(b) it will be competent for any Member of the Council at a meeting of the Council to move:-
 - (i) a motion directly arising out of the business before the meeting; or
 - (ii) a motion of which the requisite notice has been given and which appears on the programme of business, subject to the terms of Standing Order 9.

- (b)
- (i) Any motion or amendment which seeks to substantially add to, take from or otherwise alter or amend the annual budgets submitted to Council shall require to take the form of an alternative budget which shall detail the cost of the proposal(s) being advanced or the savings proposed to be achieved and the consequential impact of that cost or those savings on the annual budget. Any such amendment must be submitted to the Chief Officer: Resources by noon on the second last clear day before the meeting takes place to enable the Chief Officer: Resources to consider the financial implications thereof.
- (ii) Motions or amendments which, if approved, would involve the Council incurring revenue or capital expenditure must:-
- contain information regarding the full amount of such expenditure; and
 - state whether the expenditure is recurring or one-off.
- (iii) The Chief Officer: Resources shall advise, where possible, on the financial implications of such motion or amendment. In the event that the Chief Officer: Resources is unable to give advice on the matter at the meeting, the matter will not be determined until such time as they have had the opportunity to consider the implications and give advice on them.

20. Alteration, Deletion and Rescission of Decisions of Council

- (a) A Decision of Council made within the last six months may only be altered, deleted or rescinded where:-
- (i) In the opinion of the Legal Officer not doing so would, either lead to a material breach of any legislative provision, or any determination of a court having jurisdiction or any other legal obligation to a third party, or would be likely to lead to a failure by the Council to meet its Best Value Duty in terms of the Local Government in Scotland Act 2003; or
- (ii) The original Council decision cannot be implemented due to reasons out with the control of the Council; or
- (iii) Where, as a matter of urgency, having regard to the potential loss of life, risk of substantial economic loss to the Council or any third party, (including potential loss or material underutilisation of funds or resources not available at the time of the decision of Council), it is deemed by the Chief Executive that the matter ought to be reconsidered by the Council.

- (b) In determining whether a motion seeks to alter, delete or rescind a decision of Council, the test shall be whether the wording of the original decision requires to be altered, deleted or rescinded.
- (c) The Council's Monitoring Officer is authorised to vary these Standing Orders but only in the following circumstances:
 - (i) to reflect changes in job titles, reorganisations of services and vacancies in posts; or
 - (ii) to change references to any piece of legislation where the legislation is repealed and to insert references to new pieces of legislation where the new pieces of legislation largely re-enact the provisions of repealed legislation; or
 - (iii) to correct references to any documents where the document has been superseded or replaced.
 - (iv) to replace Appendix 3 in the event of updated guidance being received from the Standards Commission for Scotland.
- (d) After every ordinary local government election there shall be a period of nine months during which standing orders may be reviewed following a report by the Monitoring Officer. Out with that period no motion to alter, delete or rescind any provision of standing orders will be competent unless a decision is made prior to consideration of the matter to suspend this standing order in terms of Standing Order 28 and allow consideration. The only exception will be where the Chief Executive, on the advice of the Legal Officer, brings a report to Council advising changes to Standing Orders due to special circumstances or consequential changes to reflect changes in law or circumstances outwith the Council's control and in such a case the Council will be allowed to change Standing Orders, excluding this Standing Order and Standing Order 1(b) by a majority vote.

21. Order of Debate

- (a) There should be no debate on a motion unless there is an amendment.
- (b) The mover of a motion or an amendment will not speak for more than ten minutes, except with the consent of the Convener. Each succeeding speaker will not speak for more than five minutes. When the mover of a motion or amendment has spoken for the allotted time he/she will be obliged to finalise speaking, otherwise the Convener will direct the Member to cease speaking and to resume his or her seat.
- (c) Every Member of the Council who speaks at any meeting of the Council will stand or identify themselves and address the Convener and direct his/her speech to any relevant issue as provided for in these Standing Orders.

- (d) No Member, with the exception of the mover of the motion or amendment, will speak supporting the motion or amendment until the same has been seconded.
- (e) Subject to the right of the mover of a motion, and the mover of an amendment, to reply, no Member will speak more than once on the same question at any meeting of the Council, except:-
- on a question of order;
 - with the permission of the Convener, or
 - in explanation or to clear up a misunderstanding in regard to some material part of his/her speech.
- (f) Where a Member moves a motion or amendment that is not seconded, the Member may still speak in the debate.
- (g) In all of the above cases in Standing Order 21(e) no new matter will be introduced.
- (h) A seconder of a motion or amendment must reserve their right to speak if they intend to speak at a later period in the debate.
- (i) The mover of an amendment and thereafter the mover of the original motion will have a right of reply for a period of not more than 5 minutes. He/she will introduce no new matter and once a reply is commenced, no other Member will speak on the subject of debate, except as provided for in Standing Order 21(e). Once these movers have replied, the discussion will be held closed and the Convener will call for the vote to be taken.
- (j) No Member shall move or second more than one motion or amendment upon a particular issue, although a Member who has moved or seconded a motion or amendment shall not be precluded from moving or seconding a fresh amendment if the original motion or amendment is not seconded or is withdrawn in terms of Standing Order 23.
- (k) It will be competent for any Member who has not already spoken in a debate to move the closure of such debate. On such motion being seconded, the vote will be taken, and if a majority of the Members present vote for the motion, the debate will be closed. However, closure is subject to the right of the mover of the motion and of the amendment(s) to reply. Thereafter, a vote will be taken immediately on the subject of the debate.
- (l) Any Member may indicate his/her desire to ask a question or offer information immediately after a speech by another Member and it will be the option of the Member to whom the question would be directed or information offered to decline or accept the question or offer of information.
- (m) When a motion is under debate, no other motion or amendment will be moved except in the following circumstances:-

- to suspend a Member in terms of Standing Order 16;
 - to adjourn the meeting in terms of Standing Order 17; or
 - to close the debate in terms of Standing Order 21(k).
- (n) Officers present at the meeting, with the exception of Statutory Officers and the Legal Officer will not be allowed to address the Council once the Council is in debate, except:-
- where the Officer has been asked a direct question by the Convener;
 - where a question of legal or financial propriety requires to be addressed or clarified;
 - where the Officer is asked to address an issue for clarification by the Convener; and
 - where the Convener decides that the Officer's advice is required.

It should be noted that Officers should be treated in accordance with the Protocol for Member/Officer relations.

22. No Secorder for Motions or Amendments

Motions and amendments made but not seconded shall not be recorded in the minutes.

23. Alteration/Withdrawal of Motion or Amendment

A motion or amendment once moved and seconded cannot be altered or withdrawn unless with the consent of the proposer and seconder and the majority of those present.

24. Voting

- (a) All business of the Council will be decided by a majority vote of those Members present and voting, except in those circumstances where these Standing Orders specify that a two-thirds majority is required in terms of Standing Orders 1(b) and 28.
- (b) Where a motion and one amendment only are before the meeting the amendment will be taken against the motion with the amendment being voted on first. If there are more amendments than one, the amendment last proposed will be put against that immediately preceding and the amendment then carried against the next preceding and so on until there remains only one amendment, between which and the original motion the vote will be taken.

- (c) Where a Member has moved a motion and has failed to find a seconder that Member will be entitled to have his/her dissent recorded in the minutes.
- (d) If a Member wishes his/her abstention to be recorded in the minutes, he/she must immediately declare so to the meeting when the vote has been taken.

25. Recording of Vote

After the Convener has announced the question on which the vote is to be taken, no Member will be permitted to offer an opinion, ask a question or otherwise interrupt the proceedings, nor will any Member be entitled to have his/her vote recorded after he/she has failed to vote.

26. Method of Voting

The votes will be taken by show of hands except:-

- (i) where the Council agrees that voting will be by way of roll call. If two Members move the contrary then the issue of whether there will be a roll call vote will be resolved by a vote under 24(a) hereof with the vote following immediately on the second Member so moving, without debate. Such vote will itself be by show of hands; or
- (ii) where on advice from the Legal Officer the matter involves the potential illegality or breach of any code, it is deemed necessary that a roll call vote be held and such determination shall not be subject to debate or a vote under Standing Order 24(a).

27. Casting Vote

In addition to his/her deliberative vote, the Convener will have a casting vote in cases of equality of voting, except in the case of appointment of a Member of the Council to any particular Office or Committee, in which case the decision will be by lot.

28. Suspension, Deletion or Amendment of Standing Orders

Subject always to the provisions of Standing Order 20(d), any one or more of the Standing Orders upon motion may be suspended, amended or deleted at any meeting so far as regards any business at such meeting provided that two thirds of the Members of the Council present and voting shall so decide. Any motion to

suspend standing orders shall state the number or terms of the standing order(s) to be suspended.

29. Powers reserved by the Council

The Council reserves to itself the following powers:-

- (a) All functions and remits which are in terms of Statute or other legal requirement bound to be undertaken by the Council itself and not delegated to Committees or other individuals or bodies.
- (b) The setting of rents for houses held in the Council's Housing Revenue Account.
- (c) The approval, revision and or alteration of the annual Estimates of Capital and Revenue Expenditure.
- (d) The approval of all policy initiatives relating to the business of the Council except where the power has been delegated to a Committee or Sub-Committee.
- (e) Council may call for an explanation and a written report of a particular course of action of a Council department or officer, when such a course of action was taken under delegated powers.
- (f) Council may refer any matter to any Committee for consideration and determination as appropriate.
- (g) Upon receipt of a report or on receipt of such an explanation as referred to at Standing Order 29(e), Council may either note the report, or require reconsideration of the matter by the appropriate Committee, Sub-Committee or Working Group.
- (h) The power to amend or delete Standing Orders in accordance with Standing Order 28.
- (i) The determination as to the most appropriate way to deal with any new duty, power or remit which may from time to time be assumed, where the same is not obviously associated with any Committee, body or individual.
- (j) The approval of reasons for the non-attendance of Members at meetings in accordance with Section 35 of the Local Government (Scotland) Act 1973.
- (k) To revoke, delete, amend or remove any delegated authority given to any Committee.
- (l) To appoint and remove Members and nominate and remove Conveners of any

Committee or body as well as to appoint to Committees persons who are not Members of the Council. All subject to where any appointed or nominated Member is a Member of a political group within the Council any changes to memberships of committees, the Deputy Leader of the Council, Conveners, Deputy Conveners and nominations to bodies may be made by the political group notifying the Council's Senior Legal Officer in writing of the change. At least eleven clear working days' notice is required before the change is implemented.

- (m) Consideration of all affiliation requests.
- (n) Subject to Standing Order 2, Standing Order 30, and Appendix 2a, the setting of dates of Council and Committees and amendment to any timetable of meetings.

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PART II

30. Proceedings of Committees and Sub-Committees

- (a) The foregoing Standing Orders for meetings shall as far as applicable be the rules and regulations for the proceedings of Committees and Sub-Committees and therefore reference to the term 'Council' in the said Standing Orders should be interpreted accordingly. The term 'Convener' shall also be deemed to include the Convener or Chairperson of any Committee or Sub-Committee but only in relation to such Committees or Sub-Committees. The Chairperson of any Sub-Committee must be a member of the Parent Committee. The term "Member" shall be deemed to apply only to members appointed to such Committee.
- (b) The business of the Committees or Sub-Committees will be conducted as follows:-
 - (i) The business of the Committee or Sub-Committee will be conducted in accordance with the provisions of Standing Orders and any Statutory or Regulatory provisions in respect of such business.
 - (ii) Such business will proceed primarily on the basis of reports submitted by Officers or referrals by Council, other Committees or other relevant bodies.
 - (iii) Notwithstanding the foregoing, Council may, if it considers it appropriate for the proper conduct of the business of the Council, instruct a report on, or consider any matter as it is referred to in the remits of any Committee or Sub-Committee.
- (c) The Ordinary Meetings of Committees will commence at times as may be determined by the Council and, subject to Standing Order 2 and Appendix 2a will meet according to a timetable determined by the Council from time to time. Without prejudice to the foregoing, the Convener of a Committee or Sub-Committee will, have the power (i) in cases of urgency, and (ii) at least two clear working days prior to the scheduled date for the issue of the circular calling the meeting, to rearrange the date, time and place of a Committee or Sub-Committee subject to obtaining the agreement of the Council Leader and the Leader of the Opposition.
- (d) A Convener of a Committee or Sub-Committee may at any time give instructions for the calling of a special meeting, but the notice will state the special purpose for which it is called. Such meeting will be held at the time, date and venue as determined by the Convener.
- (e) The exercise of delegated authority by a Committee or Sub-Committee is discretionary and a Committee or Sub-Committee may determine not to exercise its delegated powers.

- (f) The consideration of all Committee business which has not been completed before the meeting is brought to an end shall be postponed to the next meeting of the Committee, whether Ordinary or Special.
- (g) Committees and Sub-Committees shall appoint their own Conveners or Vice-Conveners if Council has failed to do so. In the absence of the Convener or Vice-Convener the Committee will be required to elect a member from those present to chair the meeting.
- (h) In the event that an issue arises which falls within the remit of more than one Committee, the Conveners of said Committees will determine which Committee shall deal with the issue. Where the Conveners cannot agree, the Leader of the Council shall make the determination.
- (i) There will be no temporary substitution of Members of Committees and Sub-Committees unless specific provision is made for the temporary substitution of Members of a particular Committee or Sub-Committee within these Standing Orders or in any relevant Minute of Agreement, Constitution or similar document.

31. Approval and Signing of Minutes

- (a) Minutes of Meetings of Committees with delegated powers shall be submitted to the next ordinary meeting of that Committee for approval and thereafter signed by the Convener of that Committee. It should be noted that Officers may implement any decision made within the delegated powers of such Committees immediately after the meeting.
- (b) Minutes of Meetings of Committees, which do not have delegated powers, will be submitted to Council for approval of the decisions contained therein. Following approval by Council, Officers will be able to implement any decisions contained within the Minutes.
- (c) No discussion shall take place upon the minutes, except upon their accuracy and any question on their accuracy shall be raised by motion. Members will be entitled to ask the Convener to provide an update on the implementation progress of any decision taken by a Committee with delegated powers. However no Member shall be entitled to propose a motion arising therefrom except if eleven clear working days' notice thereof has been given in terms of Standing Order 9.
- (d) If amended by Council or Committees, the Minutes will be changed to reflect such amendment and annotated accordingly. The annotated version will be stored on CMIS and collated with the final Volume of Minutes which is archived.

32. Creation and Membership of Committees

- (a) Council has established the following Committees and Sub-Committees:-
- Appeals Committee
 - Adult Protection Committee
 - Audit Committee
 - Cultural Committee
 - Corporate Services Committee
 - Educational Services Committee
 - Housing and Communities Committee
 - Infrastructure, Regeneration and Economic Development Committee
 - Licensing Committee
 - Local Review Body
 - Planning Committee
 - Recruitment and Individual Performance Management Committee
 - Tendering Committee
- (b) The memberships, remits, delegated powers and arrangements for meetings of the above Committees or Sub-Committees will be as detailed in Appendix 2 of these Standing Orders.
- (c) Council will create such other Committees or Sub-Committees from time to time as it considers appropriate.

33. Other Constituted Bodies

(a) Community Alliance

(i) Membership/Arrangements for Meetings

- The membership of the Community Alliance is composed of 3 Members of the Council and representatives of local community based organisations. Community representation is by means of:-West Dunbartonshire Access Panel - 1 member.
- West Dunbartonshire Community Council Forum – 2 members.
- West Dunbartonshire Community Care Forum (Health) – 1 member.
- West Dunbartonshire Minority Ethnic Association – 1 member.
- West Dunbartonshire Seniors' Association – 1 member.
- Tenants & Residents Associations – 2 members
- West Dunbartonshire Citizens Advice Service (Money Advice/Poverty) - 1 member.

- Gingerbread Scotland (Lone Parents) - 1 member.
- Neighbourhood Forums – 2 members
- Community Forums (Clydebank, Dumbarton and Vale of Leven – 1 place each) – 3 places.
- 2 places are available on a rotational basis for additional individual groups which express an interest in involvement. These places are rotated by ballot every 2 years.

The quorum of the Community Alliance will be one quarter of the Community Alliance membership, which must include one elected member.

In addition to the power to establish Sub-Committees, the Community Alliance will have the power to establish Working Groups to examine and report on specific issues.

Community members of the Alliance can request that appropriate items are placed on the agenda of the Alliance for consideration. In addition, agendas will include an Open Forum which will provide the opportunity for members of the public to raise issues for consideration by the Alliance.

(ii) Role and Remit

The Alliance is a central forum where the community can make its views known and influence both the Community Planning Partnership agenda and Council decision making. Recommendations of the Community Alliance will normally make representations to the Community Planning Partnership Board but where appropriate may make representations to the appropriate committee of the Council.

The general remit of the Community Alliance will be:-

- To ensure that the Council maintains appropriate mechanisms to encourage and support the development of local community based organisations.
- To provide a forum for obtaining the views of community based organisations.
- To co-ordinate discussion and action on issues raised by community groups and forums.
- To consider comments and suggestions from community based organisations about Council services.
- To consider, promote, and monitor Council consultation arrangements, participation structures and policies and also wider public involvement structures and community engagement arrangements.
- To encourage Social Inclusion and Equality.
- To encourage Health Improvement.

- To co-ordinate community involvement in the ongoing development and review of the Council's Decentralisation Scheme – 'Involving Communities' - (in terms of the Local Government Etc. (Scotland) Act 1994, to monitor the progress of the Scheme, and to make recommendations to Council on the nature of decentralisation in West Dunbartonshire and on any delegation of power.
- To promote community involvement in partnership working and to consider matters relating to community involvement in partnership working in West Dunbartonshire.
- To consider matters relating to Community Councils.
- To consider matters relating to the Voluntary Sector.
- To receive information about Council services, policies and associated business.

(a)(iii) **Specific Issues Referred by Services**

The Community Alliance will have a role in the consideration of some specific issues referred by the Chief Executive and Chief Officers responsible for the development and management of specific services. Such issues could include:

- Public facilities and events.
- Proposals for new or amended services.
- Equalities in all Council services.

Nevertheless, the Committees directly responsible for services will also be required to ensure there are opportunities for direct contact with the relevant service users. This will be the first responsibility, and appropriate arrangements may or may not include the Community Alliance. (It is recognised that the Community Alliance does not have the capacity to provide comment on every issue requiring comment from service users.)

(b) **Joint Consultative Forum**

The Joint Consultative Forum will report to the Corporate Services Committee.. The remit operation and other membership of the Forum will be as stated in its constitution until the Council determines otherwise.

(c) **Local Negotiating Committee for Teachers**

The remit, membership and operation of the Local Negotiating Committee for Teachers will be as previously determined by Council as stated within its Minute of Agreement until Council determines otherwise, with the exception of the reporting procedure whereby it will report to the Educational Services Committee.

34. Working Groups

- (a) The Council and its Committees may establish any working group as may be required from time to time but each working group will have a limited time span as may be determined by Council or the parent Committee.
- (b) The membership, chairperson and quorum of working groups will be determined by Council or the parent Committee, which membership will comprise Elected Members and, where appropriate, officers from this Council and/or representatives from community groups/partner agencies.
- (c) A working group is not a committee or sub-committee of the Council and will not have any delegated powers to implement its findings but will prepare a report for consideration by Council or the parent Committee.
- (d) Where a working group is unable to make a decision by consensus, the matter shall be determined by a vote by those Elected Members present and voting, in accordance with the rules of voting as previously described within these Standing Orders.
- (e) Agendas and Reports for consideration at Working Groups will be issued by electronic means to all members no later than two days (not including Saturday and Sunday) prior to the start of the meeting.

PART III

35. Officers' Delegated Powers

The Council has a Scheme of Delegation to Officers which is kept under review. All delegations referred to in the Scheme are subject to the principles in this Standing Order.

- (a) The undernoted powers are delegated to Officers of the Council:-
- (i) The Chief Executive or appropriate Chief Officer will have delegated responsibility for all matters in respect of the operation, development and implementation of policy for the service area assigned to them unless specifically reserved to the Council or other Committees or contrary to the principles listed in paragraph (b) below, together with such Statutory Duties as may have been specifically and personally assigned to them.
 - (ii) The Chief Executive and/or the relevant Statutory Officer will be responsible for the appointment of all posts below the level of Statutory Officer. However the Leader of Council and the Leader of the Opposition will be invited on to the interview panel for the appointment of Statutory Officers (subject to the agreement of the NHS Greater Glasgow & Clyde Health Board in respect of the Chief Social Work Officer). The Convener of the Educational Services Committee will be invited onto the interview panels for the recruitment of Head Teachers.
 - (iii) Such delegations are at all times to be exercised with due care and attention and in accordance with all relevant law, and the Council's Standing Orders, Financial Regulations, policies and procedures.
 - (iv) Notwithstanding these standing orders, decisions on non-operational matters should, where practical and legal, be taken in consultation with the Leader of the Council and relevant Spokesperson or by elected members at Council or Committee.
 - (v) Where clarification is required, the Chief Executive, in consultation with the Monitoring Officer and Leader of the Council will determine which matters are operational or otherwise.
- (b) Officers will exercise those powers referred to above in accordance with the following scheme:-
- (i) The Chief Executive and other such officers as aforesaid may, except insofar as the function is by law required to be exercised personally by a named or designated officer, authorise other officers to exercise such functions.

- (ii) Delegated powers should generally not be exercised where any decision by an authorised officer would represent a departure from Council policy or procedure or would be contrary to a standing instruction of Council (or Committee), or would itself represent a significant development of policy or procedure.
- (iii) Such decisions will be referred to Council, or the appropriate Committee, except in the case of urgency, where the officer may, after consultation with the relevant Service Spokesperson or Convener of the appropriate Committee, exercise such delegated powers.
- (iv) Should such powers be exercised in urgent circumstances, a report will be submitted to the next appropriate Committee for noting.
- (v) If any decision proposed under delegated powers might lead to a budget being exceeded, the officer must consult with the relevant Service Spokesperson or Convener of the appropriate Committee, as appropriate, and the Chief Executive, before exercising the delegated power.
- (vi) Chief Officers must ensure that the relevant Service Spokespersons, as appropriate, are consulted on matters of a controversial nature.
- (vii) Where appropriate, such matters should be referred to Council or the appropriate Committee for decision.
- (viii) In particular and without prejudice to the foregoing, Chief Officers will exercise particular care in determining whether a matter is to be regarded as controversial in the following circumstances:-
 - Where determination of the issue may involve a decision contrary to local or national policy or the determination may lead to a breach of a relevant Code of Guidance.
 - Where it is proposed that any issue be determined contrary to significant objections or the strong recommendation of Statutory Consultees.
 - The Officer proposes to determine the matter, or act in a manner, contrary to the recommendation of other officers whom he/she is obliged to, or has chosen to, consult with.
 - There are perceived public safety or significant public policy issues dependent on the determination (save in the case of urgency as aforesaid).
 - Standing Orders, National or International regulation requires determination otherwise.
 - There are questions of legality or financial advisability/probity involved.

PART IV

36. Contract

1. Part IV of the Standing Orders is made under Section 81 of the Local Government (Scotland) Act, 1973 and applies to all contracts for the supply of goods or materials or for the execution of works or for the provision of services (after referred to as Supplies, Works and Services). Where such contracts are regulated by any legislation or any Directive of the European Union and there is a conflict between the terms of that legislation or that Directive and the terms of this Standing Order, the terms of the legislation or Directive will prevail.
2. No tender will be invited or contract entered into unless the estimated expenditure has been previously approved by the Council, which will in the case of tenders or contracts falling within the limits delegated to Chief Officers be deemed to be satisfied provided the sums to be expended have been provided for and approved as part of the Revenue Estimates for the year in question, or in the case of capital expenditure, either specifically approved in a report to Members, or included with other items under a generic heading and so approved. Where such expenditure is likely to be greater than the limits of the Chief Officer's delegated authority, a report specifically requesting consent to expend the sums involved will require to have been approved by Members. Upon approval by Members, or if the tender within limits delegated to Chief Officers, then no further approval will be required by Members except where, in the reasonable opinion of the relevant Chief Officer upon receipt of tenders, the total contract sum is likely to exceed the approved budget, or the terms on which the tender is submitted are outwith the Chief Officer's judgement of the basis on which the delegation could be deemed to have been granted. In the event of the financial or other terms of a Tender falling outwith delegated powers, the relevant Chief Officer will submit a report to either Council, the relevant Service Committee or the Tendering Committee.
3. Part IV of the Standing Orders will be read in conjunction with the Financial Regulations, and in particular Section Q – Procurement Financial Regulations and no provision of these Standing Orders shall relieve officers of the requirement to comply with the provisions of such Financial Regulations..
4. The provision of Supplies, Works or Services will be regulated by these Standing Orders except where there is an emergency involving danger to life or property or where the estimated expenditure, inclusive of all consequential costs over the period of the contract, is less than £213,477 for Goods and Services, £663,540 for Light Touch Services and £2,000,000 for Construction (all inclusive of VAT) .In either of those cases the Chief Officer concerned may authorise the expenditure immediately. The sums for Goods and Services and Light Touch Regime Services will, from year to year, be amended in line with the thresholds applicable under the Public Contracts (Scotland) Regulations 2015 and the sums for Works will be amended in line with any amendment to the threshold for Public Works applicable under the Procurement Reform (Scotland) Act 2014. Such amendment to values will apply notwithstanding the

provisions of Standing Order 20(d).

5. The Council may invite tenders in one of the methods specified in the Procurement Financial Regulations, to ensure appropriate competition and the delivery of Best Value.

37. Cancellation

Every contract will contain a clause entitling the Council to terminate the contract and to recover from the contractor the amount of any loss resulting from such termination if the contractor or his/her representative (whether with or without the knowledge of the contractor) will have practiced collusion in tendering for the contract or any other contract with the Council or will have employed any corrupt or illegal practices either in the obtaining or execution of the contract or any other contract with the Council.

38. Assignment

Except where otherwise provided in the contract a contractor will not assign or sub-let a contract or any part thereof without the prior written consent of Council.

39. Tendering Procedures

- (a) The Council will not be obliged to accept the lowest or any other tender, and may where it has indicated its intention to do so in the tender documentation, award on the basis of the Most Economically Advantageous Tender for the Council.
- (b) The detailed procedures specified in the Procurement Financial Regulations will apply to all Tenders received.
- (c) The Chief Officer will, if previously required by the committee authorising the expenditure, prepare and submit to the Tendering Committee a written report in respect of all tenders received and containing a specific recommendation as to the acceptance or otherwise for each tender and therefore.

40. Exception to Tender Requirements

Tenders will not be required in the following situations:-

- (a) Where the detailed provisions of the Procurement Financial Regulations permit the award of a contract without a Tender.
- (b) Where the Supplies, Works and Services are provided by one part of the Council to itself and there is no legal requirement to Tender.

- (c) Where the contract is certified by the Chief Executive to be required so urgently as not to permit the invitation of tenders or to require a relaxation in the term within which they are invited, subject to a full report being submitted to the next appropriate meeting of Council or the relevant Committee.

41. Specifications

All Specifications issued by and all contracts made with the Council will contain provisions and conditions to the following effect:-

- (a) The contractor will recognise the freedom of all his/her workpeople employees to be members of trade unions.
- (b) Unless the relevant Chief Officer specifies to the contrary, all contracts in writing with the Council shall require a clause to be added requiring contractors to confirm that they are and will comply with all relevant equal opportunities law but the omission of any such clause shall not thereby cause any such contract to be reduced on that basis.
- (c) The contractor will at all time during the continuance of a contract display for the information of his/her workpeople/employees in every factory, workshop or place occupied or used by him/her for the execution of the contracts, a copy of this Order.
- (d) The contractor will be prohibited from transferring or assigning or sub-letting directly or indirectly, to any person or persons whatever, any portion of his/her contract without the written permission of the Council. The contractor will be responsible for the observance of this clause by any approved sub- contractor.
- (e) The contractor will keep proper wages books and time sheets, showing the wages paid and (so far as practicable) the time worked by the workpeople in his/her employ in and about the execution of the contract, and such wages books and time sheets will be produced, whenever required, for the inspection of any officer authorised by the Council.
- (f) The contractor will in respect of all persons employed by him/her (whether in execution of the contract or otherwise) in every factory, workshop or place occupied or used by him/her for the execution of the contract comply with the general conditions required by this Order.
- (g) In the event of any question arising as to whether the requirements of this clause are being observed, the question will, if not otherwise disposed of, be referred to an independent party for decision.

42. Work and Accounts

No account will be presented for payment unless its accuracy is certified by the Chief Officer or person nominated by the Chief Officer concerned.

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PART V

43. Definitions

- (a) In these Standing Orders the following words and phrases will have the following meanings respectively ascribed to them:-
- (1) Convener will mean the person appointed to Chair the Council, Committee or Sub-Committee.
 - (2) Vice-Convener will mean the person appointed to Chair the Council, Committee or Sub-Committee in the absence of the Convener.
 - (3) Service Spokesperson will mean the member who has been given responsibility for the group of services. The post holder will be a Senior Councillor and will receive appropriate remuneration in terms of the Scheme of Allowances.
 - (4) Chief Executive will mean the Head of Paid Service of the Council as defined in terms of the Local Government and Housing Act 1989 s4(1)(a) or such other person as may be nominated by him/her.
 - (5) The Chief Financial Officer will mean the proper officer so designated by the Council in terms of the Local Government (Scotland) Act 1973 s95 or such other qualified accountant as may be nominated by him/her.
 - (6) The Council will mean West Dunbartonshire Council being a Local Authority constituted under the Local Government Etc. (Scotland) Act 1994 s1 and Schedule 1 thereto.
 - (7) Elected Members and Member will mean, except where the expression will otherwise so require, a Councillor of the Council only, as the word "Councillor" is defined by reference to Local Government Etc. (Scotland) Act 1994 s5.
 - (8) Chief Officer will include the Chief Executive and the Chief Officers.
 - (9) Legal Officer will mean the Council's Senior Legal Officer or such other legally qualified person as may be nominated by him/her.
 - (10) (a) A Decision of Council will be deemed to have been made where any of the following circumstances occur:-
 - (i) A motion or amendment pursuant to Standing Order 19, and otherwise in accordance with the provisions of these Standing Orders, has been passed by the necessary majority.
 - (ii) The exercise by the Chief Executive of the discretion

available to them in terms of Standing Order 40(c).

- (b) Such Decision of Council will be deemed to include any necessary actions required to give effect to such decision.
 - (c) Where a Decision of Council is subsequently found to be incapable because of a defect or a new supervening factor, then subject to the confirmation of the Chief Executive upon advice taken, the Decision of Council may be given effect to with the removal of such defective element, or its replacement with a suitable and in all respect compatible element, provided always that the likely outcome of the resultant Decision of Council is materially the same or sufficiently similar to the original decision. In such circumstances the Chief Executive will be obliged to report such change to the next appropriate meeting of the Council, and any decision on such report will not require the suspension of Standing Orders in terms of Standing Order 28.
- (11) The Interpretation Act 1978 applies to the interpretation of the Standing Orders as it applies to an Act. Any Act or other legislative provision referred to herein will be any Act or legislative provision as amended or repealed and re-enacted with or without modification as may from time to time occur.
 - (12) Office holder will mean any of those Elected Members who for the time being have been appointed to the following positions:- Convener of the Council; Depute Convener of Council; Convener of any Committee of Council, any Service Spokesperson, Leader of the Council; Depute Leader of Council; and Leader of the Opposition.
 - (13) Party will mean any grouping of two or more Members.
 - (14) Advisory committee will mean a committee appointed by the Council to advise the Council on any matter relating to the discharge of their functions in terms of Section 57 (4) of the Local Government (Scotland) Act 1973.
 - (15) Public Holiday will mean any day on which the Council's main offices at Dumbarton and Clydebank are closed.

- (b) For the purpose of these Standing Orders the term “working days” will mean Monday to Saturday inclusive, excluding public holidays.
- (c) In determining the computation of time for the purposes of the Standing Orders where the last day upon which anything is permitted to be done is a Saturday, Sunday, or a Public Holiday or a day appointed for public thanksgiving or mourning the permission will be deemed to relate to the first day thereafter which is not one of the days before mentioned.
- (d) These Standing Orders will mean these Standing Orders in 5 parts. All other documents forming part of the Scheme of Administration will have the same standing as Standing Orders and can only be amended in the same manner as Standing Orders.
- (e) The Scheme of Administration will mean: these Standing Orders the Council’s Financial Regulations; the Scheme of Members’ Allowances; the Schedule of Meetings; any Code of Conduct approved by/for the Council or any particular Committee; the Approved List of Membership of Committees, Joint Boards, Outside Bodies etc.; the Member/Officer Protocol; and other such documents as may from time to time be approved by Council.
- (f) In the event of any dispute or difference as to the interpretation or these Standing Orders and any other document forming part of the Scheme of Administration the Standing Orders will prevail.

Procedures for Open Forum Questions

1. There will be a maximum of five questions allowed on the agenda per meeting and such questions will be limited to one per person per meeting. Questions received after the initial five will not be included on the agenda, but will receive a written response.
2. Any member of the public wishing to ask a question or raise an issue at an Open Forum must submit his/her question in writing to the Chief Executive twelve clear working days (i.e. excluding Sundays) before the meeting.
3. The Chief Executive will apply the following criteria to all questions received:-
 - Questions should be a single question and not contain multiple points although an explanatory paragraph is permissible.
 - Questions should not make personal attacks on any individual.
 - Questioners must be resident in or have a business in West Dunbartonshire.
 - Questions should not seek to raise an issue where Council has provided an alternative appeal or other procedure to be followed.
 - Questions must not seek a grant or financial assistance.
 - Questions must not seek to promote the material or financial interests of an individual.
 - Questions must not seek to influence the outcome of commercial negotiations or decision making which the questioner, or a relative or a close friend or client of the questioner has a material interest.
 - Questions should not seek to repeat or extend the terms of a substantially similar question relative to the same subject matter which has been answered in the preceding 12 months.
 - Questions relating to individual employee issues or employment policies are not competent.
 - Questions to a committee must relate to the remit of the particular committee.
 - Questions must not relate to a matter where there is a process defined by law, such as a licensing application process or planning process.
 - Questions to regulatory committees may only relate to policy matters.
4. Providing the questions meet the above criteria, the questions will be listed on the agenda in the chronological order in which they have been received. If the question does not meet the above criteria, the Chief Executive will write to the questioner to explain why the question has not been allowed.
5. The Chief Executive, in consultation with the Leader of the Council, or the Convener will decide which Elected Member will respond to the question and will pass the question to that Elected Member as soon as possible.
6. All written questions submitted in accordance with the above will be acknowledged in writing and the questioner will be advised of the date, time and location of the meeting when the Open Forum will be held.

7. Before the start of the meeting the questioner should sit in the public gallery and remain there until invited to come forward by the Convener. It would be helpful if the questioner would make his/her presence known to the Clerk prior to the start of the meeting.
8. The Convener will invite each questioner to come forward and address the meeting. The questioner should briefly introduce him/herself and read out the question.
9. The Convener will then invite the appropriate Elected Member to respond to the question. A written copy of the response will be circulated/ supplied to the questioner either at or as soon as reasonably possible after the meeting.
10. Thereafter, the questioner will be allowed to put one supplementary question to the Elected Member, if he/she so wishes. The supplementary question must arise directly out of the matter under consideration.
11. Following the Elected Member's response to the supplementary question (if any), the questioner will be invited to return to the public gallery. Where possible the supplementary question will be answered at the meeting, but in any event, a written response will be made to the questioner within seven days of the meeting.
12. Please note that, in accordance with Council Standing Orders, the Convener shall amongst other things:-
 - (a) Preserve order and ensure a fair hearing.
 - (b) Decide on matters of relevancy, competency and order.
 - (c) Maintain order and at his/her discretion, order the exclusion of any member of the public who is deemed to have caused disorder or misbehaved.
 - (d) The decision of the Convener on all matters within his/her jurisdiction shall be final.
 - (e) Deference shall, at all times, be paid to the authority of the Convener. When he/she speaks, the Convener shall be heard without interruption and any person standing shall resume their seat and no person shall rise to speak until the Convener is seated.

Appeals Committee

1. Membership/Arrangements for Meetings

- 1.1 The membership of the Appeals Committee will comprise all members of the Council who have undertaken training on appeals within the last 5 years and who wish to be members of the committee, only four of whom shall sit on any individual Committee. Where any Appeals concerns teaching staff, at least one member of the Appeals Committee will also be a member of the Education Committee
- 1.2 The quorum of the Appeals Committee will be three Elected Members.
- 1.3 The Appeals Committee will meet as and when required or in accordance with any timetable approved by the Corporate Services Committee or Council.

2. Role and Remit

- 2.1 The remit of the Appeals Committee will be to consider and decide upon Appeals submitted under the Council's Disciplinary and Grievance Procedures for all Council employees and Appeals against dismissals in accordance with other provisions or procedures.

3. Delegated Powers

- 3.1 The Appeals Committee has full delegated powers to implement its functions, remit and responsibilities as detailed above save that it does not have the power to reverse any decision taken by Council or any other Committee of the Council.

Audit Committee

1. Membership/Arrangements for Meetings

- 1.1 The membership of the Audit Committee will comprise 8 Elected Members and 2 lay members. Lay members should not be members of any political party.
- 1.2 The quorum of the Audit Committee will be 3 Elected Members.

2. General

- 2.1 The purpose and remit of Audit Committee is to:
- Monitor, and make recommendations on the development of, the Audit, activity of the Council.
 - Scrutinise the monitoring and review activity of the thematic and regulatory committees.
- 2.2 The Audit Committee will undertake a number of general responsibilities. These include:
- Monitoring and ensuring that the work of the committee, and the activities reported to the committee are responsive to the needs of local people.
 - Monitoring and ensuring that the views of local people, employees and other stakeholders are sought on relevant issues.
 - Promoting partnership working.

3. Audit

- 3.1 The Audit Committee will develop and monitor the provision of relevant Audit services. This may include:
- Considering and monitoring Audit Strategies, Policies and Procedures.
 - Considering Annual Audit Plans and associated action plans.
 - Considering other appropriate Internal Audit matters across the organisation.
 - Considering External Audit reports and action plans as appropriate.
 - Considering and monitoring the Council's Governance arrangements,
 - Considering Internal Financial Control and Efficiency Statements.
 - Considering and scrutinising Treasury Strategy and associated plans
 - Commissioning and/or considering reports related to External Scrutiny of the Council or Council services, (including the Audit of Best Value and Single Outcome Agreement).

4. Delegated Powers

- 4.1 In general, the Audit Committee does not have delegated powers. All recommendations of the Audit Committee will be considered by Council, or by the appropriate committee.
- 4.2 As an exception to this, the Audit Committee has delegated powers to establish Sub-Committees and Working Groups to examine and report on specific issues.
- 4.3 The Audit Committee may call upon external experts to participate in specific reviews, (subject to any costs involved being approved by Council).

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Cultural Committee

1. **Membership/Arrangements for Meetings**

- 1.1 The membership of the Cultural Committee is composed of 5 Elected Members.
- 1.2 The quorum of the Cultural Committee will be 3 Elected Members.
- 1.3 In addition to the power to establish Sub-Committees, the Committee will have the power to establish working groups to examine and report on specific issues.

2. **Role and Remit**

2.1 General

The purpose and remit of the Cultural Committee is to direct and supervise the activities of the Council in respect of Communications, Museums and Cultural Development.

- 2.2 The Cultural Committee will undertake a number of general responsibilities. These include:-

- Ensuring that the Committee retains a primary focus on its responsibilities for delivering on the outcomes which are within its area of responsibility.
- Monitoring the work of the Committee and ensuring that the activities reported to the Committee are responsive to the needs of local people.
- Ensuring that the views of local people, staff and other stakeholders are sought on the development and delivery of services.
- Promoting Social Inclusion and Equalities.
- Promoting Health Improvement in all areas for which the committee has responsibility.
- Considering the findings and recommendations of any working groups relevant to the Committee's areas of activity.

2.3 Best Value

The Cultural Committee will monitor the implementation of Best Value and other continuous improvement initiatives within the scope of its remit.

2.4 Communications, Museums and Cultural Development

The Cultural Committee will develop and monitor the provision of the following services/functions:

- Museums
- Culture and Arts
- Cultural activities and council events, excluding civic events which are the responsibility of the Provost's Office.
- Town Twinning
- Corporate Communications
- Town Hall (excludes the main entrance at Dumbarton Road, main staircase and the entire first floor including the Provost's Rooms, Council Chambers and Members' accommodation).

2.5 Delegated Powers

The Cultural Committee will have full delegated powers to implement its functions, remit and responsibilities as detailed above. However the capital and revenue budgets for its functions will be monitored by the Corporate Services Committee.

Corporate Services Committee

1. Membership/Arrangements for Meetings

- 1.1 The membership of the Corporate Services Committee is composed of 12 Elected Members.
- 1.2 The quorum of the Corporate Services Committee will be 4 Elected Members.
- 1.3 In addition to the power to establish Sub-Committees, the Corporate Services Committee will have the power to establish Working groups to examine and report on specific issues.

2. Role and Remit

2.1. General

The purpose and remit of Corporate Services Committee is to:-

- Direct and supervise the activities of the Council under its financial, business support, audit and procurement functions and relevant legislation.
- Direct and supervise the Regulatory functions of the Council i.e. legal, democratic and regulatory, including the implementation of relevant legislation (although licensing issues will be reported through the Licensing Committee and planning issues through the Planning Committee).
- Notwithstanding the separate policy committees for Planning and Licensing, the capital and revenue budgets for those services will be monitored by the Corporate Services Committee.
- Develop and monitor policy and service provision for Strategic Human Resources, Information and Communications Technology, Transactional Support, and Organisational Development and Change (including training and learning) within the Council.
- Monitor the capital and revenue budgets for the areas covered by the Cultural Committee.
- Considering delivery plans and workforce monitoring information for each area of the committee's activity.

The Corporate Services Committee will undertake a number of general responsibilities. These include:-

- Ensuring that the committee retains a primary focus on its responsibilities for delivering on the outcomes which are within its area of responsibility – as set out in both the Local Outcome Improvement Plan for West Dunbartonshire, and the Council's Strategic Plan.
- Monitoring the work of the committee and ensuring that the activities reported to the committee are responsive to the needs of local people.

- Ensuring that the views of local people, employees and other stakeholders are sought on the development and delivery of services.
- Promoting Social Inclusion and Equalities in all areas for which the committee has responsibility.
- Promoting Health Improvement in all areas for which the committee has responsibility.
- Promoting the development of relevant inter agency issues and supporting partnership working.
- Setting performance targets (within the context of the Corporate and Service Planning processes), for the overall standards of service and receiving reports on these.
- Establishing a strategic financial framework to underpin service delivery, continuous improvement and partnership arrangements.
- Monitoring capital expenditure in respect of each area of the committee's activity.
- Monitoring revenue budgets in respect of each area of the committee's activity.
- Considering the findings and recommendations of any working groups relevant to the committee's areas of activity.
- Consideration of reports relating to procurement

2.2 Best Value and Performance Review

The Corporate Services Committee will monitor the implementation of Best Value and other continuous improvement initiatives within the scope of its remit. It will scrutinise statutory and other performance information. This may include:-

- Developing and monitoring the Council's approach to the 'Efficient Government agenda and other associated corporate support issues.
- Considering relevant service plans and the setting of targets.
- Scrutinising performance reports on Service Plans.
- Considering reports on Best Value service reviews and other continuous improvement and quality initiatives.

2.3. Resources

The Corporate Services Committee will develop and monitor the provision of relevant financial services. This may include:-

- Preparation of the annual service revenue estimates and recommendation to Council.
- Preparation of the annual departmental capital plans and recommendation to Council.
- Monitoring the Council's capital and revenue budgets during the course of each financial year through consideration of regular reports and other information submitted to the Committee.
- Consideration of treasury management/Investment appraisal reports.
- Consideration of reports on revenues collection and related matters.

- Consideration of matters relating to council tax (except setting the annual level of tax) and benefits.
- Consideration of grants (where not otherwise covered by other Committees), to public or voluntary bodies in accordance with any direction or policy determined by the Council.
- Provision of financial services to other bodies, organisations, etc., subject to a charge being made where appropriate.
- Letting of insurance contracts and supervision of the Council's insurance portfolio.
- Monitor and develop provision of Audit and Fraud Service (this does not include scrutiny role as detailed within remit of the Audit Committee).

2.4. Regulatory Services

The Corporate Services Committee will develop and monitor the provision of relevant Regulatory Services, with the exception of planning and licensing matters as referred in paragraph 2.1 above. This may include:-

- Legal and Democratic support services to the Council, committees, partnership bodies and Council departments.
- Registration of Births, Deaths and Marriages and Civil Partnerships.
- Administration of Citizenship Ceremonies.
- Administration of Area Support Team (Children's Hearing Scotland) and recruitment of members of the Children's Panel
- Organisation of civic events and civic hospitality.
- Trusts.
- The Environmental Health and Trading Standards functions of the Council including food safety, health and safety, pest control, contaminated land, pollution control, infectious diseases, nuisances, consumer and business advice, fair trading and weights and measures (although Licensing issues will be reported through the Licensing Committee).
- Support services for Elected Members.

- Freedom of Information, Data Protection and Records Management.
- Registration of Investigatory Powers (RIPSA).

2.5 People and Technology

The Corporate Services Committee will oversee all employee related matters and organisational structure issues within the strategic areas of the Council.

This may include:

- Strategic area structures.
- All employee/employment matters.
- Pay arrangements, including issues, structures, job evaluation, pay and grading arrangements.
- Employment Policies and procedures.
- Change management, learning and development for employees and Elected Members.
- Matters relating to occupational pension schemes.
- Health and safety in the workplace.
- Employee Recognition arrangements (jointly with Lead for CCC)
- Employee centred performance issues such as attendance, diversity and equalities (jointly with Lead for CCC in equalities)
- Conditions of service for local government employees, craft workers and Chief Officials.
- ICT function and strategy.
- Risk, Health and Safety,
- Organisational Resilience and Business Continuity

2.6 Citizen, Culture and Facilities

The Corporate Services Committee will develop and monitor the provision of those relevant Citizen, Culture and Facilities Services not included within remit of the Cultural Committee. This may include:-

- One Stop Shops
- Contact Centre
- Performance and Policy
- Libraries
- Equalities Act 2010
- Community engagement
- Facilities Management

2.7 Leisure Services

Leisure Services and halls operations are delivered by West Dunbartonshire Leisure Trust, who are responsible for operational matters including delivery of services. The committee has a responsibility for strategy and budgetary

decisions, and monitoring performance.

2.8. Equalities

The Corporate Services Committee will oversee the development and monitoring of policies to address the range of equalities issues as they impact on the population of West Dunbartonshire, employees of the Council and other stakeholders.

2.9 Halkett Memorial Trust

The Corporate Services Committee will act as Trustees for the Halkett Memorial Trust (the "Trust") a Charitable Trust administered by the Council in line with the guidance laid down by the Office of the Scottish Charity Regulator (OSCR). The Trustees shall hold and apply all funds and assets as may from time to time be comprised in the Trust Property and that in trust for the advancement of art by supporting painting activities and painting competitions within and amongst primary schools located within the West Dunbartonshire area

2.10 Delegated Powers

The Corporate Services Committee will have full delegated powers to implement its functions, remit and responsibilities as detailed above.

Educational Services Committee

1. Membership/Arrangements for Meetings

1.1 The membership of the Educational Services Committee will be as follows:-

- 14 Elected Members to be nominated by Council.
- When the Educational Services Committee considers Education matters (in so far as they relate to the exercise by the Council of its roles and responsibilities as Education authority) the following persons will also be present:-
- Three religious representatives (with voting rights) to be nominated in accordance with the procedures laid down in Section 124 of the Local Government (Scotland) Act 1973.
- Two permanent class teachers (with voting rights), made up of one primary and one secondary teacher.
- Nursery Head (non-voting) delegated by all Nursery heads can be invited on an ad-hoc basis by the Committee to advise where nursery education/childcare matters are on the agenda.
- Primary Head (non-voting) delegated by all Primary heads can be invited on an ad-hoc basis by the Committee to advise where primary matters are on the agenda.
- Secondary Head (non-voting) delegated by all Secondary Heads can be invited on an ad-hoc basis by the Committee to advise where secondary matters are on the agenda.
- Two parent representatives (with voting rights).
- Two Scottish Youth Parliament representatives (with voting rights subject to the representative being over sixteen years of age)

1.2 The quorum of the Educational Services Committee will be 5 Members, subject to the provision that when Education matters are being considered at least half of those present must be Elected Members.

1.3 In addition to the power to establish Sub-Committees, the Educational Services Committee will have the power to establish Working Groups to examine and report on specific issues.

1.4 Representatives of the Scottish Youth Parliament will only have voting rights when the representative is over the age of sixteen. Where, in the opinion of the Legal Officer, the Educational Services Committee is considering matters covered by consultation under the Schools Consultation (Scotland) Act 2010 the Scottish Youth Parliament representatives will be excluded from voting on this and on any matter, which may directly involve the management of a Scottish Youth Parliament representatives' particular school, rather than more general educational matters or matters which effect all schools or particular stages of education, generically.

2. Role and Remit

2.1 General

The purpose and remit of the Educational Services Committee is to:-

- Direct and supervise the discharge of the functions of the Council as an Education Authority under the relevant legislation. This includes early childhood services, psychological services, specialist provision for children with additional support needs, mainstream school provision, sports development & outdoor education and the payment of Educational Maintenance Allowances and grants.
- Develop and monitor policy and service provision for Integrated Children's Services in West Dunbartonshire.
- Direct and supervise the discharge of the functions of the Council in relation to lifelong learning.
- Considering delivery plans and workforce monitoring information for each area of the committee's activity.

The Educational Services Committee will undertake a number of general responsibilities. These include:-

- Ensuring that the committee retains a primary focus on its responsibilities for delivering on the outcomes which are within its area of responsibility – as set out in both the Local Outcome Improvement Plan for West Dunbartonshire, and the Council's Strategic Plan.
- Monitoring the work of the committee and ensuring that the activities reported to the committee are responsive to the needs of local people.
- Ensuring and monitoring that the views of local people, employees and other stakeholders are sought on the development and delivery of services.
- Promoting Social Inclusion and Equalities in all areas for which the committee has responsibility.
- Promoting Health Improvement in all areas for which the committee has responsibility.
- Promoting, developing and monitoring West Dunbartonshire's Strategic Partnership Agreement to secure Better Integration for Children's Services.
- Promoting West Dunbartonshire's vision that all children have the best possible start in life by a shared commitment to improve services through joint planning.
- Providing the key accountability on behalf of the Council as the 'Corporate Parent' for looked after and accommodated children and young people – (note – joint remit with West Dunbartonshire Health and Social Care Partnership).
- Promoting the development of relevant inter agency issues and supporting partnership working.
- Setting performance targets (within the context of the Corporate and Service Planning processes, the Integrated Children's Services Plan, the Local Outcome Improvement Plan, and the NHS Community Health Partnership Annual Plan) for the overall standards of service and to receiving reports on these.

- Establishing a strategic financial framework to underpin service delivery and partnership arrangements.
- Monitoring capital expenditure in respect of each area of the committee's activity.
- Monitoring revenue budgets in respect of each area of the committee's activity.
- Considering the findings and recommendations of any working groups/forums relevant to the Committee's areas of activity.

2.2 Best Value and Performance Review

The Educational Services Committee will monitor the implementation of Best Value and other continuous improvement initiatives within the scope of its remit. It will scrutinise statutory and other performance information. This may include:-

- Approving relevant service plans, including the Educational Services and Integrated Children's Services Plan, and setting targets.
- Scrutinising performance reports on Service plans.
- Considering reports on Best Value service reviews and other continuous improvement and quality initiatives.

2.3 Schools Education

The Educational Services Committee will develop and monitor the provision of relevant schools education services. This may include:-

- Provision of primary and pre-school education within the area.
- Provision of secondary education within the area.
- The development of the curriculum within the schools, in association with Government policy.
- Provision for pupils with additional support needs within the area
- In partnership with Social Work, provision of specialist support out with the area.
- Provision of outdoor education as appropriate.
- Arrangements for financial contributions to individuals and external bodies under the auspices of Educational Maintenance Allowances, school clothing and footwear grants, and grants to Voluntary Organisations.
- Nomination of an elected member to chair recruitment panels for the appointment of Head Teachers.
- Approval of delineated areas for day schools and provision of day schools sufficient to meet the needs of pupils in the area.
- Curriculum development, staff development and in-service training.
- Provision of a psychological service and arrangements to meet the additional support needs of individual pupils.
- Operation of special and support services as appropriate and, if necessary, in collaboration with other local authorities and/or providers.
- Monitoring of service specification and quality development.

- Provision of appropriate support to educational establishments and services.
- Policy development and monitoring in respect of attendance and exemption from attendance of pupils at day schools.
- Provision of adequate health and welfare services in all educational establishments.
- All relevant aspects of pupil welfare.
- All relevant aspects of resource provision to educational establishments.

2.4 Early Years/Out of School Care Services – (note – joint remit with West Dunbartonshire Health and Social Care Partnership)

The Educational Services Committee will develop and monitor the provision of relevant early years and out of school care services. This may include:-

- Provision of early childhood services for children under 3 in line with national guidance and Council policy.
- Provision of early education and child care for children 3 and over, who have not yet reached statutory school age in line with legislative requirements and Council policy.
- Guidance to the Council in formulation of its policy objectives and priorities in all appropriate matters relating to children who have not yet reached the statutory school age and their parents.
- Direction and supervision of the discharge of the Council's functions with regard to Pre 5 services and relevant Part III of the Children's Act 1989.
- Development of services which provide activities of a kind suitable for pre-school children.
- Co-ordination and monitoring of the Council's policies and practices with regard to the provision of out-of-school care including, the use of the grants budget.

2.5 Lifelong learning

The Educational Services Committee will develop and monitor the provision of relevant Lifelong Learning Services.

2.6 Sports

The Educational Services Committee will develop and monitor the provision of relevant sports activities. This will include:-

- Outdoor Education
- Sports Development
- Active Schools

2.7 School Transport and other services

The Educational Services Committee will develop and monitor the provision of the undernoted services:

- School transport for pupils within the area in accordance with the qualifying criteria contained with the Education (Scotland) Act 1980 and Council policy.
- Educational property matters, including maintenance and repair of building stock, the school buildings strategy and certain health and safety issues.
- Co-ordination and control of the specification of certain tenders, assessment and acceptance of such tenders, co-ordination and monitoring of contract performance and authorisation of termination of any such contracts relative to the provision of educational services.
- The schools PPP contract.
- Issues such as the school estate, road safety, cycle training, school crossing, school catering, school cleaning, janitorial services are regarded as part of the maintenance and operation of public infrastructure and may be reported to Infrastructure, Regeneration and Economic Development Committee, but alternatively, may be reported to Educational Services Committee where appropriate.

2.8 Delegated Powers

The Educational Services Committee will have full delegated powers to implement its functions, remit and responsibilities as detailed above.

Housing and Communities Committee

1. Membership/Arrangements for Meetings

- 1.1 The membership of the Housing and Communities Committee will comprise 12 Elected Members.
- 1.2 The quorum of the Housing and Communities Committee will be 4 Elected Members.
- 1.3 In addition to the power to establish Sub-Committees, the Housing and Communities Committee will have the power to establish Working Groups to examine and report on specific issues.

2. Role and Remit

2.1 General

The purpose and remit of the Housing and Communities Committee is to:-

- Direct and supervise the activities of the Council in its role as direct provider of housing and as strategic planner of housing provision.
- Direct and supervise the activities of the Council in its responsibilities for Community Safety.
- Considering delivery plans and workforce monitoring information for each area of the committee's activity.

The Housing and Communities Committee will undertake a number of general responsibilities. These include:-

- Ensuring a primary focus on delivering the outcomes which are within its area of responsibility - as set out in both the Local Outcome Improvement Plan for West Dunbartonshire, and the Council's Strategic Plan.
- Setting performance targets (within the context of the Corporate and Service Planning processes), for the overall standards of service and receiving reports on these.
- Establishing a strategic financial framework to underpin service delivery, continuous improvement and partnership arrangements
- Monitoring revenue budgets in respect of each area of the committee's activity.
- Monitoring capital expenditure in respect of each area of the committee's activity.
- Ensuring that the activities reported to the committee are responsive to the needs of local people.

- Promoting the development of relevant inter agency issues and supporting partnership working.
- Ensuring that the views of local people, employees and other stakeholders are sought on the development and delivery of services.
- Promoting Social Inclusion and Equalities in all areas for which the committee has responsibility.
- Promoting Health Improvement in all areas for which the committee has responsibility.
- Considering the findings and recommendations of any working groups relevant to the committee's areas of activity.
- Direct and supervise the Council's Building Service.

2.2 Best Value and Performance Review

The Housing and Communities Committee will monitor the implementation of Best Value and other continuous improvement initiatives within the scope of its remit. It will scrutinise statutory and other performance information.

This may include:-

- Approving relevant service plans, including setting targets.
- Scrutinising performance reports on Service Plans.
- Considering reports on Best Value service reviews and other continuous improvement and quality initiatives.

2.3 Housing and Communities Committee

The Housing and Communities Committee will develop and monitor the provision of relevant Housing and Communities Services. This may include:

- Recommending Housing Capital Programmes (and any revisions or amendments) to the Council.
- Recommending the Housing Revenue Account (HRA) Revenue budget, (and any revisions or amendments), to the Council, including house rent levels and other charges.
- Direct and supervise all of the activities of the Council in its role as direct provider of housing and as strategic planner of housing provision.
- Housing Regeneration Strategies (e.g. Local Housing Strategy/Community Ownership Programme).
- Council property maintenance.
- Community Development, Community Councils, Your Community, Community Empowerment
- Working4U including Welfare Benefits Service, Debt Advice service, Community Learning and Development, Adult Learning, Youth Services

2.4 West Dunbartonshire Strategic Community Safety Partnership

The Housing and Communities Committee will work with partners through the West Dunbartonshire Strategic Community Safety Partnership (a partnership of public sector agencies, community representatives, and the Council), to ensure the benefits of partnership working in making a safer West Dunbartonshire.

2.5 Delegated Powers

The Housing and Communities Committee will have full delegated powers to implement its functions, remit and responsibilities as detailed above.

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Infrastructure, Regeneration and Economic Development Committee

1. Membership/Arrangements for Meetings

- 1.1 The membership of the Infrastructure, Regeneration and Economic Development Committee will comprise 12 Elected Members.
- 1.2 The quorum of the Infrastructure, Regeneration and Economic Development Committee will be 4 Elected Members.
- 1.3 In addition to the power to establish Sub-Committees, the Infrastructure, Regeneration and Economic Development Committee will have the power to establish Working Groups to examine and report on specific issues.

2. Role and Remit

2.1 General

The purpose and remit of the Infrastructure, Regeneration and Economic Development Committee is to:-

- Direct and supervise the activities of the Council in its responsibilities for Urban Regeneration and Economic Development.
- Direct and supervise the activities of the Council in its responsibilities for the local and wider environment, including roads and transportation.
- Direct and supervise the Council's Asset Management activities.
- Considering delivery plans and workforce monitoring information for each area of the committee's activity.

The Infrastructure, Regeneration and Economic Development Committee will undertake a number of general responsibilities. These include:-

- Ensuring a primary focus on delivering on the outcomes which are within its area of responsibility - as set out in both the Local Outcome Improvement Plan for West Dunbartonshire, and the Council's Strategic Plan.
- Setting performance targets (within the context of the Corporate and Service Planning processes), for the overall standards of service and receiving reports on these.
- Establishing a strategic financial framework to underpin service delivery, continuous improvement and partnership arrangements
- Monitoring revenue budgets in respect of each area of the committee's activity.
- Monitoring capital expenditure in respect of each area of the committee's activity.
- Ensuring that the activities reported to the committee are responsive to the needs of local people.
- Promoting the development of relevant inter agency issues and

- supporting partnership working.
- Ensuring and monitoring that the views of local people, employees and other stakeholders are sought on the development and delivery of services.
- Promoting Social Inclusion and Equalities in all areas for which the committee has responsibility.
- Promoting Health Improvement in all areas for which the committee has responsibility.
- Considering the findings and recommendations of any working groups relevant to the committee's areas of activity.

2.2 Best Value and Performance Review

The Infrastructure, Regeneration and Economic Development Committee will monitor the implementation of Best Value and other continuous improvement initiatives within the scope of its remit. It will scrutinise statutory and other performance information. This may include:-

- Approving relevant service plans, including setting targets.
- Scrutinising performance reports on Service Plans.
- Considering reports on Best Value service reviews and other continuous improvement and quality initiatives.

2.3 Infrastructure, Regeneration and Economic Development Committee

The Committee will develop and monitor the provision of relevant Infrastructure, Regeneration, Economic Development and Neighbourhood Services.

This may include:-

- Economic Development activities.
- Sustaining and growing employment and driving growth
- Physical Regeneration.
- Direct and supervise the Council's Asset Management Strategy and activities.
- Issues relative to the provision of architectural, building services design, Quantity surveying and property maintenance services.
- Roads and transportation policy issues subject to the Council's statutory obligation, principally under The Roads Scotland Act 1984.
- Recommending Roads and Transportation Capital Programme to the Council.
- The provision operation and maintenance of roads, footpaths, bridges, lighting, open spaces and other public infrastructure.
- Traffic management and Road Safety.
- Transport, vehicles and plant.
- Refuse collection and waste management.
- Energy performance and climate change.

- Outdoor Recreation.
- School catering.

Issues such as the school estate, road safety, cycle training, school crossing, school catering, school cleaning, janitorial services are regarded as part of the maintenance and operation of public infrastructure and may be reported to Infrastructure, Regeneration and Economic Development Committee, but alternatively, may be reported to Educational Services Committee where appropriate.

2.4 West Dunbartonshire Strategic Community Safety Partnership

The Infrastructure, Regeneration and Economic Development Committee will work with partners through the West Dunbartonshire Strategic Community Safety Partnership (a partnership of public sector agencies, community representatives, and the Council), to ensure the benefits of partnership working in making a safer West Dunbartonshire.

2.5 Delegated Powers

The Infrastructure, Regeneration and Economic Development Committee will have full delegated powers to implement its functions, remit and responsibilities as detailed above.

Licensing Committee

1. **Membership/Arrangements for Meetings**

- 1.1 The membership of the Licensing Committee will comprise 8 Elected Members.
- 1.2 The quorum of the Licensing Committee will be 3 Elected Members.
- 1.3 In addition to the power to establish Sub-Committees, the Licensing Committee will have the power to establish Working Groups to examine and report on specific policy objectives or issues.

2. **Role and Remit**

2.1 **General**

The remit of the Licensing Committee will be to consider contentious Civic Government and other non-liquor licensing regulatory and related issues, including:-

- Applications not delegated to officers.
- Enforcement provisions.
- The setting of fees and charges.
- Policy matters.

2.2 **Delegated Powers**

The Licensing Committee will have full delegated powers to implement its functions, remits and responsibilities as detailed above. Capital and revenue budgets for its functions will be monitored by the Corporate Services Committee.

Planning Committee

1. Membership/Arrangements for Meetings

- 1.1 The membership of the Planning Committee will comprise 10 Elected Members.
- 1.2 The quorum of the Planning Committee will be 3 Elected Members.
- 1.3 In addition to the power to establish Sub-Committees, the Planning Committee will have the power to establish Working Groups to examine and report on specific policy objectives or issues.

2. Role and Remit

2.1 General

The remit of the Planning Committee will be to:-

- Receive reports and consider planning policy as set out in documents which may be published by the Scottish Executive, including Planning Advice Notes and Scottish Planning Policy documents, and other agencies including Historic Scotland and Scottish Natural Heritage.
- Consider and determine as necessary all matters concerning the statutory development plan process including the nature and content of the Structure Plan and the nature and content of the Local Plan.
- Consider contentious development management applications, including applications for planning consent, listed building consent, advertisement consent, for certificate of lawful use, for certificates of appropriate alternative development, conservation areas consent, hazardous substance consent and related matters where not otherwise delegated.
- Tree Preservation Orders, or other planning related Orders where not otherwise delegated.
- Planning Enforcement Action where not otherwise delegated.
- Rights of Way, Access, Core Path Planning and Footpaths.
- Consider items concerning the functioning of the building standards systems not otherwise delegated.

2.2 Delegated Powers

The Planning Committee will have full delegated powers to implements its functions, remits and responsibilities as detailed above with the exception of the following:-

- Applications for planning permission for development of a class mentioned in Section 38 A(1) of the Town and Country Planning (Scotland) Act 1997.
- In relation to these matters the Planning Committee does not have

delegated powers.

- Capital and revenue budgets for its functions will be monitored by the Corporate Services Committee.

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Local Review Body

1. Membership/Arrangements for meetings

- 1.1 Membership of the Local Review Body will comprise the members of the Planning Committee.
- 1.2 The quorum of the Local Review Body will be 3 elected members.

2. Role and Remit

2.1 General

The remit of the Local Review Body will be to:-

Act as Local Review Body in terms of the Town and Country Planning (Scotland) Act 1997 as amended by the Planning etc (Scotland) Act 2006 and in particular to review cases where a person appointed by the Council under a Scheme of Delegation to determine an application for planning permission for a development within the category of local developments or any applications for consent, agreement or approval, required by a condition imposed on that grant of planning permission for a development within that category has:-

- a) refused an application for planning permission or for consent, agreement or approval,
- b) grants it subject to conditions, or
- c) has not determined it within such period as prescribed by regulations or a development order.

2.2 Delegated Powers

The Local Review Body will have full delegated powers to implement its functions, remits and responsibilities as detailed above.

Recruitment and Individual Performance Management Committee

1. Membership/Arrangements for Meetings

- 1.1 The Membership of the Recruitment and Individual Performance Management Committee will comprise up to five standing Elected Members plus, where not already one of the standing Elected Members, the relevant Service Convener. The standing Elected Members of the Committee to be the Provost; the Leader of the Council, Depute Leader of the Council and the Leader of the Opposition as well as one Opposition (other)
- 1.2 For The purposes of recruiting and considering the individual performance of the Chief Officer of the West Dunbartonshire Health & Social Care Partnership the Committee will comprise the Leader of the Council, Leader of the Opposition, Spokesperson for Social Work and Health, the Chair and Chief Executive of NHS Greater Glasgow and Clyde, the Chair of West Dunbartonshire Community Health Partnership and an independent member to be chosen by agreement between the Chief Executive and NHS Greater Glasgow and Clyde.
- 1.3 The Chief Executive and Chief Officer- People and Technology will act as Special Advisers to the Committee if exercising functions in relation to Statutory Officer recruitment.
- 1.4 The quorum of the Recruitment and Individual Performance Management Committee will be 3 Elected Members.

1.5 Meetings

The Committee will meet as and when necessary in respect of its Recruitment responsibilities.

- With regard to Individual Performance Management, the Committee will meet at the beginning of the Performance Year, i.e. April/May, to discuss and agree the Chief Executive's Objectives, Targets, and Personal Development Plan for the forthcoming Performance Year. The Committee will also meet at the end of the Performance Year, i.e. March/April, to undertake a formal assessment, i.e. Review and Appraisal, of the Chief Executive's performance over that Performance Year.

2. Role and Remit

2.1 General

The *Recruitment and Individual Performance Management Committee* is responsible for:-

- a) Overseeing the Recruitment and Selection processes for the Chief Executive.
- b) Determining the recruitment process for Statutory Officers and
- c) Overseeing the annual Individual Performance Management

process for the Chief Executive.

2.2 Recruitment

- Approving Job Profiles and Person Specifications.
- Approving the advertising process.
- Approving any changes to Chief Officials' remuneration arrangements.
- Acting as the Selection Committee and deciding on the preferred candidate.
- Approving the Chief Officials' Contract of Employment.
- Approving specialist or technical assessors to assist the Committee.

2.3 Individual Performance Management

- In conjunction with the Chief Executive, discussing and agreeing his/her annual Individual Performance Objectives and Targets.
- In conjunction with the Chief Executive, discussing and agreeing his/her Personal Development Plan.
- Approving any financial costs associated with the Chief Executive's Personal Development Plan.
- Undertaking the annual formal Performance Review and Appraisal of the Chief Executive.
- Receiving a report from the Chief Executive on the annual objectives and targets of each Chief Officer.
- Receiving a recommendation report from the Chief Executive on the outcomes of the annual Reviews and Appraisals undertaken by the Chief Executive for each Director and endorsing the outcomes.

2.4 Delegated Powers

The Recruitment and Individual Performance Management Committee will have full delegated powers to implement its functions, remit and responsibilities as detailed above.

Tendering Committee

1. Membership/Arrangements for Meetings

- 1.1 The membership of the Tendering Committee will comprise 8 Elected Members.
- 1.2 The quorum of the Tendering Committee will be 3 Elected Members.
- 1.3 The Tendering Committee will meet as and when required.

2. Role and Remit

2.1 General

The remit of the Tendering Committee will be to consider and approve tenders for works and services exceeding £50,000 in value where no delegated authority to accept such a tender being otherwise granted and where the appropriate Service Committee, when authorising the expenditure, has directed that the tender be considered and approved by the Tendering Committee, in accordance with the rules and procedures specified elsewhere in these Standing Orders. A tender for works for less than £50,000 in value may be submitted to the Tendering Committee for approval, at the discretion of the relevant Chief Officer.

2.2 Delegated Powers

The Tendering Committee will have full delegated powers to implement its function, remit and responsibilities as detailed above.

Alexander Cross Cameron Bequest Committee**1. Membership/Arrangements for Meetings**

- 1.1 The membership of the Alexander Cross Cameron Bequest Committee will comprise those Elected Members representing Wards 4, 5 and 6 in Clydebank.
- 1.2 The quorum of the Alexander Cross Cameron Bequest Committee will be 3 Elected Members.
- 1.3 The Alexander Cross Cameron Bequest Committee will meet as and when required.

2. Role and Remit**2.1 General**

The remit of the Alexander Cross Cameron Bequest Committee will be to act as Trustees for the Alexander Cross Cameron Bequest Trust (the “Trust”) a Charitable Trust administered by the Council in line with the guidance laid down by the Office of the Scottish Charity Regulator (OSCR). The Trustees shall hold and apply all funds and assets as may from time to time be comprised in the Trust Property and that in trust for the relief of those residents within Clydebank by considering applications by or on behalf of non-profit making community groups for grant assistance towards the cost on one-off community activities within Clydebank the objectives of which are in the opinion of the Trustees, to assist and relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage. For the avoidance of doubt no grant assistance shall be paid in respect of the normal running costs of the community group itself.

2.2 Delegated Powers

The Alexander Cross Cameron Committee will have full delegated powers to implement its function, remit and responsibilities as detailed above.

Dumbarton Trust Committee

1. Membership/Arrangements for Meetings

- 1.1 The membership of the Dumbarton Trust Committee will comprise those Elected Members representing Ward 3 in Dumbarton.
- 1.2 The quorum of the Dumbarton Trust Committee will be 3 Elected Members.
- 1.3 The Dumbarton Trust Committee will meet as and when required.

2. Role and Remit

2.1 General

The remit of the Dumbarton Trust Committee will be to act as Trustees for

- 2.1.1 the War Memorial Dumbarton Trust (the “Trust”) a Charitable Trust administered by the Council in line with the guidance laid down by the Office of the Scottish Charity Regulator (OSCR). The Trustees shall hold and apply all funds and assets as may from time to time be comprised in the Trust Property and that in trust to provide for the upkeep of war memorials in Dumbarton.
- 2.1.2 the Dr A K Glen Fund (the “Trust”) a Charitable Trust administered by the Council in line with the guidance laid down by the Office of the Scottish Charity Regulator (OSCR). The Trustees shall hold and apply all funds and assets as may from time to time be comprised in the Trust Property and that in trust for the benefit of the people of Dumbarton, to assist and relieve those in need by reason of age.

2.2 Delegated Powers

The Dumbarton Trust Committee will have full delegated powers to implement its function, remit and responsibilities as detailed above.

GUIDANCE ON CONDUCT IN MEETINGS
(STANDARDS COMMISSION FOR SCOTLAND)

Introduction

1. High standards in the Chamber or Committee are of fundamental importance to the integrity of Council business and to public perception of local democracy.
2. The Councillors' Code of Conduct sets out nine key principles, which include integrity, honesty and respect.

1.5 of the Code provides:-

I understand that the public has a high expectation of councillors and the way in which they should conduct themselves in undertaking their duties. I will always seek to meet those expectations by ensuring that I conduct myself in accordance with the Code.

1.6 of the Code provides:-

I will comply with the substantive provisions of this Code, being sections 3 to 7 inclusive and Annex A, in all situations and at all times where I am acting as a councillor, have referred to myself as a councillor or could objectively be considered to be acting as a councillor.

1.7 of the Code provides:-

I will comply with the substantive provisions of this Code, being sections 3 to 7 inclusive and Annex A, in all my dealings with the public, employees and fellow councillors, whether formal or informal.

2.2 states:

I must respect all other councillors and all council employees and the role they play, treating them with courtesy at all times. Similarly, I must respect members of the public when performing my duties as a councillor.

3.11 states:-

I will respect and comply with rulings from the chair or convener during meetings of:

- a) the Council, its committees or sub-committees; and
- b) any outside organisations that I have been appointed or nominated to by the Council or that I represent my council on.

You must respect the Chair, your colleagues, Council employees and any members of the public present during meetings of the Council, its Committees

or Sub-Committees or of any Public Bodies where you have been appointed by, and represent the Council. You must comply with rulings from the Chair in the conduct of the business of these meetings

3. The following guidance sets out the Standard's Commission's guidance under the Code of Conduct in relation to conduct in the Chamber or Committee or other meetings and is intended to support Chairs, elected Members and Officers alike by supplementing the requirements of the Code.

Guidance

- 1 The word 'Chair' and Convener in paragraph 311 is not restrictive to that specific term. The provision also applies to anyone holding a similar chairing or convening role.
- 2 The role of the Chair in any Council meeting, which includes a Committee meeting or a meeting of a working group or similar forum, is to ensure that the agenda of business is properly dealt with and clear decisions are reached. To do this, the Chair has a responsibility to ensure that the views and opinions of other participants (including the advice of officers) are allowed to be expressed and, at the same time, they have a responsibility for proper and timely conduct of the meeting and for helping to ensure the meeting is conducted in compliance with the Council's Standing Orders. This includes determining the point at which conclusions should be reached. It requires a balanced approach to ensure fairness to participants while at the same time dealing firmly with any attempt to disrupt or unnecessarily delay the meeting. If you are present, you share the responsibility for the proper and expeditious discharge of business. The role of the Chair in reaching such judgements should be supported and respected.
- 3 You are accountable for your own individual conduct at all times in terms of the Code when you are in the Chamber or Committee and at meetings where you are representing the Council, irrespective of the conduct of others. Abusive or offensive language and / or unnecessarily disruptive behaviour should not be tolerated. It is a matter for the Chair to rule on the acceptability of language used during the course of a meeting and to take appropriate action as necessary, including requiring the withdrawal of a remark, requiring an apology, or any other action required to allow the meeting to properly proceed. Factors to consider include whether:
 - your behaviour, including your body language, is courteous and respectful even when you hold a different view;
 - you are treating others with respect and consideration;
 - your choice of language in meetings is appropriate and meets the high standards expected by the general public;
 - it is appropriate to refer to other councillors by nicknames or by referring to them in the second person by using terms such as 'you';
 - newspapers, mobile phones and other tablet devices are being used appropriately or whether their usage could be perceived as

you not being engaged in the meeting or listening to what others are saying;

- your conduct could diminish the public's opinion of, and trust and confidence in, its elected representatives.

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WEST DUNBARTONSHIRE COUNCIL**Report by the Chief Officer - Citizen, Culture, & Facilities****West Dunbartonshire Council - 26 October 2022**

Subject: West Dunbartonshire Council Annual Performance Report 2021/22**1. Purpose**

The purpose of this report is to provide Elected Members with the West Dunbartonshire Council Annual Performance Report 2021/22 and supporting performance information.

2. Recommendations

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

3. Background

- 3.1** This annual report fulfils a key Council requirement to report performance publicly, and is designed to ensure relevance and ease of access for a wide audience.
- 3.2** Audit Scotland's Direction and Guide sets out the public performance reporting (PPR) requirements for local authorities to be published by March 2023 for the financial year ending 31 March 2022. Through these PPR requirements, the Council should provide a suite of information on how services are performing. In addition to the annual report, the Council publishes detailed year-end reports through the strategic Delivery Plans, including performance indicators, and a range of additional information which citizens may find useful.
- 3.3** A suite of 40 performance indicators was agreed when the Strategic Plan 2017-2022 was developed and approved at Council in October 2017. These indicators are considered the most relevant for evidencing the delivery of outcomes in relation to the key priority and outcome areas as defined in the plan.
- 3.4** The Annual Report is one element of a comprehensive approach to PPR for the Council. In addition to this, reports and analysis will continue to be prepared and published on key performance indicators from the Strategic Plan and the Local Government Benchmarking Framework. PPR data will continue to be updated throughout the year to ensure robust and timely reporting of data as it becomes available.

4. Main Issues

- 4.1** In line with our evolving approach to presenting accessible data, and following on from previous reports, the Annual Report 2021/22 (attached as Appendix 1) encompasses a range of visual and infographic based data. It is intended to offer a high level overview of achievements against each strategic priority in the previous year, along with a range of supporting strategic information on budgets, workforce and feedback.
- 4.2** The performance page of the Council website hosts a comprehensive suite of PPR material in both infographic and narrative format. This will enable anyone who wishes more information on areas highlighted in the Annual Report to drill down to a more detailed level.
- 4.3** This model of reporting is in line with the Audit Scotland Direction and also fits well with the Accounts Commission paper on the evaluation of PPR, which recommends an overview style report with supporting detailed information. In addition, this model of report builds on the approach presented during the Best Value Assurance process, which was endorsed by Audit Scotland.
- 4.4** A more detailed performance report on Strategic Plan indicators is attached as Appendix 2 to this paper. All indicators are considered by strategic services in development of annual Delivery Plans, and this informs the strategic assessment section of the plans and also allows identification of actions intended to improve performance.

2021/22 performance

- 4.5** The tables below show the total number of indicators reported through the Strategic Plan and details latest performance data for the 2021/22 year.

Indicator Status	Strategic Indicators 21/22	Strategic Indicators 20/21
Total Indicators	40	40
Green	18 (45 %)	20 (50 %)
Amber	10 (25 %)	12 (30 %)
Red	11 (27.5 %)	7 (17.5 %)
Not yet available	1(2.5%)	1 (2.5%)

- 4.6** As can be seen from the table above, based on the available data, 45% of Strategic Plan indicators have met or exceeded target. This is five percentage points below performance in 2020/21.
- 4.7** Given that the Covid-19 pandemic continued to significantly disrupt service delivery in 2021/22, this relatively stable level of performance can be seen as a positive.
- 4.8** The following indicators represent those that have met target in 2021/22 and have also shown the most improvement from the previous year despite the challenging environment.

- Number of transactions undertaken online; 14,511 more online transactions were carried out in 2021/22 representing a 33.7% increase compared to 2020/21;
- Percentage of local people with increased or sustained income through reduced debt liability/debt management; increased by 3.3% points in 2021/22 from the previous year;
- Average Total Tariff score SIMD Quintile 3; increased by 147 in 2020/21 (latest data) from the previous year;
- Average Total Tariff score SIMD Quintile 5; increased by 107 in 2020/21 (latest data) from the previous year;
- Percentage of citizens who are satisfied with the Council website; increased by 2% points in 2021/22 from the previous year; and
- Street Cleanliness Index - % Clean; increased by 9.2% points in 2021/22 from the previous year and represents best performance over the last 5 years.

4.9 Resident satisfaction is a key measure of how we are performing, and within the Strategic Plan six indicators support this measure.

- % of residents who report satisfaction with Council publications, reports and documents; was 93% compared with 97% in 2020/21;
- % of citizens who are satisfied with the Council website; increased in 2021/22 to 89% representing an increase of 2% from the previous year;
- % of residents satisfied with Council services overall; decreased slightly in 2021/22 to 88% compared with 89% in 2020/21;
- % of residents who feel the Council communicates well with them; decreased slightly in 2021/22 to 74% compared with 75% in 2020/21;
- % of citizens who agree the Council listens to community views when designing and delivering services; decreased slightly in 2021/22 to 66% compared with 67% in 2020/21; and
- % of residents satisfied with roads maintenance; decreased in 2021/22 to 38% compared with 46% in 2020/21

4.10 Of the eleven indicators which were significantly adrift of target (red), at year end, the following seven also showed no improvement from the previous year:

- % of Council rent that was lost due to houses remaining empty; missed target for 2021/22, performance was slightly below the previous year *;
- % of Households in Fuel Poverty; missed target for 2021/22 by 6% points, this was on par with the previous year;
- Sickness absence days per employee (local government); missed target by 6.3 days in 2021/22, representing an increase in 4.9 days per employee compared to the previous year;
- % of citizens who agree the Council listens to community views when designing and delivering services; missed target by 14% points in 2021/22, performance was slightly below the previous year;
- % of Local Government Benchmarking Framework performance

indicators prioritised by the Council that have improved locally missed target by 25% points; performance was significantly below the previous year;

- % of Council dwellings that meet the Scottish Housing Quality Standard; missed target by 68% points in 2021/22, performance was significantly below the previous year ;
- Income generated as a % of total revenue budget; missed target by 2.57% points in 2021/22, performance was slightly below the previous year; and
- % of Council resources directed by communities; missed target by 89% points in 2021/22, performance was considerably below the previous year.

** Performance for these indicators was directly impacted by the Covid-19 restrictions and the ability to fully deliver all aspects of the service.*

5. People Implications

- 5.1** There are no personnel implications from this report.

6. Financial Implications

- 6.1** There are no financial implications from this report.

7. Risk Analysis

- 7.1** The content of this report forms a core element of the Council's public performance reporting (PPR) for 2021/22. Failure to gather and report on delivery in this way may result in the Council not fulfilling its PPR commitments as set out in Audit Scotland's Guide.

8. Equalities Impact Assessment (EIA)

- 8.1** This report is for noting and does not recommend any changes to policy or procedure at the Council. As such an EIA screening was not required.

9. Consultation

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

10. Strategic Assessment

- 10.1** The Annual Report and supporting indicator reports directly link to the Council's 2017-22 Strategic Plan and the progression of all Strategic Priorities and Outcomes.

Amanda Graham
28 September 2022

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Appendices:	Appendix 1: West Dunbartonshire Council Annual Report 2021/22 Appendix 2: Strategic Performance Indicators scorecard 2021/22
Background Papers:	Strategic Plan 2017-22
Wards Affected:	All Wards

Annual Report 2021 22



Our vision, values and ethos

“The 2017-22 Strategic Plan stated that West Dunbartonshire Council would deliver high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way”

Foreword



The annual report is an opportunity to reflect on what has been achieved, where there has been challenge and provides a focus for the future.

The 21/22 report sets out performance against the 2017/22 strategic plan which was developed by the previous administration of the Council.

There is no doubt the Council has faced significant challenge over the last two years as a result of the public health emergency which impacted on services, on resources and on performance.

In spite of this, the determination and dedication of our workforce meant that the vital frontline services our communities rely on most continued and our most vulnerable residents were supported.

In a number of cases, the pandemic changed the way the Council delivered services and the way we all lived, and elements of this are evident in the report, with a 33% rise in the number of online transactions and satisfaction with the website increasing. Other highlights include more people being supported to reduce or sustain debt levels and the street cleanliness index also increasing.

There are a number of areas where performance declined and in some instances these too can be directly attributed to the pandemic such as attendances at leisure centres which had to close for periods. The extent of some of the key challenges are set out below:

- **Rent loss in 2017 due to empty homes was just 0.9% but by last year this had increased to 1.29%.**
- **Fuel poverty in 2017 was 27% but this increased over time to 29% last year.**
- **The child poverty rate in 2017 was 25% but this had increased to 26.8% by 2022.**

- **Household recycling rates were 47.61% in 2017 but last year recycling rates significantly reduced to just 37%.**
- **Attendances at sports facilities in 2017 were 6,198 but during 2021/22 the had reduced to 3,810.**
- **In 2017 the councils delivered 100% of its prioritised local government benchmark performance indicators by 2022 this had reduced to 50%.**
- **Staff sickness absence rates in 2017 were an average of 11.83 days per person but last year the average sickness had increased to 13.3 days per person. This increase does not include COVID absences as these were recorded separately, so loss of productivity was much greater last year.**

Since 21/22 there has been a change in the political leadership of the Council with a number of new members elected and there is an opportunity to drive forward change.

There are clear areas where we need to ensure a continued focus such as on fuel poverty, resident satisfaction, recycling and on the numbers of residents who feel the Council listens to their views when designing and delivering services.

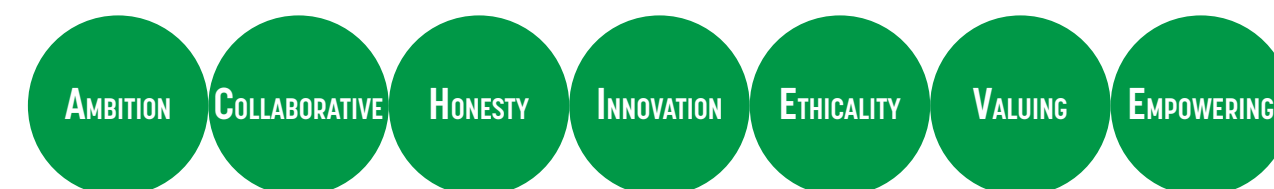
As a Council, we exist to make the lives of local people better and we are focused on improving the lives of our residents, providing critical help with the cost of living crisis and ensuring our communities not only fully recover from the pandemic but are supported to thrive.

Working together we will build a better West Dunbartonshire and ensure our area continues to be a place where people want to live, work, learn, invest and visit.

Martin Rooney
Council Leader, West Dunbartonshire Council

These values reflect the personal stake that every one of us has in delivering our Council's priorities and underpins our commitment to the values we have adopted as a Council -

ACHIEVE

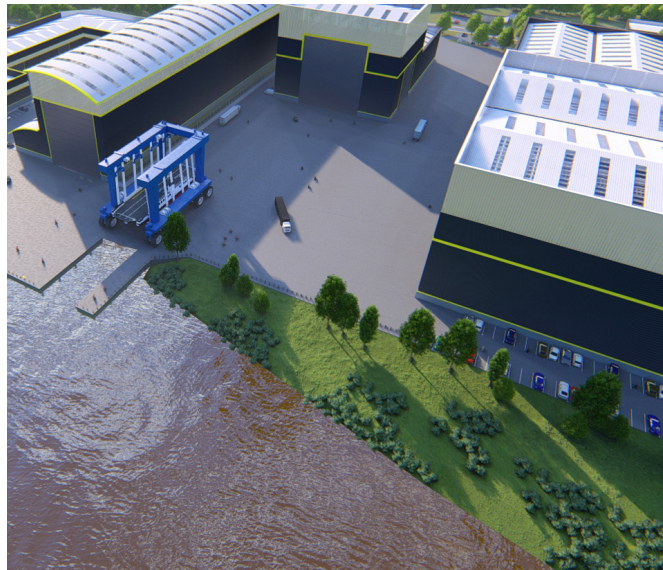


At the core of what we do as a Council is a commitment to reduce inequality and tackle the root causes of poverty. The five strategic priorities adopted between 2017-2022, focus on improving the lives of the people of West Dunbartonshire, by promoting equality for all.

Strategic priorities 2017 - 22

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

Key projects in 2021/22



Invested £2 million in the development of a Scottish Marine Technology Park, which when complete will bring 1,000 jobs to West Dunbartonshire



Established Alexandria Masterplan and Clydebank Framework to ensure town centres thrive



Delivered 306 new Council homes and established the Council as the largest social housing developer in West Dunbartonshire



Secured £19.9 million Levelling Up Funding to regenerate Dumbarton Town Centre including redevelopment of Glencairn House



Completed the £3.6 million restoration and refurbishment of Lomond Bridge as part of significant regeneration works in Balloch



Introduced rapid Electric Vehicle chargers across West Dunbartonshire, contributing to our Net Zero by 2045 ambitions

Key achievements in 2021/22

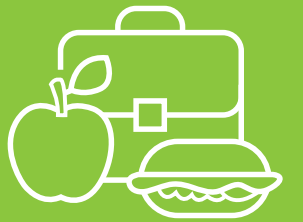
£31m

of COVID-19 grants delivered to more than 1,500 businesses over the period of the pandemic



£2m

processed in Free School Meals and hardship payments to families in need throughout the pandemic



1,578

digital devices distributed through the Connecting Scotland Programme and 1,392 households provided with Wi-Fi



2,106

self isolation support grants managed and processed totalling £1,053,000



60

Kickstart employees recruited, creating jobs and experience for young people, to help manage the vaccination centre support teams



Recognition Awards



Awarded the Touchstone Award for Hallmarking for valuable work around counterfeit precious metals for Trading Standards



The 'Rediscovering the Antonine Wall' project was recognised on an international level, receiving the Honourable Mention for the European Archaeological Heritage Prize 2021 and shortlisted as a finalist for an Association for Heritage Interpretation award for sculpture and distance stone at Nethercroy.



The District Heating Network at Queens Quay won two prestigious awards in its first year:

- District Heating Network at the European Heat Pump Awards, Heat Pump City of the Year category, for the most efficient, smart and sustainable project of the year
- Carbon Reduction Award at the Scottish Green Energy Awards

West
Dunbartonshire
COUNCIL

flexibilityworks
Scotland's Top 10
Flexible Employers

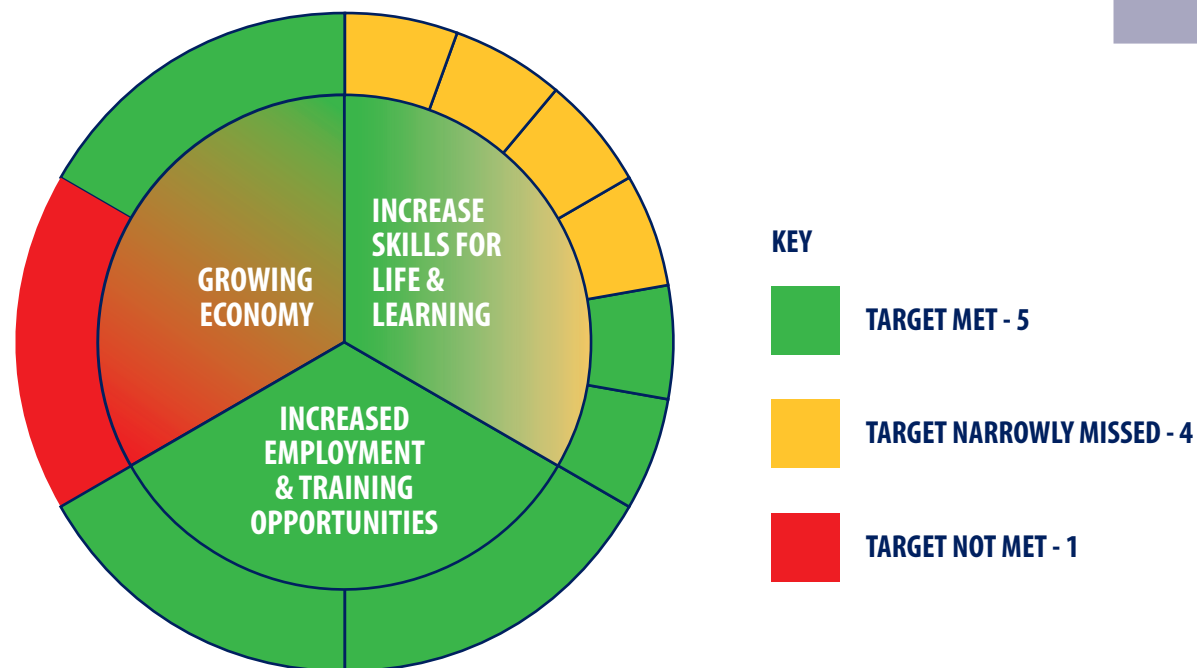
The Council was recognised with a national award as one of the top ten flexible employers

Working4U

Recognition for W4U services including attainment of quality standard accreditation for the delivery of information and advice services. In addition, the CLD team received an award in partnership with West College Scotland

A strong local economy and improved job opportunities

Our measures



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



Progressed work on a new gym, changing pavilion and all-weather running track at Posties Park

Successful funding applications of almost £60k to develop projects around Sustainability and Disengaged Learners



Increased exhibition space at Clydebank Town Hall



Progressed the Connecting Clydebank project, including sustainable transport improvements to enhance the area for pedestrians and motorists

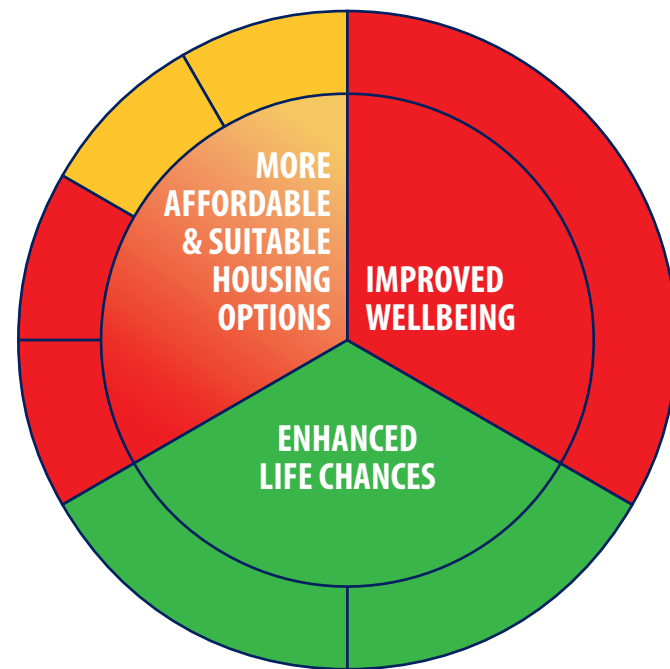


Major refurbishment of Alexandria Library, including significant upgrades to adult and children's library spaces

Supported individuals, families and carers living independently and with dignity

2

Our measures

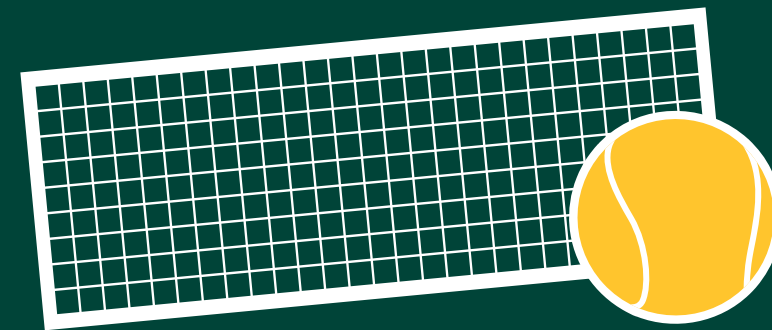
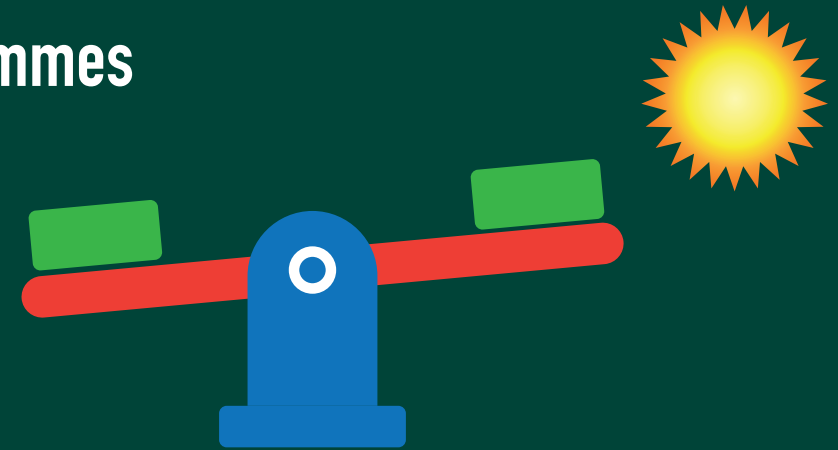


For more info on the wheel, please click [here](https://www.west-dunbarton.gov.uk/council/performance-and-spending), or visit:
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Welcomed pupils into the new Renton Campus, with Primary School, Early Learning and Childcare Centre, and language and communication base

Provided holiday programmes and ensured access to 11,038 places at 337 summer events across the Council



Opened three all-weather professional standard tennis courts in Argyll Park



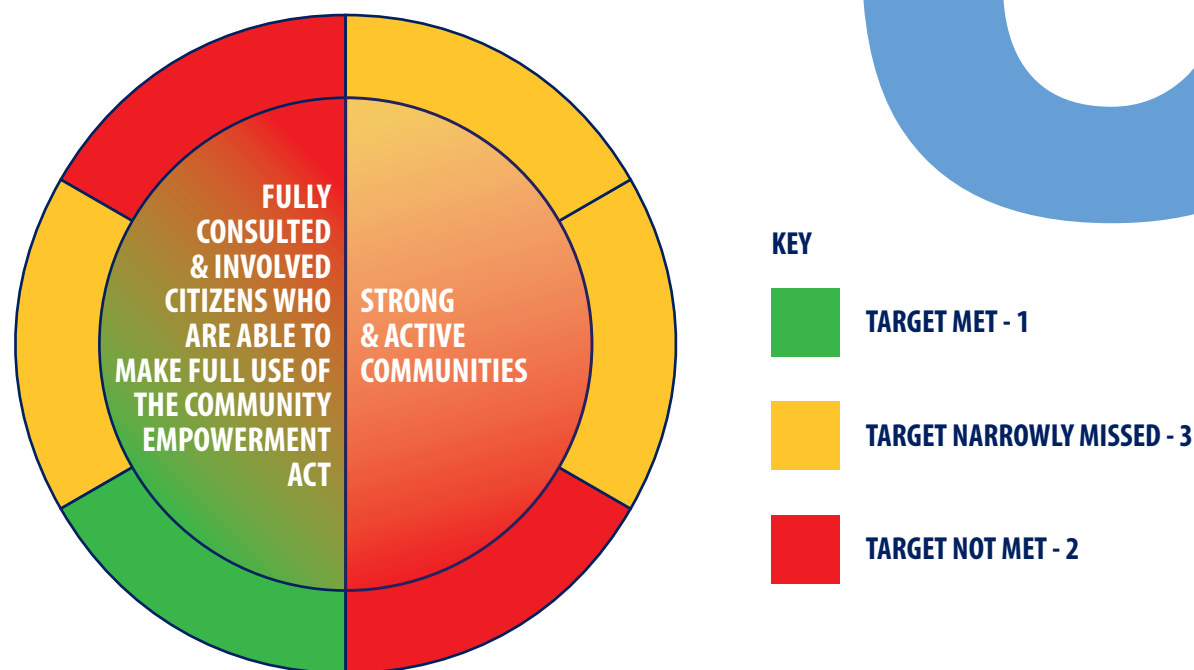
Successfully rolled out free school meals for all Primary 4 and 5 pupils

1,140

Free Early Learning and childcare offered for all three and four-year-olds and all eligible two-year-olds

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

Our measures



For more info on the wheel, please click [here](https://www.west-dunbarton.gov.uk/council/performance-and-spending), or visit:
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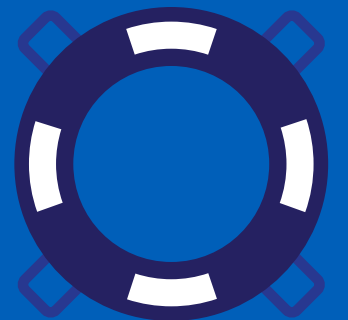
3



Provided professional learning opportunities for education staff to include training sessions in:

Dyslexia Awareness
Autism Spectrum Diagnosis Awareness
Hearing Impairment
British Sign Language
Visual Impairment Learning

Installed additional life-saving water safety equipment in key locations in partnership with Scottish Fire and Rescue and Police Scotland



Delivery of Community Transport, Community Budgeting and Participatory Budgeting mainstreaming pilot projects

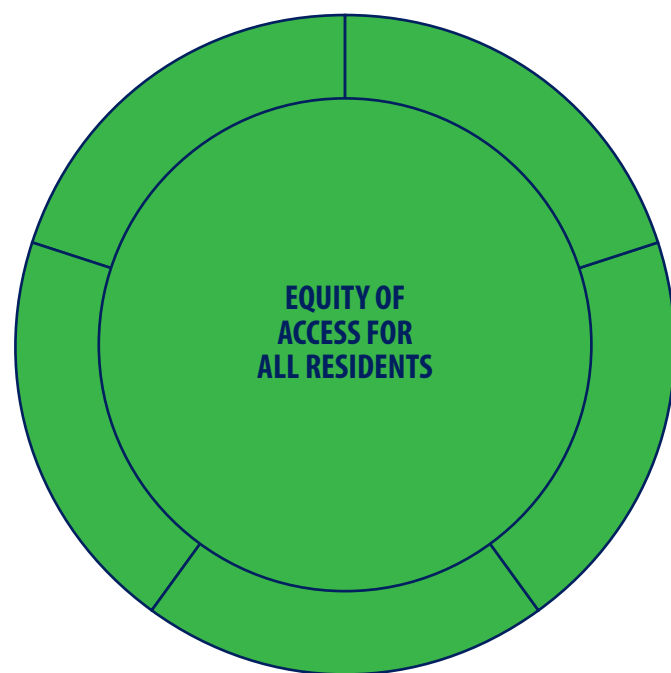
Establishment of Community Empowerment Project Board and Project Teams to ensure delivery against approved Community Empowerment Strategy

Improved 5Ghz wireless connectivity across the organisation, and upgraded network backup solution



Open, accountable and accessible local government

Our measures



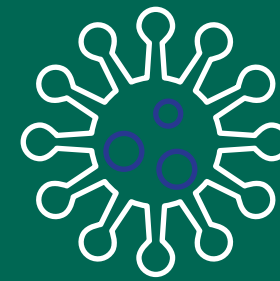
KEY



TARGET MET - 5

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

4



Supported the strategic management team with provision of data and performance information during the pandemic including national and local data, performance information and support with Equality Impact Assessments for reopening of services



Continued to implement our Additional Support Needs (ASN) Strategy. All staff in our 7 specialist settings have committed to SCERTS (Social Communication, Emotional Regulation and Transactional Supports) framework and approach



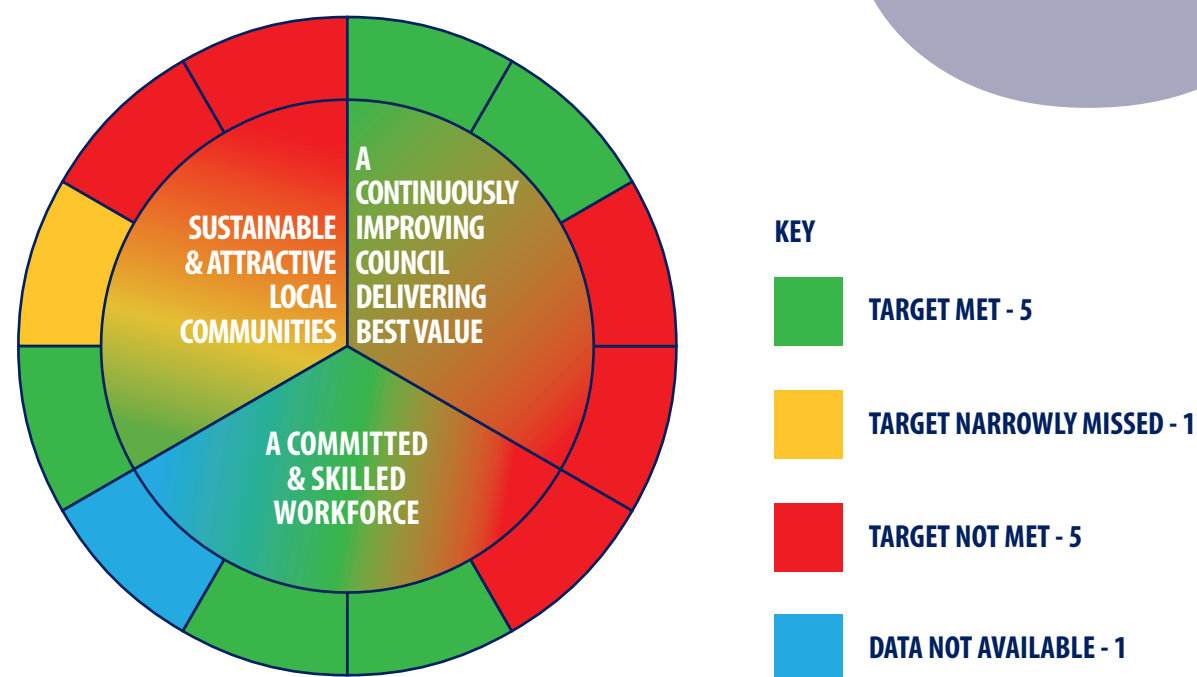
Supported an increase in the uptake of ELC placements by parents and carers of eligible 2 year olds.



Introduced Fit for Future reviews, holistically reviewing services with a people-centred approach, using service design and identifying both recommendations for improvement and savings

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

Our measures



For more info on the wheel, please click [here](https://www.west-dunbarton.gov.uk/council/performance-and-spending), or visit:
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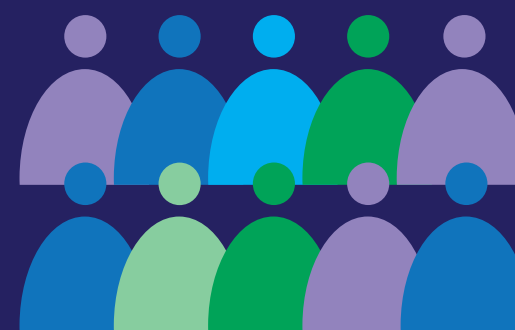
5



Implemented digital improvements in Housing Operations for communicating with customers including use of text messaging, online surveys and improvement in online forms for new applicants and medical assessments

£0.571m

processed in clothing grants to parents and carers of 4,234 school pupils



£2.5m

processed in Discretionary Housing Payments to assist the most vulnerable tenants with housing costs

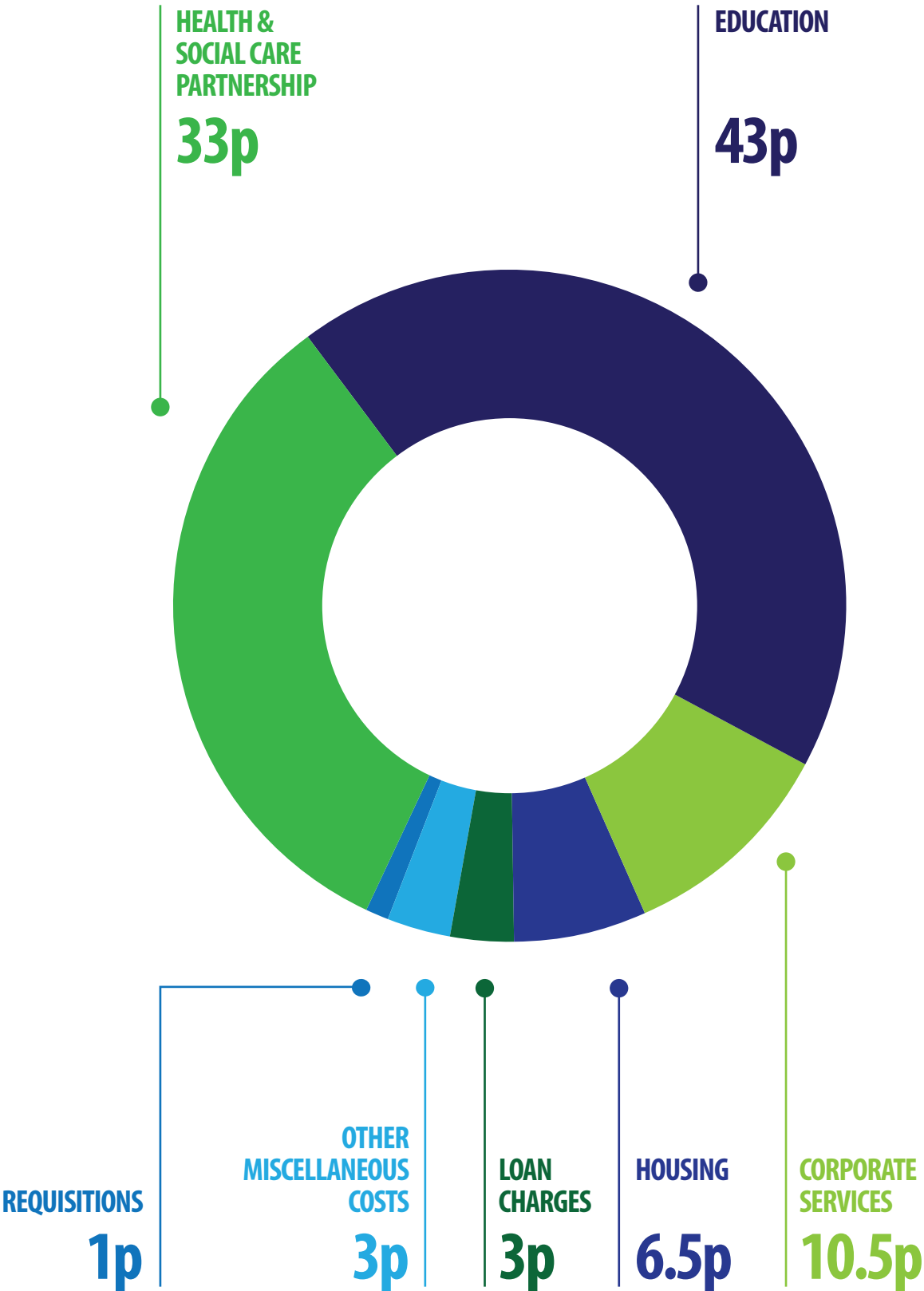


Implemented electronic timesheets submission within Home Care and Facilities Management



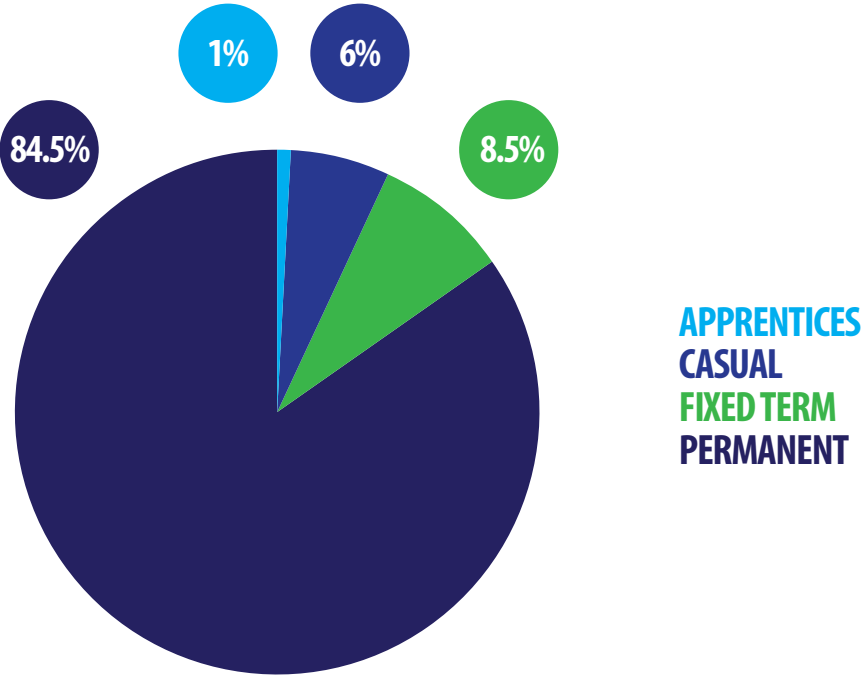
Council budget

How each £ is spent



Council workforce

Workforce breakdown



Absence stats

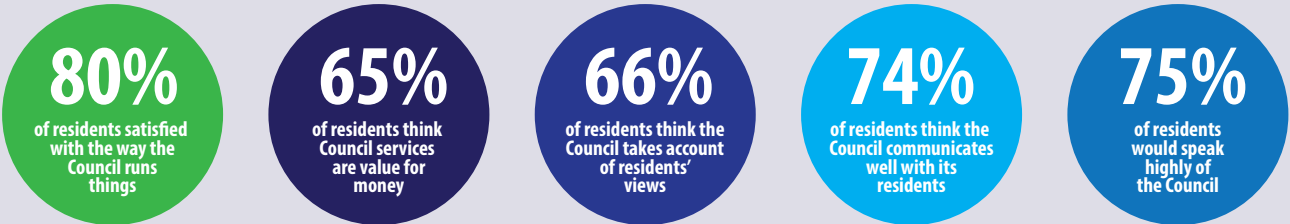
Sickness absence days per employee per year




Sickness absence days per teacher per year



Resident satisfaction in 2021/22





Find out how the Council is
performing by visiting:

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

Email us at:





performance@west-dunbarton.gov.uk





Strategic Plan (2017-22) Annual report 2021/22





Priority 1. A strong local economy and improved job opportunities



Performance Indicator	2019/20			2020/21			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
Percentage of school leavers in positive and sustained destinations		89.66 %	92.4%		90.99 %	92.5%	Between 2019/20 and 2020/21, % of school leavers in positive and sustained destinations has increased by 1.33 percentage points. This is 4.49 percentage points below the Scottish average of 95.48%.	Andrew Brown
Average Total Tariff SIMD Quintile 1		647	714		676	718	Between 2019/20 and 2020/21, Average tariff score SIMD quintile 1 has increased by 29 to 676. This is 12 below the Scottish average of 688. It is 42 below the target of 718, which has not been met for this indicator.	Andrew Brown
Average Total Tariff SIMD Quintile 2		914	912		912	931	Between 2019/20 and 2020/21, Average tariff score SIMD quintile 2 has decreased by 2 to 912. This is 95 above the Scottish average of 817. It is 19 below the target of 931, which has not been met for this indicator.	Andrew Brown
Average Total Tariff SIMD Quintile 3		953	967		1,100	984	Between 2019/20 and 2020/21, Average tariff score SIMD quintile 3 has increased by 147 to 1,100. This is 125 above the Scottish average of 975. It is 116 above the target of 984, which has been met for this indicator.	Andrew Brown
Average Total Tariff SIMD Quintile 4		1,083	1,119		1,121	1,184	Between 2019/20 and 2020/21, Average tariff score SIMD quintile 4 has increased by 38 to 1,121. This is 13	Andrew Brown







Performance Indicator	2019/20			2020/21			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
							above the Scottish average of 1,108. It is 63 below the target of 1,184, which has not been met for this indicator.	
Average Total Tariff SIMD Quintile 5		1,208	1,157		1,315	1,163	Between 2019/20 and 2020/21, Average tariff score SIMD quintile 5 has increased by 107 to 1,315. This is 5 below the Scottish average of 1,320. It is 152 above the target of 1,163, which has been met for this indicator.	Andrew Brown
% of procurement spent on local enterprises (assessed by LGBF)		8.23%	12%		10%	14%	Target not met although representing an increase in previous reporting periods. When SMEs who have a presence in WD (ie other base elsewhere) are also included, this figure increases by 33.1 percentage points to 43.1%.	Annabel Travers
*Data for the Performance Indicators above, represents the latest data available due to reporting cycles for national and benchmarked data								







Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
Employment rate		70.1%	72.25 %		73.9%	72.5%	The most recent data released 16th August 2022 relates to the period April 2021 to March 2022. The employment rate for West Dunbartonshire was 73.9%. The comparative rate for Scotland was 73.8% and Great Britain 75.2% in the same period whilst neighbouring Glasgow was 71.8%	Stephen Brooks
% of households that are workless		19%	22%		19%	21.8%	Target exceeded.	Stephen Brooks

Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
Number of businesses given advice and assistance to start up through Business Gateway		200	200		201	200	Target exceeded	Michael McGuinness











Priority 2. Supported individuals, families and carers living independently and with dignity



Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
% of council dwellings that meet the Scottish Housing Quality Standard (assessed by LGBF)		79.18 %	96.37 %		18.17 %	86.15 %	Target not met. The key contributing factor is due to the Electrical Installation Condition Reports (EICRs) programme not being completed as planned by the end of March 2022. The programme has been delayed due to Covid restrictions and the wider consequences of these impacting on internal and external resource availability to deliver the programme as planned. While we have since secured additional resource to deliver the programme as early as possible this did not significantly reduce SHQS failures before 31st March 2022. To ensure the programme continues to accelerate all our housing stock to full compliance in terms of EICRs we are undertaking proactive communications with tenants to minimise any access issues.	Alan Young

Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
% of Council rent that was lost due to houses remaining empty		1.2%	0.88%		1.29%	0.88%	Performance significantly deteriorated as a result of Covid. Target not met, the first half of 2021/22 significant progress was made to improve performance in this area however the quarter has seen performance slip again. Measures such as the void working group and target resources are among some of the measures. This work will continue into the coming year to improve performance in the long term.	Nicola Pettigrew
Number of new supply social housing for rent		110	80		506	680	Over the last five years we had an ambitious target to deliver 1000 new homes, in total at the end of year five we delivered a total 942 new supply of social housing for rent. In year five we fell slightly short of the target in terms of delivering on the target within the final year. Overall the project was successful, however affected by delays as a result of the pandemic.	John Kerr
Percentage of Children living poverty (after housing costs)		26.8%	25.25 %		23.4%	25%	Target met for latest data released July 2022. 23.4% of children aged 0-15 years in west Dunbartonshire are living in households with below 60% median income after housing costs, compared to 21% in Scotland. The data covers a period from 1 April 2020 to 31 March 2021 where additional support was provided to low-income families during the Covid-19 pandemic, which experts say is likely to be the reason why the numbers slightly declined in this period. There is now significant fear that with the additional support removed and cost of living rises, next year's results for the year 2021/22 will see a rise in child poverty levels.	Stephen Brooks





Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
Percentage of Households in Fuel Poverty		29%	23.5%		29%	23%	The most recent data released February 2021 covering the period 2017-2019, indicate that an estimated 29% of households were in fuel poverty in West Dunbartonshire. This is higher than the estimate for Scotland of 24%. 9% were considered to be in extreme fuel poverty in West Dunbartonshire, less than the estimated 12% for Scotland.	Stephen Brooks
Percentage of local people with increased or sustained income through reduced debt liability/debt management		86.7%	87%		90%	90%	Target met. Changes introduced by the Government during the Covid period put a moratorium on debt recovery on some debts which reduced the number of people accessing support for debt. As these changes begin to reverse and the cost of living increases kick in, we will expect to see an increase in the number of people presenting to the service in 2022/23 with debt issues.	Stephen Brooks
Percentage of reactive repairs carried out completed right first time		89.76 %	92%		86.49 %	90%	For a repair to be completed Right First Time, the repair must be within the target timescale, with Covid restrictions lifting on 26 April 2021, non-essential repairs raised prior to this date resulted in a reduction of repairs being completed by their classification target timescale.	Martin Feeney







Priority 3. Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
% of council resources directed by communities		1.07%	0.8%		0.11 %	1%	Return submitted to Scottish Government August 2022. Although the target was missed, work continues to identify projects and spend to meet 1% in future years by embedding processes into services where appropriate.	Gillian McNeilly
% of residents who feel safe/very safe in their local community		96%	98%		92%	98%	Target narrowly missed, despite this, performance overall represents a consistently high feeling of safety throughout the year.	Peter Barry
% of residents who feel the Council communicates well with them		75%	75%		74%	78%	Target marginally missed although performance has improved year on year. Communication continues to be a key priority. Over the last year communications have been issued across a range of channels including social media, the Council website, media releases and Housing News as well as specific tailored communications.	Amanda Graham
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service delivery		5.4	5.4		5.4	5.4	This indicator is sourced from the Place Standard survey work that is undertaken by the Council in different communities, and repeated every 30 months. It covers the physical elements of a place, e.g. buildings, spaces, transport links, as well as the social aspects, including whether people feel they have a say in decision making. The most recent data relates to 2019/20. The next survey will be held in 2022/23.	Pamela Clifford
Percentage of citizens who agree the Council listen to community		67%	85%		66%	90%	Target not met. Overall performance is marginally lower than the previous year however shows improvement over the five year plan. As a result of Covid -19 the Council has been restricted in the methods of consultation.	Amanda Graham



Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
views when designing and delivering services							However there have been in excess of 20 consultations carried out remotely including consultations on Council Strategy, local improvement schemes and service delivery. In recognition of the feedback received there will be focus on making sure communities are aware of the opportunities to provide feedback and inform service design.	
Residents satisfaction with Council services overall		89%	85%		88%	93%	Performance against target was missed in 2021/22, however performance overall is relatively high with almost 9 out of 10 people expressing satisfaction with the Council.	Amanda Graham











Priority 4. Open, accountable & accessible local government











Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
% of committee agendas published within standing order timescales		100%	98.6%		100%	99%	Target exceeded.	Peter Hessett
% of residents who report satisfaction with Council publications, reports and documents		97%	73%		93%	75%	Target exceeded.	Amanda Graham


Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
Percentage of council buildings in which all public areas are suitable for and accessible to disabled people		96.5%	94.5%		96.5%	92%	Target exceeded.	Craig Jardine
No. of transactions undertaken online		43,032	27,687		57,543	27,687	Target exceeded.	Stephen Daly
Percentage of citizens who are satisfied with the Council website		87%	85%		89%	85%	Target exceeded.	Stephen Daly

Priority 5.Efficient and effective frontline services that improve the everyday lives of residents

Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally		75%	70%		50%	75%	Target was not achieved for 2021/22. This equates to improvement in 6 of the 12 PIs over time (2016/17-2020/21). The impact of Covid has had an impact on a number of the PIs as it affected service delivery due to government restrictions as well as a shift in priorities during the immediate months of the pandemic. It was anticipated that performance in 21/22 would be affected, and for four of the PIs that didn't show improvement overall in the last year, they had been showing	Amanda Graham

Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
							improvement in previous years suggesting that the pandemic affected the final performance overall.	
% of total household waste that is recycled		34.2%	58%		37%	60%	Year-end target significantly missed, despite showing some improvement from the previous year recycling rates remain low. Work is underway to educate the community and help deliver change, and allow WDC to meet our recycling objectives.	Kenny Lang
% Residents satisfied with roads maintenance		46%	41.5%		38%	41.5%	The year-end target was marginally missed and satisfaction has reduced from previous year. Review of the winter service plan and road maintenance plan for 202/23 should help improve this.	Liam Greene
Number of attendances per 1,000 population for indoor sports and leisure facilities		601	6,724		3,810	5,137	Dry-side usage is lower than the target set by 9.6%. The Vale of Leven Swimming Pool was the only centre that was above the target set. Usage within the Community Centres was below target as the main centres were still being used as part of the vaccine roll out programme	John Anderson
Income generated as a % of total revenue budget		11.11 %	13%		10.43 %	13%	Target missed due to a one –off significant debtor's adjustment in 2021/22 following negotiations with external parties.	Gillian McNeilly
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good		78%	75%		79%	78%	Target exceeded.	Alison McBride

Performance Indicator	2020/21			2021/22			Comments	Managed By
	Status	Value	Target	Status	Value	Target		
Percentage of educational establishments receiving positive inspection reports	N/A		100%	N/A		100%	The national programme of Educational Inspections has been suspended over the last 2 years due to the Covid-19 pandemic.	Laura Mason
Percentage of income due from council tax received by the end of the year %		94.18 %	93.5%		94.53 %	93.5%	Target exceeded.	Arun Menon
Proportion of operational buildings that are suitable for their current use %		93.3%	93%		93.3%	93%	Target exceeded.	Craig Jardine
Sickness absence days per employee (local government) (LGBF assessed)		8.4	8		13.3	7	Annual target not met, year-end figures do not include Covid related absences in line with guidance from the LGBF programme. Attendance management continues to be a key focus and work continues with teams to support employees back to work.	Alison McBride
Sickness absence days per teacher (LGBF assessed)		1.7	5.2		5	5	Target met.	Alison McBride
Street Cleanliness Index - % Clean		84.9	92.8		94.1	93	Target exceeded.	Ian Bain

PI Status	
	Target significantly missed

	Target narrowly missed
	Target met or exceeded

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Officer – Citizen, Culture and Facilities

West Dunbartonshire Council: 26 October 2022

Subject: Strategic Plan 2022-2027

1 Purpose

- 1.1** The purpose of this report is to present the Council's Strategic Plan for 2022-2027.

2 Recommendations

- 2.1** It is recommended that Council agree the Strategic Plan, including the supporting performance framework.

3 Background

- 3.1** A five-year Strategic Plan for the Council is developed early in each new Administration. The previous plan, agreed by Council at its meeting of 25 October 2017, was developed in the format of a balanced scorecard, detailing strategic priorities and success factors under five key themes of:

- A Strong local economy and improved employment opportunities;
- Supported individuals, families and carers living independently and with dignity;
- Meaningful community engagement with active empowered and informed citizens who feel safe and engaged;
- Open, accountable and accessible local government; and
- Efficient and effective frontline services that improve the everyday lives of residents

- 3.2** Work to develop the 2022-2027 Strategic Plan began in May 2022 with a strategic needs assessment (SNA) of West Dunbartonshire, providing a detailed analysis of local and national performance information, and considered key Council strategies. Recommendations and a draft framework were produced based on the analysis.

- 3.3** The Administration has been working with senior Council officers since August to develop their new strategic vision and aspirations for Council over the period 2022-2027.

4 Main Issues

- 4.1** The 2022-27 Strategic Plan (Appendix 1) sets out a new vision that *'West Dunbartonshire Council will deliver services which build on the strengths and resilience of our neighbourhoods and supporting all residents to fulfil their individual potential, and that of their communities.'* This five-year plan presents a clear and focused suite of priorities and supporting outcomes

which address critical issues in West Dunbartonshire, setting a statement of intent in an easy to read and concise way.

- 4.2** The Strategic Plan clearly illustrates how the Council will improve the lives of residents by supporting delivery of the overarching Community Planning West Dunbartonshire's (CPWD) Local Outcomes and Improvement Plan (LOIP). This will be with the support of all Community Planning partners such as Police Scotland, the Scottish Fire and Rescue Service, 3rd sector partners, Health and West College Scotland.
- 4.3** In addition to the LOIP, the Council will also deliver on internal organisational priorities to drive best value and continuous improvement in how services are run for the residents of West Dunbartonshire. Combined with the LOIP priorities, this will ensure the Council is able to deliver on its overarching aspiration to 'Support our Communities to Thrive'.
- 4.4** The four Strategic Priorities included in the Plan are:
- Our Communities *are* Resilient and Thriving
 - Our Environment *promotes* A Greener Future
 - Our Economy *is* Strong and Flourishing
 - Our Council *is* Inclusive and Adaptable
- 4.5** Each of the four priorities is supported by a suite of underpinning objectives and detail on what success will look like in delivery of these priorities. In addition to this, a performance framework has been developed which details key performance indicators to track progress.
- 4.6** The indicators in the performance framework have been drawn from currently published and reported data (such as the Local Government Benchmarking Framework and community planning outcome profiles) to allow long term reporting, and comparisons over time. In addition to this local indicators have been added to reflect priority areas. Each indicator details an aspirational target direction to be delivered over the lifespan of the Strategic Plan. Council will monitor progress annually throughout the next five years.
- 4.7** These priorities and objectives were developed through analysis contained in the strategic needs assessment and the contributions from elected members as well as through reflection on the feedback from residents. This feedback includes responses to regular engagement through the Citizen's Panel and Telephone Survey as well as focused engagement on priorities at a local neighbourhood and authority-wide level.
- 4.8** The detail of delivery on an annual basis will be contained in the eight Strategic Delivery Plans of Council, reported through the relevant service committees. These Delivery Plans contain the priority actions and assessments from Strategic Services which support delivery of the long-term aspirations detailed in the Strategic Plan.

5 People Implications

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

6 Financial & Procurement Implications

- 6.1** The critical contribution of sound financial governance and sustainable budget management to the delivery of this Strategic Plan is recognised within the success factors identified within it.
- 6.2** The delivery of this five year Strategic Plan will be supported by the proposed Financial Strategy separately being presented to Council. The Strategic Plan is underpinned by a dedicated Delivery Plan which outlines the specific budgetary requirements and funding implications (within the overall context of the parameters articulated within the aforementioned Financial Strategy). Any specific programmes requiring formal approval (including potential capital investment projects) would be formally presented to the relevant Committee or Council meeting for consideration.
- 6.3** There are no direct procurement implications from this report.

7 Risk Analysis

- 7.1** This report demonstrates that the Council has robust processes in place to plan and to manage and improve performance. Failure to produce a Strategic Plan for the five year term of the Council would be a significant risk.

8 Equalities Impact Assessment (EIA)

- 8.1** An EIA (Appendix 2) has been undertaken during the development of the Strategic Plan. This highlights the aspiration of the plan to increase equality and the potential positive impacts of this for residents. No mitigating actions were required as a result of the assessment.

9 Strategic Environmental Assessment

- 9.1** A Strategic Environmental Assessment screening is being carried out on the Strategic Plan. This will review priority areas and any potential impact on the environment resulting from these priorities. Any actions identified as a result of this screening will be progressed through Delivery Plans.

10 Consultation

- 10.1** The Administration and Performance Monitoring & Review Group have been involved in the development of the Strategic Plan and the Strategic Needs Assessment. In addition, residents fed their views into the process as part of a consultation held during September 2022, the main findings are summarised in Appendix 3.

11 Strategic Assessment

11.1 Continuous improvement is a key feature of an improving Council and supports delivery of all strategic outcomes.

Amanda Graham

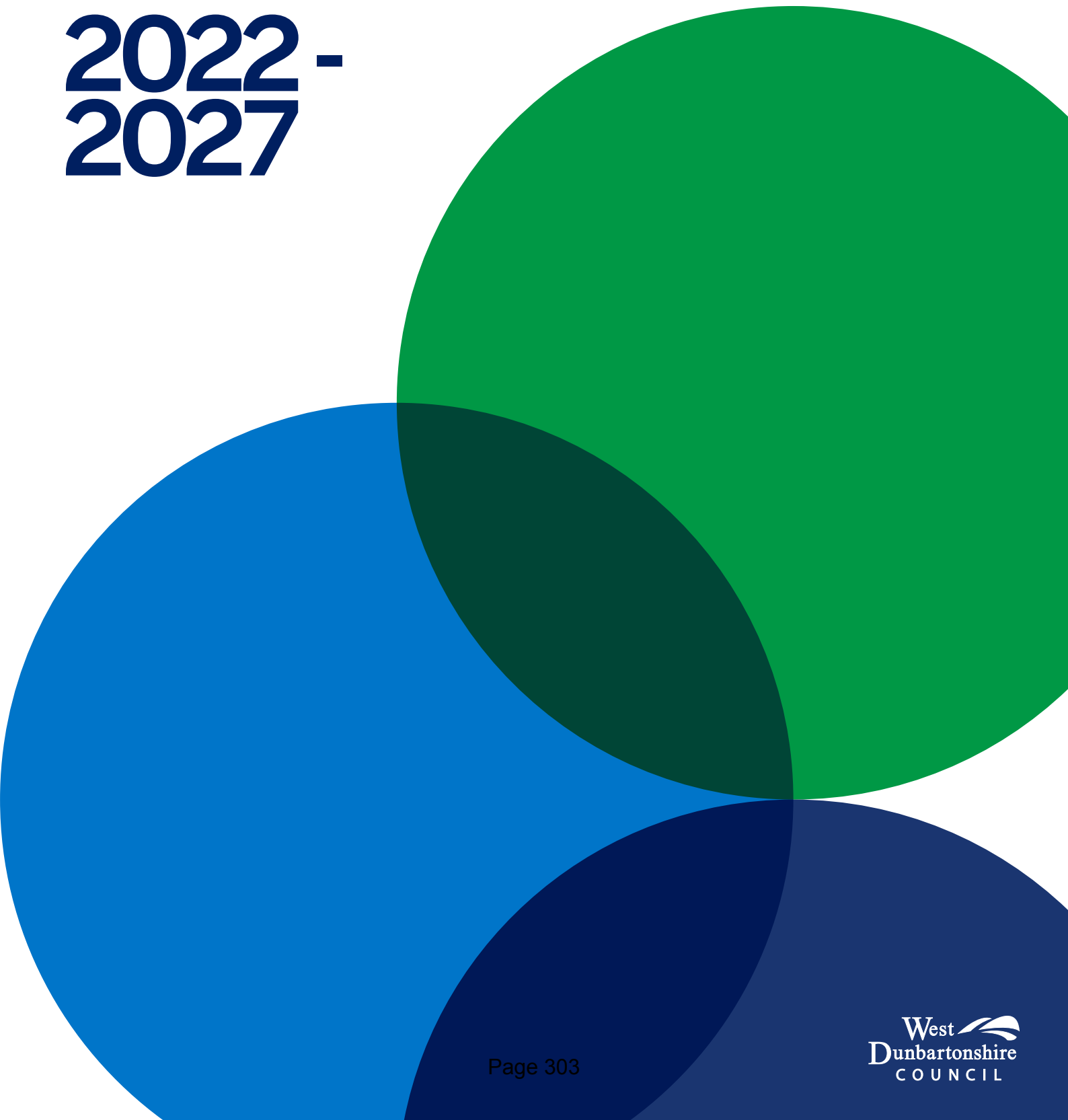
Chief Officer

Date: 30 September 2022

Person to Contact:	Nicola Docherty – Performance & Strategy Team Leader Email: Nicola.docherty@west-dunbarton.gov.uk
Appendices:	Appendix 1: Strategic Plan 2022-27 Appendix 2: Strategic Plan 2022-27 Equality Impact Assessment Appendix 3: Strategic Plan 2022-27 consultation findings
Background Papers:	West Dunbartonshire Strategic Needs assessment 2022 Strategic Planning & Performance Framework 2022-27 (Draft)
Wards Affected:	All Wards

WEST
DUNBARTONSHIRE
COUNCIL

Strategic Plan 2022 - 2027





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Foreword from the Leader of the Council

Since the previous Strategic Plan was implemented back in 2017, there has been a substantial shift in the social and economic landscape in West Dunbartonshire. In the last two years alone, our communities have been impacted by Brexit, a global pandemic and unprecedented financial instability. This period has shown us the best of West Dunbartonshire and how our communities can rise to challenges, and it has also uncovered vast inequality.

This inequality, combined with increased demand and reduced resource, means it is now more important than ever that we set out a clear and comprehensive plan for the next five years which will support us to deliver improved outcomes for all residents through the provision of quality public services.

The focus of our day to day service delivery, is on ensuring that we are doing things right, delivering agreed services to the required quality standards, whereas the focus of our Strategic Plan is on ensuring that we are doing the right things for our area. This requires modernising where required, driving change and exploiting opportunities to benefit our people, our businesses and our communities.

This document will be the road map for our Council for the next five years, setting out our vision for the area and led by priorities identified in partnership with the people who live, work and trade here. Each and every action taken by this Council will align with at least one of these priorities, whether it is helping to create resilient and thriving communities by providing increased educational opportunities and involving residents in local decision making; working towards a greener West Dunbartonshire with increased recycling rates and creating a sense of pride and ownership in neighbourhoods; ensuring our local economy is strong and flourishing by attracting long-term investment opportunities and supporting households with the guidance and skills to be economically self-sufficient; or making sure our organisation is inclusive and adaptable, striving for continuous improvement and innovation, with a workforce who feel valued and recognise the importance of the work they do.

I know that with a firm focus on these priorities, we can make great strides in reducing inequality among our residents and support our communities to not only recover, but to grow stronger and more resilient.

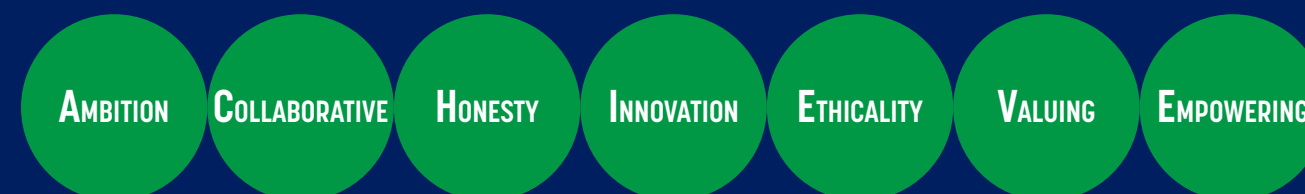
Our Vision and Values



Delivering services which build on the strengths and resilience of our neighbourhoods and supporting all residents to fulfil their individual potential, and that of their communities"

Good governance flows from shared values and culture. Our values, set out below, underpin everything we do and describe how we will deliver this Plan.

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



At the core of what we do as a Council is a commitment to 'Support our Communities to Thrive'. The strategic priorities we have adopted are focused on improving the lives of the people of West Dunbartonshire, by promoting equality for all.

Monitoring Outcome Delivery

Council officers will oversee the delivery of this Plan through the Performance Monitoring Review Group (PMRG) which will meet on a monthly basis. Updates on outcome delivery and performance will be shared with our Corporate Management Team, led by the Chief Executive, to inform strategic decision-making and resource allocation. This will ensure that the Council maintains focus on achieving the outcomes throughout service planning and delivery and that the aims of this Plan are reflected in all relevant supporting strategies.

Elected Members will receive bi-annual briefing reports on progress in delivering the outcomes in this Plan and an Annual Performance and Benchmarking report summary will be provided each year to Committee.

Progress in delivering the outcomes will also be monitored internally at strategic management team meetings through updates on the delivery of key activities supporting outcome delivery in accordance with the West Dunbartonshire Strategic Planning and Performance Framework.

Support services

Delivery of this Plan is dependent on a wide range of services such as Business Support, Communications, Corporate Procurement Unit, Democratic Services and Finance, HR, ICT, Legal, Organisational Development and Performance and Strategy. These organisation-wide functions support frontline services by providing business support based on specialised knowledge, best practice and technology. They also support good governance, ensuring that:

- **Resources are directed in accordance with agreed policy and according to priorities**
- **There is sound and inclusive decision making**
- **There is clear accountability for the use of those resources**

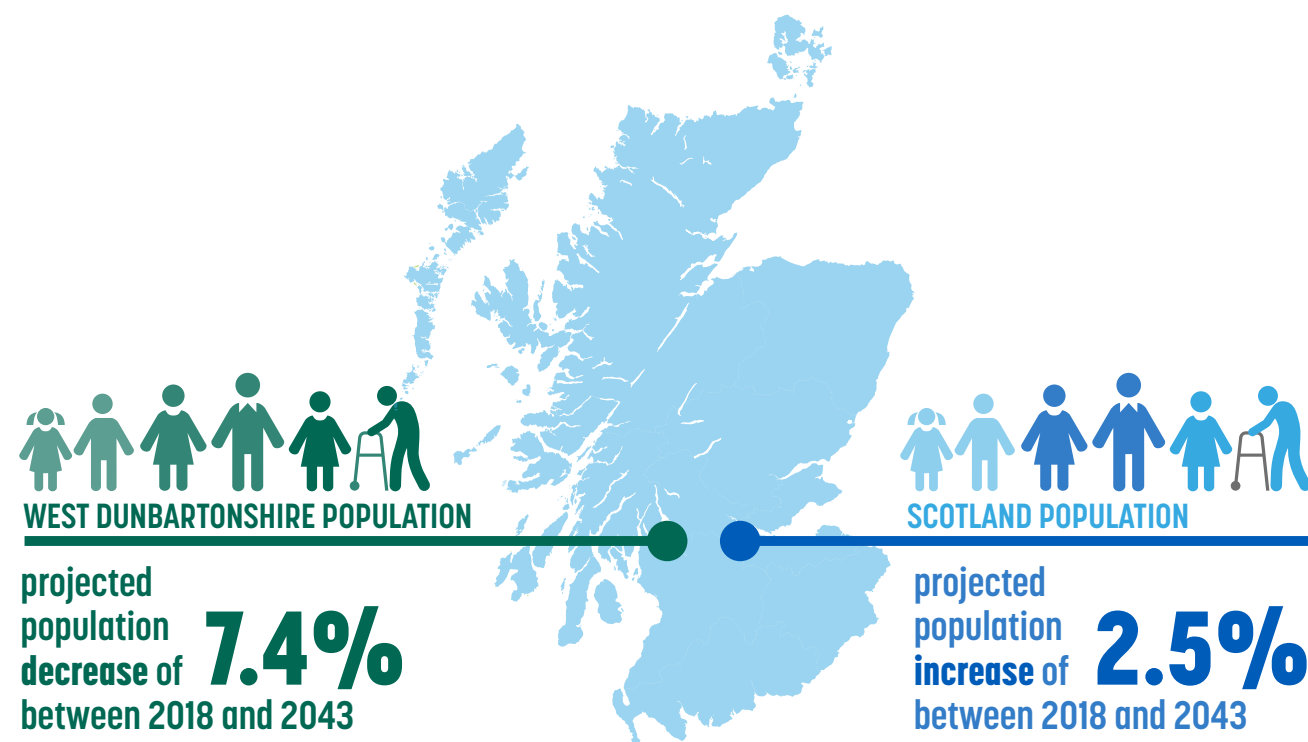
Good governance is about ensuring the Council is doing the right things, in the right way and for the benefit of the communities it serves. It leads to high standards of management, strong performance, effective use of resources and positive outcomes. Back-office services have a key role in ensuring that the Council adheres to these principles and achieves positive outcomes for service users.



The Strategic Plan in Context

West Dunbartonshire is a diverse area with a rich industrial heritage still evident in our local communities today. Across the three main areas of Clydebank, Dumbarton and the Vale of Leven we see diversity from the densely populated urban centre of Clydebank to the more rural setting of the Loch Lomond and Trossachs National Park, sitting in and beyond the northern edge of the Authority.

Between 2018 and 2028, the population of West Dunbartonshire is projected to decrease from 89,130 to 87,141. A further decrease is projected, with the population at 82,537 by 2043. This is an overall decrease of 7.4%, which compares to a projected increase of 2.5% for Scotland as a whole in the same time period.



Between 2018 and 2028, the 45-64 age group is projected to see the largest percentage decrease (-13.4%) and the 65 to 74 age group is projected to see the largest percentage increase (+22.6%). In terms of size, however, 45 to 64 is projected to remain the largest age group. The average age of the population of West Dunbartonshire is projected to increase as the baby boomer generation ages and more people are expected to live longer.

Life expectancy is the number of years a person is expected to live from birth. In Scotland, life expectancy has generally improved since 1980, although we still have one of the lowest life expectancies in Europe. Improvements have been modest in recent years with stalling increases in life expectancy for both males and females. Factors that influence life expectancy include gender, where you live and inequalities in income, education and access to services. Another important measure is healthy life expectancy, which is the number of years a person would expect to live in a 'healthy' state.

Councils throughout Scotland face a number of challenges, not least the requirement to deliver a wide range of services during a period of increasing demand and diminishing resources. These challenges were compounded by the COVID-19 pandemic, which effected significant change to societies across the world, the effects of which will likely reverberate for years to come.

Nationally the proportion of people experiencing mental health issues increased during the pandemic, with some groups particularly affected such as young adults and women; shielding older adults; adults with pre-existing mental health conditions, and Black, Asian and ethnic minority adults. This trend is set against a backdrop of an increasing recognition of wider mental health challenges, including loneliness and social isolation. Clearly it will be important to continue to focus on reducing mental health inequalities, improving mental health across all ages, and working to promote flexibility, integration and responsiveness in service provision.

Sudden societal shocks, such as COVID-19, tend to quicken the pace of developments already in motion - for example, the shift from physical to virtual spaces as well as greater instances of remote working. As such, digital infrastructure and digital literacy will become increasingly important in future years. As a result, the pace of organisational developments will also likely quicken.

Transformational change is therefore becoming increasingly important to meet current and future challenges. These include the implications of COVID-19; budget constraints; increases in the cost of living, service re-design; increased unemployment; ageing demographics; Brexit; Climate Change; and managing public expectations as to what the Council can do in light of diminishing resources - all of which will have profound implications for local authorities in the coming years.

Regional partnerships, participatory budgeting, holistic planning, ever-increasing community involvement, climate change - these themes are likely to gain traction in the years ahead as common challenges become more apparent, shared goals emerge, and resources become scarcer. The task of negating the impact of these challenges may be categorised generally as 'future proofing' the region, ensuring it remains relevant and prosperous in an increasingly global world - in short, it will involve the effectual delivery of the Council's priorities, all of which are interlinked to a greater or lesser degree and tend towards realising the Council's vision as well as aligning to the Scottish Government's National Priorities (NP4).

Since late 2021, the UK has experienced several changes to events globally and nationally including Brexit, the conflict in Ukraine as well as the ongoing impact of the Covid pandemic have led to rising costs for businesses and individuals. Consumer price inflation has continued to rise to its highest level in almost 40 years. This rise, which includes the cost of energy, has meant many UK citizens are seeing an impact on their cost of living. For many, this has meant having to make decisions about how they spend their income, and how this affects their standard of living.

A common theme, across all the priorities identified in this plan, is stronger integration of strategies and interventions aimed at both addressing key challenges, but also better-realising opportunities. This is particularly true in promoting health and wellbeing, where those factors, often described as key determinants, influence options, choices and patterns of behaviour, which in turn shape health and wellbeing outcomes. Building on the collaborative strength of the Council's Covid-19 response will be vital here, both between agencies and the third sector, but also within communities.

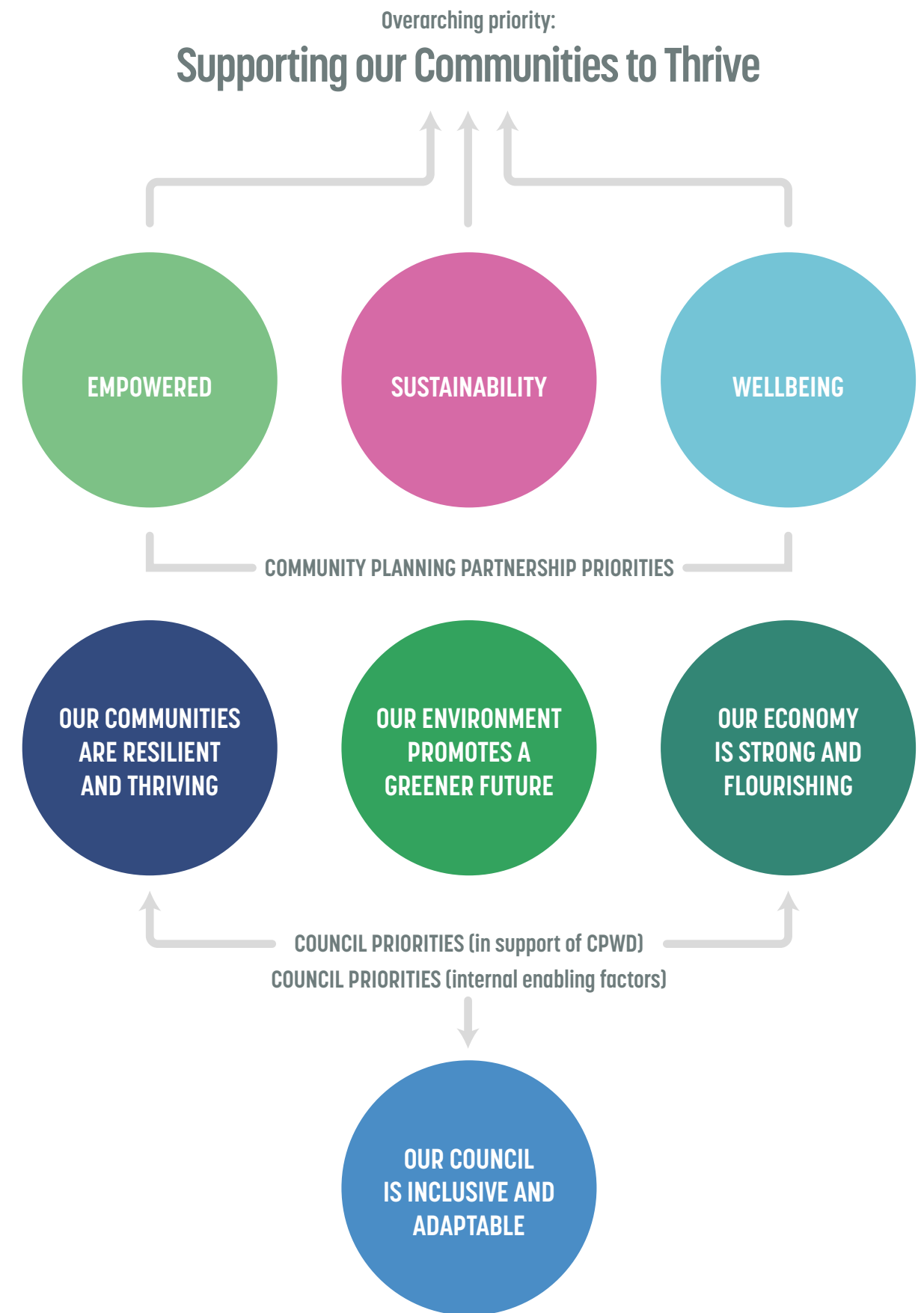
Our Strategic Priorities

The strategic priorities of the Council, as detailed in this plan, explain how the Council will work to improve the lives of residents. The priorities are guided by the Administration's election commitments, and support delivery of Community Planning West Dunbartonshire's (CPWD) Local Outcomes and Improvement Plan and the West Dunbartonshire Health and Social Care Partnership (HSCP) strategic plan.

As well as clearly defining a set of Council priorities which directly support and empower residents in line with the long-term aspirations of the Community Planning Partnership and HSCP, the Council has agreed organisational priorities to inform how services are run. This will ensure the Council is able to deliver on its overarching aspiration to reduce inequality for the people of West Dunbartonshire.

Our priorities will be delivered through the Council's Strategic Delivery Plans and in partnership with our strategic partners in CWPD and HSCP. Strategic Delivery Plans provide detail on actions to be taken while also reflecting the context and challenges facing services and the organisation as a whole. They will take into account the need to address factors such as the increasingly challenging financial landscape for the public sector in Scotland, deprivation across our communities and areas where investment is required to accelerate outcome improvements.

The diagram opposite details how the Council priorities link to and support the Local Outcome Improvement Plan's long-term aspirations.





Strategic priorities & outcomes

Our Communities – Resilient and Thriving



We aim to ensure that West Dunbartonshire has resilient and thriving communities, in which people support each other and take responsibility for their local area. We want communities to frequently tell us what is important to them and how well services are working and to work with us to improve services. Communities also need to be resilient and adaptable during emergencies to ensure a seamless return to normal life.

The communities we live in and the relationships we have are the primary source of our physical and mental health – which in turn affects the kind of life we are able to live and the part we play in society. Our communities are key assets and by investing in them we can cultivate the conditions for people to flourish. Whilst the Covid-19 pandemic has presented significant challenges for communities, it has also offered many examples of positive community spirit and highlighted the willingness of people to volunteer to help others, particularly the most vulnerable.

The pandemic has emphasised the importance of community assets and personal connections in building community resilience and the ability to

respond to challenges, with the worsening mental health of people of all ages coming to the fore. Future policy will need to account for ensuring the sustainability of the authority's third sector as a key anchor to support the co-design of interventions, strengthen social infrastructure across the area, and bring people together to guard against the emerging rises in community tension often driven by national factors. Intergenerational activities are crucial in achieving this.

Tackling inequalities and bringing to life people's rights to get involved in democracy and to fully participate in decision making is the hallmark of a fair society. Our equality outcomes for 2021-25 commit us to increasing the voice and participation of underrepresented groups, for example, BME people, disabled people and young people in community empowerment, capacity building and community budgeting.

Culture is our past, present and future. It's what we have inherited, what we are experiencing now and what we would like to see remembered. We will preserve and make accessible our local cultural

and historic heritage to enhance the wellbeing of residents.

Poverty and lifestyle choices pose the biggest barriers to being involved in sport. Increasing inclusion across West Dunbartonshire will also enable those in more deprived areas to participate in more sports and cultural activities. Group participation is an effective way to get young people involved in sport and cultural activities

The pandemic highlighted the deep-rooted inequalities in health and wellbeing outcomes. These inequalities are also reflected in how we age, with significant variations in life-expectancy and healthy life-expectancy across the authority. We also know that many older people are more likely to have multiple long-term conditions with socio-economic inequalities being a key influencing factor. The changing nature of the demography of older people may increasingly influence these trends going forward.

Closing the educational attainment gap for the children and young people most likely to be experiencing poverty and disadvantage remains a significant challenge, particularly in helping them realise their full potential and promoting social mobility. Building positive engagement with education for young people and their families from the outset and strengthening pathways to continued education, skills development and employment opportunities are all key.

Covid-19 has had a profound impact on children and young people, with the disruption to their education and concerns regarding disengagement, particularly among the most vulnerable. However, it is perhaps the mental health of our young people that is of greatest concern. Responding to the mental health challenges increasingly facing young people will be a key challenge going forward.

Improving children's and young people's mental health should be seen within the wider context of tackling societal inequalities. There are factors that make a child or young person more vulnerable to experiencing difficulties with their mental health, including adverse childhood experiences (ACEs); experiencing homelessness and living in poverty.

West Dunbartonshire's role in education is primarily one of supporting schools. School is an important setting for forming or changing health behaviours with well-targeted interventions. Whole school approaches to improving health are likely to be more effective. For example, offering healthy school meals, physical activity at school and access to culture can increase school attainment levels; improve mental and physical health.

Housing costs are continuing to rise for both home ownership and renting, and become unaffordable for low-income families, exacerbated by a scarcity of the mid-sized homes sought by growing families and older people looking to downsize within their community. This continues to have knock-on impacts for social mobility and risks locking more families into smaller, poorer quality housing at the lower end of the market with associated health, wellbeing and educational implications.

Our specific priorities and commitments to deliver this outcome are set out in the following pages. To deliver them, we will work closely with communities and partner services.

Objectives	What does success look like?
Our neighbourhoods are safe, resilient and inclusive	<ul style="list-style-type: none"> Council services are accessible and inclusive for all A reduction in hate crime and anti-social behaviour Create opportunities for services to work in partnership with residents, to involve them in local decision making Create opportunities for those with lived experience to become involved in shaping services Our built environment is designed to promote feelings of safety for all residents Residents are supported to take advantage of the Community Empowerment (Scotland 2015) Act Communities are supported to contribute to Participatory Budgeting
Our residents' health and wellbeing remains a priority	<ul style="list-style-type: none"> Services and 3rd sector partners working in an integrated and collaborative way to support children and families Support adults to live as independently as possible People and families have access to mental health support Babies and children have the best start in life and are supported in local communities Support people and families to increase physical activity and improve wellbeing Every resident has access to good quality leisure facilities
Our residents are supported to increase life and learning skills	<ul style="list-style-type: none"> Improved educational attainment and reduce the poverty attainment gap Every child has access to good quality education and the opportunity to achieve their potential Libraries support residents to access learning and support enabling them to fully participate in their local community Cultural and historical heritage are enjoyed and conserved

How we will measure this	2027 target
% of public space CCTV cameras operational	↑
% of anti-social behaviour cases resolved	↑
% of Council resources directed by communities	↑
% of all street light repairs completed within 7 days	↑
Number of attendances per 1,000 population for indoor sports and leisure facilities	↑
% of children who have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review	↑
% of adults supported at home who agree that they are supported to live as independently as possible	↑
% of air quality monitoring stations complying with the national objective for nitrogen dioxide	↑
% of youth homeless presentations	↓

How we will measure this	2027 target
Number of visits to funded and part funded museums and heritage centres (in person & virtual) per 1,000 population	↑
Number of library visits (physical & virtual) per 1,000 population	↑
% of 3 & 4 year old children at ELC achieving the benchmark in literacy and numeracy	↑
% of ELC achieving meeting the National Standard Criteria of good and above	↑
% of children and young people achieving Curriculum for Excellence levels in literacy & numeracy	↑
% of establishments delivering good or very good high-quality learning & teaching	↑
% of school attendance	↑

Key commitments

- We aim to encourage more people to become active citizens, taking responsibility for their local areas. We will ‘help communities to help themselves’ by supporting them to take advantage of and build on the assets within their local area (e.g. buildings, people, skills, and networks) to help solve local challenges. We will build upon the successful partnerships and initiatives which have developed during the Covid-19 pandemic to further strengthen and empower communities.
- We will support Local Neighbourhood Plan development and provide timely and co-ordinated consultation responses from the Council.
- We will continue to support communities and Community Councils to achieve the aims of the Community Empowerment Act and will continue to provide communities with up-to-date information and advice to support and promote volunteering and will encourage Council employees to volunteer to develop their skills and experience, build links with communities and support local initiatives.
- We will work with Police and other agencies to ensure anti-social behaviour is dealt with swiftly and effectively and will work with young people targeted in areas with high levels of anti-social behaviour.
- We will focus on combatting sexual violence and domestic abuse through partnership working and our Domestic Abuse Strategy, protecting all survivors and their families in safe and appropriate accommodation.
- We will work with partners through the West Dunbartonshire Anti-social Behaviour Task Group and Community Planning Safer DIG to tackle all forms of hate crime.



- We will support the West Dunbartonshire Equality Forum to ensure service accessibility and will provide guidance, training and support for all staff to address equalities issues.
- Our Libraries, Arts & Heritage, Parks and Adult Learning Programmes will promote wellbeing by providing free and accessible community facilities, exhibitions and parks and outdoor activities and offering a range of learning opportunities.
- We will work with partners through West Dunbartonshire Leisure Trust to support people to get and stay active; ensuring physical activity and sport facilities are high quality and accessible.
- We will focus on strengthening collaboration between partners to improve early education, health and wellbeing outcomes for pre-school children and help families access free high-quality childcare and early education that is fully inclusive and accessible.
- We will focus on narrowing the development gaps that affect children and families who are at the greatest disadvantage (e.g. those who live in poverty or have a poor home environment, have special educational needs and/or are in our care).
- We will work closely with partners to take a more proactive approach to provide advice and information relating to housing and empower frontline staff to encourage people to take responsibility for their housing needs, supporting people to live in the least restrictive environments possible, by developing and implementing our rapid rehousing policies.
- We will focus on breaking down intergenerational cycles of deprivation and poor health, promoting new ways of working to tackle disadvantages.



Our Environment - A Greener Future



This outcome reflects the need to protect and enhance the environment and meet the challenges and opportunities of responding to climate change. Global warming is leading to an increase in the frequency and intensity of storms, flooding and heatwaves and changes in pests and diseases. It will affect social and environmental determinants of health including clean air, safe drinking water, supply of sufficient food and access to secure shelter. It will also damage local infrastructure and services, reduce productivity, increase the likelihood of conflict and climate migration and increase the loss of biodiversity.

In January 2021, West Dunbartonshire Council developed the Climate Change Strategy, committing, in response to the global climate emergency, a long term target for West Dunbartonshire to become net zero by 2045.

The Council has different levels of control and influence in protecting the environment and addressing climate change. It is responsible for complying with legislation relating to the environmental impacts from its activities, such as heating and

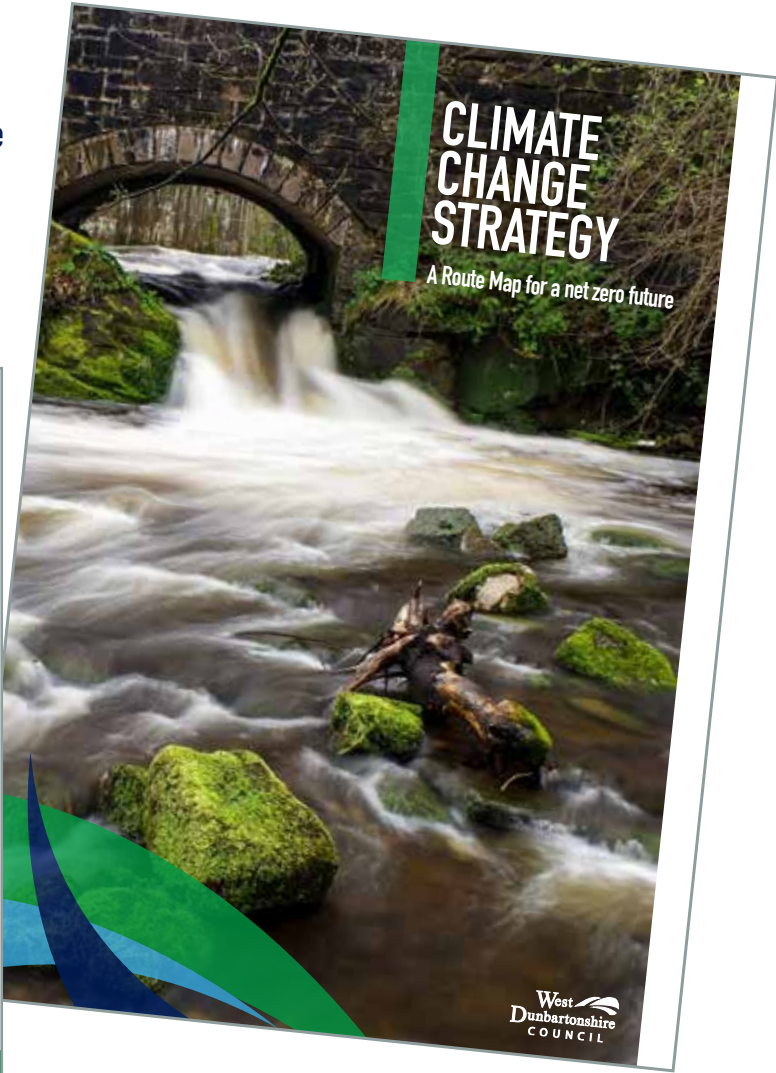
powering our offices, using vehicles and generating waste; managing the environmental impacts from the activities of West Dunbartonshire residents and businesses, such as air pollution from local transport and the reduction, recycling and disposal of household waste; and enforcing environmental legislation on businesses, such as in relation to product packaging, banned substances and energy certificates. It also has capacity to influence wider environmental action by working with partners within West Dunbartonshire.

A further environmental crisis we are facing, in addition to climate change and biodiversity loss, is unsustainable resource usage. We are using the planet's resources at a faster rate than they are being replenished and in a way which does not allow most of these resources to be reused within our economic systems. In order to address this crisis, we need to move to a circular economy model. This is a more resource-efficient alternative to a traditional linear economy (make, use, dispose) where resources are used for as long as possible, and then products and materials are recovered, regenerated, or recycled.

Equally important is how we manage our built environment in terms of the transition to a green economy to create green jobs while tackling long-standing social challenges affecting the health and wellbeing of low-income families – including reducing fuel poverty by improving energy efficiency and further enhancing access to green spaces. In addition, housing has an important influence on poverty and health inequalities in Scotland. This is through the effects of housing costs, housing quality, fuel poverty and the role of housing in community life. The mixture of house sizes, types and tenures is an important consideration in the creation of strong communities. Further detail on how the Council, and its partners, will address and support housing, and housing-related opportunities and challenges can be found in the **West Dunbartonshire Local Housing Strategy**.



The priorities and commitments to deliver this outcome focus on how the Council will help to protect the environment, tackle climate change and promote sustainability through its service delivery and interactions with residents and partners. Further detail on how the Council will reduce carbon emissions from its own operations can be found in the **West Dunbartonshire Council Climate Change Strategy**.



Objectives	What does success look like?
Our local environment is protected, enhanced and valued	<ul style="list-style-type: none">• Our public spaces are attractive and welcoming• Our residents feel pride in their local neighbourhood• Increase in the percentage of household waste sent for reuse, recycling and composting and reduction in the percentage landfilled• Increase in the percentage of county land which promotes diversity of habitat and species
Our resources are used in an environmentally sustainable way	<ul style="list-style-type: none">• Increase in the percentage of businesses taking action to reduce their carbon impact• Reduction in CO2 emissions under the Council's influence in the local area• Residents actively involved in tackling climate change and protecting the environment• The economy and infrastructure are low carbon and environmentally friendly
Our neighbourhoods are sustainable and attractive	<ul style="list-style-type: none">• Increased investment in our housing stock including improving energy efficiency• Ensure future housing developments meet the changing needs of our population• Improve quality of neighbourhoods• Our roads and transport network are maintained and promote safe travel routes

How we will measure this	2027 target
% of residents satisfied with the street cleaning service	↑
% of residents satisfied with parks and open spaces	↑
% of total household waste that is recycled	↑
Air Quality: PM10 Concentration	↓
Tonnage of biodegradable municipal waste landfilled	↓
Tonnage of carbon dioxide emissions from Council operations and assets	↓
Number of new supply social housing for rent	↑
% of residents satisfied with roads maintenance	↑
% satisfaction with quality of new build Council housing	↑
% of serious road related defects repaired within 2 working days of being reported	↑
% of Council houses that are energy efficient	↑

Key commitments

- We will use our interactions with communities to raise awareness of environmental impacts and harness community capacity to address them, providing support and opportunities for learning to local communities, schools, and businesses to promote positive environmental action and collaborative working, leading to constructive behavioural change.
- We will support awareness raising and education on biodiversity and the value of natural capital to society and the economy and will create, protect, enhance, and manage sustainable green infrastructure and biodiversity on Council managed land and assets.
- We will work closely with other Waste Disposal Authorities to share ideas and opportunities for joint working/collaboration and innovation.
- We will encourage and support active and sustainable travel options, where appropriate, by learning from best practice and encouraging the uptake and use of electric vehicles and will work with partners to expand and promote sustainable modes of transport including walking and cycling.
- We will continue to investigate and pursue opportunities to increase carbon sequestration through nature-based solutions, such as tree planting.
- We will work with partners and developers to help ensure all housing developments are low carbon and enhance biodiversity.
- We will commit to minimising the environmental impact of our activities and help to protect the environment of West Dunbartonshire. Working with partners we will tackle climate change and embed environmental sustainability into everything we do and foster the links between the environment, people, and the economy.
- We will continue to provide safe, suitably maintained highways that support and encourage new housing development and economic growth and employ a flexible approach to reviewing, amending, and developing the network to reflect changing travel demand and traffic patterns.





Our Economy - Strong and Flourishing

3

This outcome aims to ensure that, using our local capabilities, innovations, and skills – we build a productive, inclusive and sustainable economy. It also reflects the need for our infrastructure to meet the demands of a changing population and economy, by providing great connections and sufficient employment space.

We need our infrastructure to support continuous economic growth, whilst helping to tackle the climate emergency. There is a need to develop and promote sustainable forms of transport and decarbonise road transport. There is a need to continuously explore how existing employment areas can be supported and where new growth should be directed.

Clearly the most immediate challenge is the work to ensure a strong recovery from the impact of the pandemic. As we move beyond the immediate response, longer- term recovery and growth, a focus on skills and lifelong learning will be a central element here, not only for young people but also for those people who will need to renew their skills as the world of work continues to change.

In the longer term, we will need to build resilience and continue to work with partners and stakeholders in working towards our aspirations to deliver Inclusive Growth - labour market accessibility, business innovation and expanding the green economy are all likely to be key areas.

More specifically, the pandemic has had some immediate effects, with restrictions resulting in an overnight adoption of home-working and a severe impact on hospitality, retail, and local consumer services. The consequences of these factors were most noticeable for young people, women and low earners who were more likely to be furloughed or at risk of unemployment, as they often dominate employment in the sectors hardest hit.

Businesses are facing many challenges in the current economic situation. These include the ongoing recovery from the Covid pandemic, rising fuel and energy costs, rising inflation generally, and the impact of the war in Ukraine.

The pandemic has also had a significant impact, leading to many jobs being classified as 'vulnerable'

(particularly in hospitality, tourism, retail and manufacturing) and a contraction in job vacancies and hiring. This has impacted workers in low-pay and/or insecure jobs the most and increased the risk of lower-skilled workers facing unemployment and job insecurity. The capacity and capability of many businesses have also been significantly stretched in terms of their resilience and financial health.

However, the consequences of Covid-19 may negatively affect youth employment in the region. Experience tells us that while recessions naturally drive up unemployment across the population, the effects are more severe for those who have only recently left full-time education. While the realities of being unemployed are damaging in real time – potentially putting health, well-being and security at risk – the experience can also negatively impact a person’s employment and pay for years to come. This is particularly worrying for young people, who are more likely to experience unemployment during a downturn, and who have their whole working lives ahead of them.

The relationship between poverty and inequality, and poor health and wellbeing outcomes is well documented. The pandemic has exacerbated this negative correlation. Loosening the relationship will need to continue to be a primary focus of our combined efforts, from prevention and promotion/ enabling of more healthy living, to tackling wider determinants such as employment, education, housing and the environment, and improving access to health and care.

Linked to the point above, child poverty is at the root of many poor outcomes for children and young people including education, health and wellbeing and even routes into care, and factors influencing the scale and severity of child poverty in the area are broad-based. Strengthening linkages between interventions and strategies aimed at young people and our wider approach to inclusive growth will be vital in working to realise the full potential of our young people.

The specific objectives and commitments for this priority, outlined in the following pages, will enable the economy to recover from the Covid-19 pandemic and support long-term growth. To deliver them, we will continue to work in close partnership with public sector partners, businesses, and Further Education establishments. We will focus on ensuring that people have the skills they need to access employment, as this will support a good quality of life and help businesses to grow. We will ensure that infrastructure provides excellent connectivity, enabling access to opportunities and opening up sites for development. As highlighted in the Climate Change strategy, we also need to ensure that economic growth and infrastructure development support the transition to net zero carbon emissions.

Objectives	What does success look like?
Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish	<ul style="list-style-type: none">• Maximise opportunities for long-term investment in local regeneration• Attract investment to ensure the growth and development of local businesses• Local businesses are supported to recover from the impact of the pandemic through stimulating entrepreneurialism
Our residents are supported to access employment and training opportunities	<ul style="list-style-type: none">• Enhanced outcomes for residents from our employment and business supports• Support positive destinations for our young people• Increase opportunities in the labour market to reduce unemployment and job insecurity• Provide advice and advocacy to support households to deal with financial instability
Our partnerships will support economic development to deliver increased prosperity for our area	<ul style="list-style-type: none">• Families are supported to be economically self-sufficient and resilient• Improve population skills and reduce the proportion of employers reporting skills shortages or gaps• Increase employability skills so that individuals are well prepared for employment and attractive to employers

How we will measure this	2027 target
Number of businesses given advice and assistance to start up through Business Gateway	↑
% of procurement spent on local small/medium-sized enterprises and SMEs who have a presence in West Dunbartonshire	↑
Immediately available employment land as a % of total land allocated for employment purposes	↑
% of young people entering a positive destination	↑
Number of local people entering employment through Working4U	↑
Number of local people gaining a full qualification through Working4U	↑
Number of people receiving support through Working4U with more than one barrier to employment (aggregate)	↑
% of local people with increased or sustained income through reduced debt liability/debt management	↑

Key commitments:

- Through our Corporate Asset Investment Fund, we own and manage a diverse portfolio of property and other investment assets. We will use this to support growth in the area and ensure there is a diverse range of properties and land assets available to meet the aims of economic development.
- We will work with partners to encourage and support the City Region regeneration programme.
- We will deliver a wider determinants programme of work to address the range of social, economic and environmental factors which influence health outcomes, thereby improving health and reducing health inequalities. This will include for example our work with partners to improve air quality.
- We will provide advice and assistance to businesses and voluntary organisations to ensure effective business continuity management including providing advice and support to businesses to assist in recovery from Covid-19 and adaptation to the new EU trading relationships.
- Develop Skills Plans for priority sectors to promote relevant job opportunities and help businesses meet their recruitment and skills needs and promote enterprise skills programmes to help people think about self-employment and support start-ups and existing businesses.
- We will focus on supporting inclusive economic growth in West Dunbartonshire working with all partners to promote and extend opportunities for supported employment for disadvantaged people with a focus on embedding employability skills so that individuals are well-prepared for employment and attractive to employers.





Our Council - Inclusive and Adaptable

4

This priority aims to ensure West Dunbartonshire Council is a transformational and modern Council demonstrating best value. How we operate as a Council in terms of service delivery, our people, resources, and physical assets are critical elements of estate modernisation. Delivering services differently should be focused on improving outcomes in ways that are affordable. The aim is to find more efficient and effective ways to improve outcomes for communities and, their experiences of services. This might mean providing services very differently or changing how and what services are provided. We also need to be resilient and adaptable during emergencies to ensure a seamless return to normal life.

The Covid-19 pandemic placed a great deal of stress on public sector organisations. As category 1 responders, the Council activated major incident response mode. This involved, among other things, an immediate reprioritisation of employees and activity. The Strategic Resilience Group (SRG) and Organisational Resilience Group (ORG) were stood up to assist with this cross-service work. Services in collaboration redeployed and re-tasked employees

in a cross-service manner, to focus all efforts on the response. Looking to the future, the Council has an opportunity to reflect upon the pandemic experience and question long-held assumptions about how work should be done and the role of the office.

This kind of change will require transformational thinking grounded in facts. Transformational change is increasingly important to councils as they seek to improve local outcomes with less money. Successful transformation requires robust planning, clear and coherent leadership and suitably skilled employees. This requires investing the time and knowledge of political and managerial leaders and key employees, including trade unions to develop the thinking and plans for a medium- and long-term strategy.

Technology plays an increasing role in everyday life to deliver transformational services West Dunbartonshire Council and its partners need residents to have access to fast broadband. Similarly, for residents – living anywhere in West Dunbartonshire should not be a barrier to working from home. The Covid-19 crisis has confirmed the foundational importance of digital technologies

in all aspects of life, and enhanced investment will likewise be a foundation of economic recovery and a robust and resilient wellbeing economy

The underlying financial outlook is challenging. General revenue funding has been decreasing in real terms over the last decade once ring-fenced and unfunded elements are factored in. This does not include additional funding in response to the Covid-19 pandemic. Looking ahead, the Scottish Government’s Resource Spending Review published in May 2022 states that Council funding will remain as ‘flat cash’ (at current 2022/23 levels) until 2025/26 with a £100m added in 2026/27. This is a real terms erosion of core funding for Local Government of 7% over that four year period.

The area’s population is ageing, with the 80+ age group growing the fastest. The older population is also becoming more diverse, as the wider demographic trends are increasingly reflected in our older generation. Although perhaps too early to be definitive, the socio-economic profile of our older population may also be changing, with house-ownership less dominant, and people working longer over a more varied career pattern. Future service provision will need to take account of these factors.

Older people make up an increasing proportion of the workforce. The latest West Dunbartonshire data provides that 45.1% of West Dunbartonshire Council’s workforce is over 50 years of age; 16.2% is over the age of 60. This presents both challenges and opportunities, not least how we capture and capitalise on the experience, skills and potential of older workers. As the working population continues to age, there will be an increasing need to refresh and develop skills and learning, to reflect the changing nature of work.

Our Equality Outcomes for 2021-25, identified an underrepresentation of disabled and black minority ethnic people in the workforce, and a need to tackle

societal occupational segregation in a variety of roles. A more diverse workforce will better reflect the lived experiences of the people of West Dunbartonshire, and is better able to meet current and future challenges.

It is too soon to assess any full impact of exiting the EU on patterns of immigration and/or on some existing communities. However, early indications suggest that economic immigration from the EU has slowed, with some evidence of skills and labour shortages feeding through to the local economy and potential longer-term implications for the inclusive growth agenda.

The Council has a strong record of engaging with communities on services and strategies. This reflects our commitment to openness and transparency and supports informed decision-making on council services. We also encourage and support communities to direct development in their local areas. We aim to increase the involvement of residents in service design, such as by using a wider range of engagement methods and reaching marginalised communities.

Objectives	What does success look like?
Our workforce is resilient and skilled where digital technology supports service delivery for our residents	<ul style="list-style-type: none">• A workforce who feels valued and recognises the importance of the work they do• All employees are provided with the technology and training needed to do their job effectively• All employees have equity of support and opportunity
Our Council is adaptable and focused on delivering best value for our residents	<ul style="list-style-type: none">• Embrace commercial opportunities to protect public services and generate new income• A financial plan that reflects the Council’s key priorities• Our customer channels maximise resident experience while ensuring efficiency in delivery of services• The way we work embodies continuous improvement, innovation and ambition
Our residents are engaged and empowered	<ul style="list-style-type: none">• Residents have the opportunity to scrutinise Council policy and performance through access to Council meetings and publications• Increased participation from under-represented groups• Continued communication with residents to ensure higher awareness and satisfaction• People participate in service design and delivery

How we will measure this	2027 target
% of Council employees satisfied with WDC as a place to work	↑
% of employee attendance improvement rate (teachers and local government)	↑
Rent collected as a % of total rent due	↑
Cost of collecting Council Tax per dwelling £	↑
% of income due from Council Tax received by the end of the year %	↑
Number of transactions undertaken online	↑
Income generated as a % of total revenue budget	↑
% of residents who are satisfied with the Council website	↑
% of Stage 1 complaints responded to within 5 working days	↑
% of residents who feel the Council communicates well with them	↑
Residents satisfaction with Council services overall	↑
% of committee agendas published within standing order timescales	↑

Key commitments

- We will engage residents, service users and partners in the planning of services, through a variety of means and will continue to embed the Council's best practice principles for consultation and engagement through the Engaging Communities Framework and Communicating Effectively Framework.
- We will maintain transparency around our savings proposals and target efficiency savings and new income generation before service reductions and will embed financial discipline in decision-making to increase value for money assurance for Council Taxpayers.
- We will support high-quality, consistent citizen experience Council-wide and will enhance the citizen experience through improved digital services developing the automation of repetitive, low-value activities and integrations ensuring services remain accessible to all.
- We will support employees' wellbeing and will encourage flexible working using a mix of workspaces (offices, working from home, remote working) to best meet service and citizen needs.



Contact us

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Other formats

This document can be provided in large print, Braille or audio and can be translated into different community languages. Please contact us to request this.

Assessment No	392
Resources	Transformation
Head Officer	Nicola Docherty
Members	Ricardo Rea, Nicola Docherty
Policy Title	Strategic Plan 2022-27
The aim, objective ,purpose and intended outcome of policy	
The council's proposed Strategic Plan 2022-2027, which sets out our ambitions and priorities for the years ahead.	
Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.	
Elected Members, Senior Management Team, Community Planning Partners, Service Managers. A consultation was carried out in September 2022 where members of the public, community organisations and local businesses were invited to take part.	
Does the proposals involve the procurement of any goods or services?	No
SCREENING: You must indicate if there is any relevance to the four areas	
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)	Yes
Relevance to Human Rights (HR)	Yes
Relevance to Health Impacts (H)	Yes
Relevance to Social Economic Impacts (SE)	Yes
Who will be affected by this policy?	
Residents of West Dunbartonshire, people accessing services in the area, people visiting the area for tourism, culture and leisure, local businesses, private and public sector and voluntary organisations and employees of West Dunbartonshire Council.	

Who will be/has been involved in the consultation process?
An extensive strategic needs assessment was carried out informed by a range of national and local data, this was made available to the public as part of the consultation and to senior council officers and Elected Members during the Strategic Plan planning sessions. The Draft Strategic Plan priorities and objectives were shared for public consultation during September. 268 responses were received focusing on the proposed priorities and objectives: Priority 1. Our Communities – Thriving and Resilient Our neighbourhoods are safe, resilient and inclusive Our residents health and wellbeing remains a priority Our residents are supported to increase life and learning skills Priority 2. Our Environment – A Greener Future Our local environment is protected, enhanced and valued Our resources are used in an environmentally sustainable way Our neighbourhoods are sustainable and attractive Priority 3. Our Economy – Strong and Flourishing Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish Our residents are supported to access employment and training opportunities Our partnerships will support economic development to deliver increased prosperity for our area Priority 4. Our Council – Inclusive and Adaptable Our workforce is resilient and skilled where digital technology supports service delivery for our residents Our Council is adaptable and focused on delivering best value for our residents Our residents are engaged and empowered

In terms of responses: The geographical spread across WD was even. 97% of respondents stated they were residents of West Dunbartonshire and 4% said they were WDC employees. Respondents usually answered either all or none of the diversity question, with 60% giving data and 40% choosing not to. More women than men responded 61% to 39%. Support was strong among both men and women for all 4 Strategic Priority Areas, though somewhat stronger for health and wellbeing among women than men. 28% of respondents identified as disabled this is slightly higher than indicated by census data. There was generally less support from disabled people compared with non-disabled people, though overall disabled people were supportive. Older people were over represented especially people over 65, younger people were underrepresented especially those under 25. 45% of respondents stated they had no religion and 55% stated they were Christian. In addition, a Citizens Panel Survey (CPS) was carried out in April 2022, this aimed to look at how life had changed or not changed over the last three years. Key findings were considered and reported in the strategic needs assessment and supported the identification of the proposed priorities and objectives. Key considerations when planning consultation and assessing impact have been taken into account: COVID 19 has been erroneously described as a great lever; in fact it has more severely impacted on already disadvantaged groups, in terms of health and employment, and potentially education. The recovery plan needs to take account of this. Climate challenge LOIP priorities Inclusive growth and inclusive economy Tackling child poverty Tackling domestic abuse Sustaining and modernising council services Child care provision Safe and sustainable transport Community cohesion and empowerment Equality and human rights considerations for the above The Scottish Government's has emphasized the importance of Equality and Human Rights through the crisis, and continues to do so in its recently published COVID-19 decision making framework The Scottish Government is committed to publishing a Fairer Scotland assessment of the impact of COVID-19, which the Council, which should use as part of the evidence for its own wider assessment and inform its decision making. Good sources of evidence include: <https://www.equallyours.org.uk/resources/theequality-and-human-rights-impacts-of-covid-19/> <https://www.improvementservice.org.uk/covid-19-support-for-councils/covid19-good-council-practice> and Improvement Service briefing on the equality and human rights impacts of COVID-19 This EIA was updated in September following consultation, which allowed us to gauge responses from the public by protected group.

Will the impact of the policy be monitored and reported on an ongoing bases?

In line with the Councils Strategic planning Framework, progress on performance will be reviewed regularly to ensure we are meeting the aims of the Strategic Plan. Annual service planning forms part of the process; progress on the service plans are monitored monthly by the senior management team. We will continue to consult through the Citizens Panel and telephone survey gauging resident satisfaction and experiences in key thematic areas that are reflected in the Strategic Plan. We will use the range of demographic data that we gather during consultation and involvement, and data gathered from other sources, including service monitoring to gauge impact and improve services and approaches.

Q7 What is your recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

The proposed Strategic Plan is relevant in terms of equality, human rights, health/well-being and social and economic (including Fairer Scotland Duty) impacts. The potential impacts have been examined in the draft EIA numbered 392. The EIA has taken into consideration a range of evidence detailed in section 2 of the EIA. A range of potential positive impacts are detailed in the draft EIA for Equality Act 2010 protected groups. Potential positive impacts were noted in the areas of Health and Well Being, Human Rights and Social and Economic impacts. Vital to maximising positive impacts will be ensuring that results of consultation and engagement positively influence the final Strategic Plan and any changes to improve the plan are carried out. The Council must also engage with service users and other stakeholders when determining policy and strategies to deliver the objectives of the Strategic Plan.

Please outline any particular need/barriers which equality groups may have in relation to this policy, list evidence you are using to support this and whether there is any negative impact on particular groups.			
	Needs	Evidence	Impact
Age	<p>Older people are more likely to be in need of care services than younger people</p> <p>Fair access to education is needed for school age children</p> <p>People who are of pensionable age are projected to have the largest increase in population between mid-2018 and mid-2028. As a consequence we need to ensure we have;</p> <p>Housing that is warm, secure, accessible and adaptable to enable older people to live independently and well as they age; and</p> <p>Spaces that support active, healthy ageing, where older people can access community activities and services they need</p>	<p>Evidence suggest that people under 30 have been affected more financially by COVID impacts in terms of income and employment</p> <p>Older people are generally less likely to be income deprived compared to younger age groups. BME older people are more likely to be income deprived than white older people</p>	<p>Potential positive impacts: The Strategic Plan should direct Council policy to make sure the needs of older and younger people are met</p>
Disability	<p>The Council has an anticipatory duty to ensure that services are accessible to disabled people. This means building in equality. The Council is also required to</p>	<p>Evidence would suggest that disabled people have been more negatively impacted than other during lockdown</p>	<p>Potential positive impacts: A high level of integration</p>

	<p>make reasonable adjustments for disabled people and employees.</p> <p>The council has committed through it equality outcomes to work to increase the proportion of this group in the workforce.</p>	<p>Employment rates across the UK, Scotland and WD are lower for disabled people than non-disabled people</p> <p>The SP showed strong support among disabled people for the SP Plan content though this was slight less strong than among non-disabled people</p>	<p>across the Strategic Plan will assist in planning services with regard to accessibility and suitability</p>
Social & Economic Impact	<p>Our approach needs to follow the Statutory Guidance on FSD, published in 2021. Therefore we must assess the potential impact of the Strategic Plan. This highlights the interplay of social and economic and social factors</p> <p>It is important to support inclusive growth, we can help support the basis for this by ensuring that we offer opportunities widely and reach out across all potential groups</p> <p>The Strategic Plan needs to support the goal of reducing poverty, including child poverty</p> <p>Transport is an equality and socio economic issue</p>	<p>The most income deprived groups are being more negatively affected by COVID 19 and the measures in place</p> <p>Those who are income deprived are much less likely to be able to work from home than those on higher incomes</p> <p>In the UK it is estimated that around 40% of jobs can be done from home</p> <p>Citizens Panel Survey(CPS) results show strong support for the sustainability and environmental agendas</p> <p>CPS results: 31% of respondents said they had some concerns about their finances, with 4% say they had serious concerns</p> <p>The strategic needs assessment takes account of the Council's Climate Change Strategy, itself informed by a considerations of the UN Sustainable Development Goals</p>	<p>Potential positive impacts: The draft Strategic Plan offers an opportunity to ensure joined up thinking on sustainable and inclusive economic activity</p>

Sex	<p>Evidence suggest that women have been more negatively impacted in terms of employment than men, BAME men are more heavily concentrated in elementary occupations, so there is a likely hold that their employment has been more negatively impacted</p> <p>Child care provision needs to match demand</p>	<p>Evidence would suggest an increase in domestic abuse during lockdown.</p> <p>Evidence suggest that the burden of home schooling has fallen more on women than men, and is especially true for women expected to work at home</p> <p>CPS results showed that more women than men thought that more flexible working and home working would be positive things from employers</p> <p>Both women and men showed strong support for the proposed SP content</p>	<p>There is a an opportunity to ensure that we recruit more widely, and reduce occupation segregation in this area</p>
Gender reassignment	<p>Confidentiality can be a special concern for trans people in service delivery</p> <p>Creation of places where LGBTQ+ groups can safely socialise and be open about their sexual orientation and gender identity.</p> <p>LGBT young people in particular are disproportionately represented in the young homeless population; and</p> <p>For some LGBT people, the risks of homelessness, insecure employment, restricted access to healthcare and other inequalities will deepen as a result of the COVID-19 crisis.</p>	<p>At the UK level, evidence of increased homelessness and domestic abuse</p> <p>Stonewall Scotland's report highlighted that LGBT people are vulnerable to and at increased risk of homelessness, highlighting that almost one in five LGBT people (18%) have experienced homelessness at some point in their lives.</p> <p>A Report by Scottish Alliance for Children's Rights notes LGBT children and young people may be significantly disadvantaged in accessing adequate play, leisure and culture opportunities.</p> <p>This is cross cutting with sexual orientation</p>	<p>Potential positive impacts: A high level of integration across the SP will assist in planning services with regard to accessibility and suitability</p>

Health	<p>Increasing health and wellbeing in the broadest sense should inform the content of the strategic plan</p>	<p>Differential health impacts have been noted above, by ethnic group and sex</p> <p>Some ethnic groups had poorer health outcomes compared to others before COVID-19, e.g. Gypsy/Travellers</p> <p>A survey of 1001 employees carried out for the CIPD in April 2020 showed worsening mental health since lockdown especially among those who had previously had issues, physical health had also declined</p> <p>CPS showed better self-reported physical health for women and better mental health for men.</p> <p>Using the a method used by ONS, self-reported wellbeing in WD, in common with the rest of the UK is worsening.</p>	<p>Potential positive impacts in health and wellbeing. A high level of integration across the SP will assist in planning services with regard to improving health and well being</p>
Human Rights	<p>As duty bearers the council must protect the rights of workers and services users, and people living in the area, including protecting the right to life, and ensuring that there is no discrimination against anyone</p> <p>SHRC commissions recommended that the specific rights of women, disabled people, older people, children and black and minority ethnic people must be further protected and implemented alongside economic, social, cultural and environmental rights in responding to the</p>	<p>Evidence above notes differential impacts</p> <p>Scottish Human Rights Commission Briefings note an accelerated rise in food insecurity https://www.scottishhumanrights.com/media/2050/the-impact-of-covid-19-on-the-right-to-food-final.pdf</p>	<p>Potential positive impacts: We have an opportunity to embedded consideration of both human rights and equality, into everything we do explicitly and to build</p>

	experience of this pandemic, are taken into account by public authorities		joint work with communities around this.
Marriage & Civil Partnership	Concerns cross cuts with sex and sexual orientation	Concerns cross cuts with sex and sexual orientation	Likely neutral impact in this area in non-cross cutting areas, positive for cross cutting areas.
Pregnancy & Maternity	<p>According to a survey of 3,400 women by the Trades Union Congress (TUC), a quarter of those who had been pregnant or on maternity leave during the pandemic experienced unfair treatment at work, such as being singled out for furlough or redundancy.</p> <p>Low-paid pregnant women were more likely to have been forced to stop work during the compared to high-paid women.</p> <p>There is considerable evidence of beneficial effects of access to green space for the health of pregnant women and access to green space in close proximity to the homes of pregnant women was positively associated with birth weight</p>	<p>As 90% of lone parents are women there is cross cutting with evidence and impacts under 'sex'</p> <p>The EHRC is calling for a broader study into the prevalence of discrimination towards pregnant women during the pandemic</p>	<p>Potential positive impacts.</p> <p>A high level of integration across the SP will assist in planning services with regard to accessibility and suitability. Tackling issues around access to facilities and public spaces may be of particular concern to</p>

			<p>people with this protected characteristic. There is an opportunity to reflect this in policies within the strategic Plan</p> <p>Noting the connection between premature birth and air pollution exposure, there is scope to promote air quality through the Strategic Plan</p>
Race	<p>At the Scotland level BME groups are more likely to be unemployed. The council has committed through it equality outcomes to work to increase the proportion of this group in the workforce</p> <p>The rights and health of gypsy/travellers also needs to be considered during this</p>	<p>BME people have been more effected in terms of employment than white ethnic groups, because of concentration in certain areas of the labour market</p> <p>COSLA and the Scottish Government at working of specific guidance on gypsy/Travellers and travelling during this period.</p>	<p>Potential positive impacts.</p> <p>The Council is committed to community cohesion and empowerment</p>

	<p>period as lockdown eases and travelling seasons comes.</p> <p>Both travelling and settled travellers needs must be considered during lock down and beyond</p> <p>Access to English learning is important for the vast majority of Syrians, Afghanis and Ukrainians in West Dunbartonshire</p> <p>The Council has a duty to have due regard to fostering good relations between different groups</p>	<p>There is some local anecdotal evidence that lockdown arrangements have actually made it earlier to access ESOL, especially for disabled people in this group</p> <p>Recent CPS showed strong support for community cohesion and good relations as a priority</p>	<p>There is a an opportunity to ensure that we recruit more widely</p> <p>Inward migration provides an opportunity to strengthen communities by drawing on different life experiences and skills</p> <p>The Strategic Plan provides a strategic framework for necessary approaches</p>
Religion and Belief	<p>There may sometimes be additional barriers around seeking help. some of these may cross cut with ethnicity and language at some points</p>	<p>There is some cross cutting of religion with ethnic group, though of course these are not the same thing, but for example 90% of people who identify as Pakistani also identify as Muslim</p>	<p>A high level of integration across the Strategic Plan will assist in planning services with regard to</p>

			accessibility and suitability
Sexual Orientation	<p>Confidentiality can be a special concern for LGBO (Lesbian, Gay, Bisexual, Other) people, as they may not be 'out'.</p> <p>'Hard to Reach, Easy to Ignore' noted that communities are now recognised to exist beyond geographical areas, therefore more needs to be done to tackle the inequalities faced by communities of identity (such as LGBT+ group). (https://www.gov.scot/publications/sexual-orientation-scotland-2017-summary-evidence-base/)</p>	<p>LGBO people are more likely to live in deprived areas</p> <p>Evidence of increased 'outing' of LGBO people during lockdown</p> <p>Stonewall Scotland's report highlighted that LGBT people are vulnerable to and at increased risk of homelessness, highlighting that almost one in five LGBT people (18%) have experienced homelessness at some point in their lives. LGBT young people in particular are disproportionately represented in the young homeless population; and</p> <p>For some LGBT people, the risks of homelessness, insecure employment, restricted access to healthcare and other inequalities will deepen as a result of the COVID-19 crisis.</p>	<p>Potential positive impacts; A high level of integration across the Strategic Plan will assist in modernising and planning services with regard to accessibility and suitability</p>
Cross Cutting	<p>We need to have due regard to general and specific public sector equality duties, the EHRC have empathised that this is especially important at time of crisis</p> <p>The third sector provides many services and supports to vulnerable people that the public and private sector don't.</p> <p>The plan needs to address intersectionality, the green agenda and</p>	<p>See above in terms of differential impact; we are aware that these factors can combine to increase disadvantage</p> <p>CPS results the support the priorities identified the draft strategic plan</p>	<p>Potential positive impacts: The Strategic Plan is an opportunity to increase the integration of all of the Council's activities. Key</p>

	digital inclusion, and contribute to the Council's Community empowerment agenda ensuring communication best practice is applied to ensure people have a voice		<p>to this will be ensuring that timely impact assessment is carried out and influences policy</p> <p>Public consultation will provide more evidence of potential impact and itself is an opportunity to involve people and groups across WD in line with our Community Empowerment Strategy</p>
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West Dunbartonshire Strategic Plan 2022-27 Survey report

West Dunbartonshire proposed Strategic Plan 2022-27 provides a way for residents to give their views on the direction of the Council and its services. This document presents the key findings from the online (and paper) survey carried out from 6th - 26th September 2022.

The survey focused on:

- 2022-27 Strategic Priorities
- 2022-27 Strategic Objectives

Engaging with residents on the key priorities for the next 5 years reflects the aspiration of the Council that residents are fully consulted and engaged.

Residents were invited to complete the online survey which provided a summary analysis and a link to the strategic needs assessment (SNA) used to support the identification of the priorities and objectives; paper copies of the survey and SNA were also made available.

The Consultation was promoted through local press and social media. Posters with QR codes for direct access to the survey were displayed in key council buildings, as well as other key locations within West Dunbartonshire, such as West College Scotland.

Overall 268 people took part in the survey with a completion rate of 63%. The respondent's breakdown shows, 9% from G60, 38% from G81, 30% from G82, 21% from G83 and 2% from out with West Dunbartonshire. 97% of respondents stated they were residents of West Dunbartonshire and 90% stated they were replying in their role as a resident. Of the 159 people that stated their gender, 62% were female, 38% were male.

The table below provides an overview of the age profile of respondents and shows that of 156 people that stated their age, those aged 55+ were the main contributors to the consultation.

Age (years)	% respondents	Age (years)	% respondents
16-24	1%	45-54	19%
25-34	6%	55-64	28%
35-44	18%	65+	28%

Summary of findings

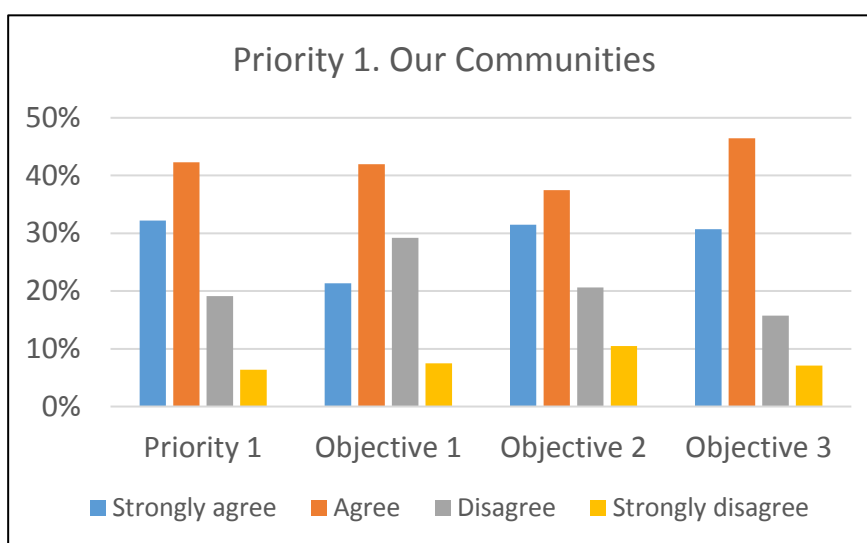
- 74% of respondents agreed with Priority 1 – **Our Communities** - Resilient and Thriving
 - 63% of respondents agreed with Objective 1 - Our neighbourhoods are safe, resilient and inclusive
 - 68% of respondents agreed with Objective 2 - Our residents health and wellbeing remains a priority
 - 77% of respondents agreed with Objective 3 - Our residents are supported to increase life and learning skills
-
- 76% of respondents agreed with Priority 2 – **Our Environment** - A Greener Future
 - 71% of respondents agreed with Objective 4 - Our local environment is protected, enhanced and valued
 - 74% of respondents agreed with Objective 5 - Our resources are used in an environmentally sustainable way
 - 68% of respondents agreed with Objective 6 - Our neighbourhoods are sustainable and attractive
-
- 73% of respondents agreed with Priority 3 – **Our Economy** - Strong and Flourishing
 - 68% of respondents agreed with Objective 7 - Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish
 - 78% of respondents agreed with Objective 8 - We will support our residents to access employment and training opportunities
 - 77% of respondents agreed with Objective 9 - We will work with partners to support economic development to deliver increased prosperity for our area
-
- 77% of respondents agreed with Priority 4 - **Our Council** - Inclusive & Adaptable
 - 76% of respondents agreed with Objective 10 - Our workforce is resilient and skilled where digital technology supports service delivery for our residents
 - 67% of respondents agreed with Objective 11 - Our Council is adaptable and focused on delivering best value for our residents
 - 60% of respondents agreed with Objective 12 - Our residents are engaged and empowered

Respondents were given the opportunity to add comments to each question within the consultation. The key themes are highlighted in the following sections. The responses to the 'Overall comments on Priorities and Objectives' largely focused on the delivery of the Strategic Plan and how the Council would engage and communicate the progress. Some comments are below:

- 'Would like information about how you are planning on meeting these objectives.'
- 'Most of the strategic objectives seem to be covered let's hope they can be implemented. The strategic plan is just a plan and I think it would need a lot more interaction with local residents in the way of at least monthly voluntary meetings and updates of progress.'

1. Our Communities - Resilient and Thriving

- 74% of respondents agreed with Priority 1
- 63% of respondents agreed with Objective 1
- 68% of respondents agreed with Objective 2
- 77% of respondents agreed with Objective 3



In the main, respondents agreed with the Priority and underlying objectives.

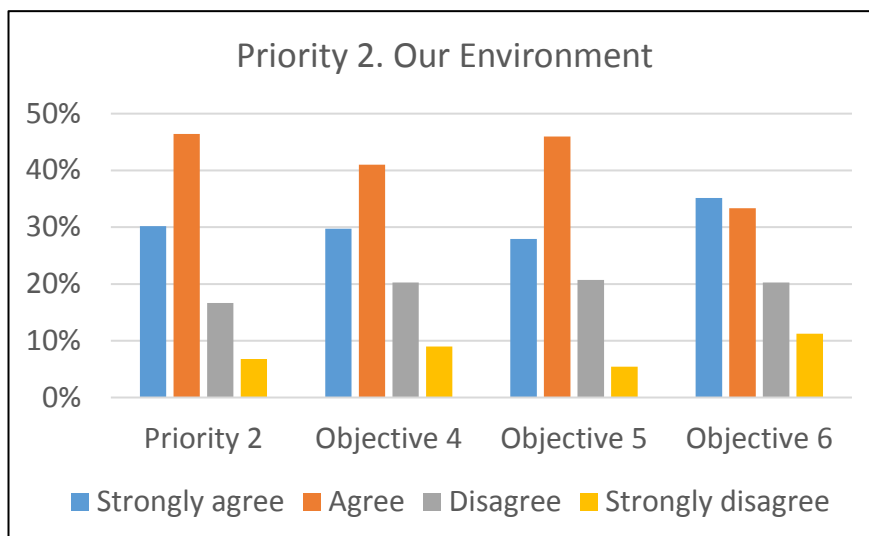
For those who agreed, the open comments focused largely on improving outcomes for disadvantaged groups, addressing anti-social behaviour, a focus on improving mental health support, pride in the area and community cohesion. Recovery from the impact of the pandemic was also cited as a priority. Some comments are included below:

- 'I like the focus on thriving as it says to me continuous improvement.'
- 'I agree that there needs to be greater focus on improving access to opportunities for disadvantaged communities.'
- 'I want to live and work in area that has the ability to sustain itself.'
- 'Fairness & equality are amongst the prime building blocks of a sophisticated society & this strategic priority will help prove these 2 key attributes.'
- 'I agree that more focus is needed to bridge the gap in education and to have more focus from the outset to provide better life opportunities that in turn should lessen inequalities.'

- 'Sport and cultural clubs keep you busy, healthy physically and mentally, put in front of people that work hard and could mentor you. There isn't enough sport culture for kids.'
- 'I believe young families and children need lots of support from their communities in order to thrive. They may not have adequate support in their learning or may not have the encouragement from parents to do well. We need to break the cycle of poverty/benefit claiming by focusing on education and trades for those who do not do well in exams.'

2. Our Environment - A Greener Future

- 76% of respondents agreed with Priority 2
- 71% of respondents agreed with Objective 4
- 74% of respondents agreed with Objective 5
- 68% of respondents agreed with Objective 6



In the main, respondents agreed with the Priority and underlying objectives.

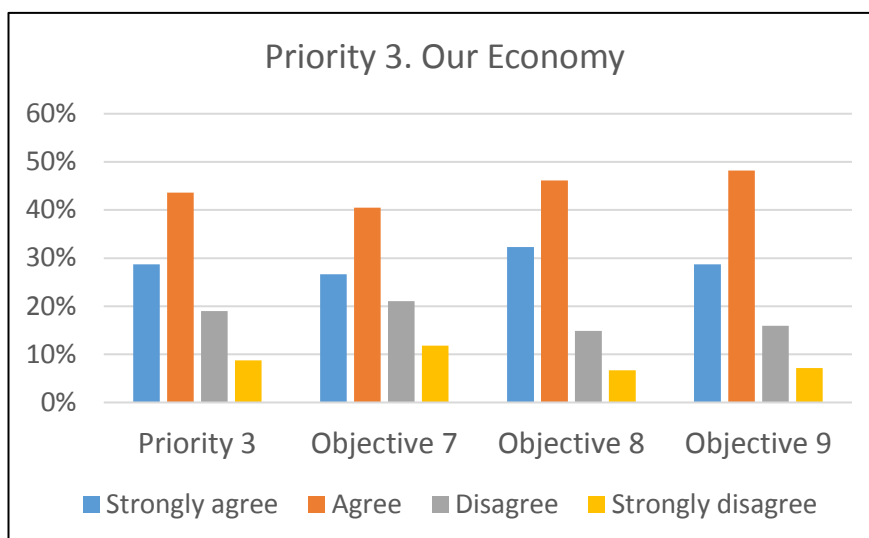
For those who agreed, the open comments focused largely on improving recycling facilities, improving roads and active travel routes, improving quality and efficiency of social housing. Implementing environmental efficiency of homes was noted as a priority, however noted that Council should do more to support homeowners accessing grants. Some comments are included below:

- 'I see improvements with rewilding pointless grass verges and improved accessibility to saltings which is great however more could be done.'
- 'The council needs to lead the way in reducing carbon footprints in the area'
- 'Council could work with government to introduce grants for homeowners to install alternative energy like solar panels.'
- 'Don't agree with land left for diversity of habitat unless a specified area. Not cutting the grass or only verges is about saving money not the environment.'
- 'Not sure that an increase in recycling can be met unless barriers such as fee for bulk uplift is removed.'
- 'More environmentally friendly housing and electric car charge points, all new build council property built with solar panels and heat pumps as standard.'
- 'Transport is very good in this council area & bike tracks due to canal & riverside are a benefit.'

- 'Improving neighbourhood quality and housing is instrumental in supporting this objective.'

3. Our Economy - Strong and Flourishing

- 73% of respondents agreed with Priority 3
- 68% of respondents agreed with Objective 7
- 78% of respondents agreed with Objective 8
- 77% of respondents agreed with Objective 9



In the main, respondents agreed with the Priority and underlying objectives.

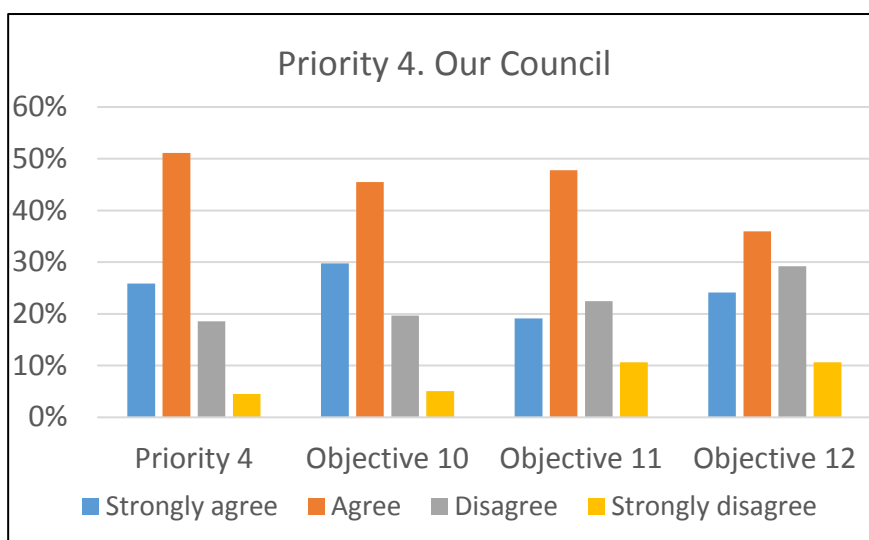
For those who agreed, the open comments focused largely on supporting local businesses to thrive, regeneration of the high streets and encouraging local shops, improving access to training and improving access to employment reducing reliance on the need for benefit support. Supporting young people into employment was also cited as a priority with support for apprenticeship and volunteering schemes a common theme. Some comments are included below:

- 'This area used to have lots of factories & shops that provided employment but there are limited options now therefore I think it is very important to bring new businesses to the area by reducing rents & rates'
- 'I wish I knew how to do this but we need a stronger culture of innovators, people prepared to start their own businesses, somehow this should begin at school, not after you've left school. Encouragement of business/school mentors, Young Enterprise etc.'
- 'The infrastructure of our towns, especially Dumbarton, badly needs investment and upgrading.'
- 'Local business is important for creating employment opportunities and creating a place that residents feel proud of and want to live.'
- 'The area needs investment especially in the jobs market.'
- 'Both young and old need help with training opportunities as some training can be expensive and people can't afford it.'
- 'Households are worried about keeping their head above water and need to know there are opportunities out there for them to succeed and prosper.'

- 'Partnership working is crucial to ensure success with it vitally important the correct partner is identified and willing to take the lead when it is their responsibility to do so.'
- 'Families can only be economically self-sufficient if they are earning decent and fair wages.'

4. Our Council - Inclusive & Adaptable

- 77% of respondents agreed with Priority 4
- 76% of respondents agreed with Objective 10
- 67% of respondents agreed with Objective 11
- 60% of respondents agreed with Objective 12



In the main, respondents agreed with the Priority and underlying objectives.

For those who agreed, the comments focused largely on ensuring any improvements didn't equate to reduction in quality of service or reduction in overall service, improving outcomes for disadvantaged groups, addressing anti-social behaviour, a focus on improving mental health support, pride in the area and community cohesion. Recovery from the impact of the pandemic was also cited as a priority, however noted that not all can be attributed to the pandemic and felt there had been a decline prior to the pandemic. Some comments are included below:

- 'Change is inevitable. The council must welcome change for the better but must also be able to show why it is for the better and carry the population with it.'
- 'Concerned that adaptable services lead to service cuts.'
- 'Council needs to continue to modernise to improve services.'
- 'A highly trained workforce who feel valued will deliver greater results.'
- 'Residents need the support but unsure about the digital tech to deliver it as need human touch as well.'
- 'WDC should be a model employer for others in business within the area'
- 'Greater participation will only be beneficial if it is genuine and meaningful participation. This can be difficult to get the correct balance but if done so correctly, can be very useful.'
- 'Residents should be included as to where and what money is used for within community.'

- 'Quality services often come at a cost....when finance becomes one of the main drivers, quality is sacrificed. It is....important to be able to deliver on both.'
- '...finances have to be shared more equally to the different areas in West Dunbartonshire.'
- 'Think this is an opportunity to think creatively about new ways on delivering services.'

West Dunbartonshire Council
Report by the Chief Officer - Resources
Council : 26 October 2022

Subject : Treasury Management Annual Report 2021/22

1. Purpose

- 1.1** The purpose of this report is to provide Members with an update on treasury management during 2021/22.

2. Recommendations

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

3. Background

- 3.1** In accordance with the Treasury Policy governing the Council's treasury management activities during 2021/22, the Chief Officer - Resources is required to provide an Annual Report to Members regarding the Treasury function.
- 3.2** One of the key clauses is that a responsible body is required to ensure effective scrutiny of the treasury management strategy and policies. Within West Dunbartonshire Council the body identified to fulfil this role is the Audit Committee.

4. Main Issues

Treasury Management Stewardship Report

- 4.1** A copy of the report is attached (Appendix 1) and this has been based upon the draft Financial Statements as at 31 March 2022.
- 4.2** The report gives details of loans borrowed and loans repaid during the course of the year, interest rates and debt rescheduling which was undertaken. It also notes the use of a Scottish Government covid flexibility allowing for a loans fund principle holiday, which was made in 2021/22 by the Council.
- 4.3** External borrowing (excluding PPP) has increased from £544.813m at the beginning of the year to £574.570m at the end of the year. This is due to new borrowing required to fund the capital programmes. Over the year as new debt has been borrowed and maturing debt replaced the average interest rate on loans held has reduced from 1.92% at 31 March 2021 to 1.91% at 31 March 2022.

- 4.4 Consideration was given to available interest rates, and mainly short term borrowing has been utilised to finance the current capital programme which has resulted in the reduction of interest rates held.
- 4.5 Investments have decreased from £17.475m at the beginning of the year to £11.440m at the year-end. The average interest rate on these investments held as at 31 March 2022 increased from 0.02% to 0.42%.
- 4.6 All year end actual indicators advised within Appendix 1 of this report are within the limits previously agreed by Council.

5. Option Appraisal

- 5.1 No option appraisal was required for this report.

6. People Implications

- 6.1 There are no personnel issues.

7. Financial and Procurement Implications

- 7.1 There are no financial or procurement implications.

8. Risk Analysis

- 8.1 Although this report provides a historic position in relation to treasury management there are three main risks associated with the formulation of prudential indicators and the treasury management strategy as detailed in Appendix 1. These risks are noted below; however the Council has robust monitoring processes in place and provides regular reports to Council and ensures further scrutiny by elected Members at the Audit Committee:

- (a) The risk of Counterparties default (i.e. loss of principal sum invested) must also be taken into account; however the Council has robust controls included within its treasury management and investment strategies that will assist in mitigating this risk; and
- (b) Capital inflation may increase capital expenditure levels, which in turn may affect the capital financing and borrowing requirement leading to an increase in borrowing, assuming no additional capital receipts or other funding are available.

9. Equalities Impact Assessment

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

10. Environmental Sustainability

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

11. Consultation

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

12. Strategic Assessment

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

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

Laurence Slavin
Chief Officer - Resources
Date: 30 September 2022

Person to Contact: Jackie Nicol Thomson,
Finance Business Partner
Council Offices, Church Street
Email: Jackie.NicolThomson@west-dunbarton.gov.uk

Appendix: Annual Report 2021/22 -Treasury Management and Actual Prudential Indicators

Background Papers: Loans register and portfolio;
Debt rescheduling schedules;
Prudential Indicators 2022/23 to 2031/32 and Treasury Management Strategy 2022/23 to 2031/32 (Council 22 March 2021);
Mid-Year Monitoring Report 2021/22 - Treasury Management and Prudential Indicators (Council 22 December 2021); and
Treasury Management Annual Report 2020/21 (Council 26 August 2021)
Local Government Finance Circular 5/2022 - statutory repayment of debt – short term financial flexibility: guidance

Wards Affected: No wards directly affected.

Annual Report 2021/22

Treasury Management and Actual Prudential Indicators

1. Introduction

- 1.1** The Council's treasury management activities are regulated by a variety of professional codes and statutes and guidance:
- The Local Government in Scotland Act 2003 (the Act), provides the powers to borrow and invest as well as providing controls and limits on this activity. The Act permits the Scottish Ministers to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions were made in 2021/22);
 - Statutory Instrument (SSI) 29 of 2004, requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities, and therefore to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services; and the treasury activity with regard to the CIPFA Code of Practice for Treasury Management in Local Authorities; and
 - Statutory Instrument (SI) 2016 No 123 requires the Council to document its policy on the prudent repayment of loans fund advances.
- 1.2** This Council has adopted both the CIPFA Code of Practice for Treasury Management in the Public Sector and the Prudential Code and operates its treasury management service and capital programme in compliance with these Codes and the above requirements. These require that the prime objective of the treasury management activity is the effective management of risk, and that its borrowing activities are undertaken in a prudent, affordable and sustainable basis.
- In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued a revised Treasury Management Code and a revised Prudential Code.
- A particular focus of these revised codes was how to deal with local authority investments which are not treasury type investments e.g. by investing in purchasing property in order to generate income for the Authority at a much higher level than can be attained by treasury investments. One recommendation was that local authorities should produce a new report to members to give a high level summary of the overall capital strategy and to enable members to see how the cash resources of the Authority have been apportioned between treasury and non-treasury investments. For 2021/22, a Capital Strategy was reported and approved by Council on 3 March 2021.
- 1.3** During 2021/22 the minimum reporting requirements were that the Council should receive the following reports:

- an annual treasury strategy in advance of the new financial year (Council 22 March 2021);
- a mid-year treasury update report (Council 22 December 2021); and
- an annual report following the financial year-end describing the activity compared to the strategy (this report).

1.4 This report sets out:

- A summary of the strategy agreed for 2021/22;
- The Council's treasury position at 31 March 2022;
- The main Prudential Indicators and compliance with limits;
- A summary of the economic factors affecting the strategy over 2021/22;
- The Treasury activity during 2021/22;
- Performance indicators set for 2021/22;
- Disclosure regarding the repayment of loan Fund advances for 2021/22; and
- Risk and Performance.

2. A Summary of the Strategy for 2021/22

2.1 Borrowing - keeping note of the slightly under-borrowed position of the Council as at 31 March 2022 and the risk within the economic forecast at that time, caution was adopted with the 2021/22 treasury operations. The Section 95 Officer planned to monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

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

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

3. The Council's Treasury Position at 31 March 2022

3.1 During 2021/22, the Chief Officer – Resources, in line with the Treasury Strategy, managed the debt position with the use of internal funds as well as a mix of short term and long term external borrowing, and the treasury position at 31 March 2022 compared with the previous year was:

Table 1

Treasury position – excluding PPP	31 March 2022		31 March 2021	
	Principal	Average Rate	Principal	Average Rate
Fixed Interest Rate Debt	£574.570m	1.91%	£544.813m	1.92%
Variable Interest Rate Debt	£0.000m	0.00%	£0.000m	0.00%
Total Debt	£574.570m	1.91%	£544.813m	1.92%
Total Investments	£11.440m	0.42%	£17.475m	0.02%
Net borrowing position	£563.130m		£527.338m	

- 3.2** From the above table, it can be seen that the average interest rate on the debt held as at 31 March has reduced from 1.92% in 2021 to 1.91% as at 30 March 2022. At the same time the average interest rate has increased on the investments held as at 31 March from 0.02% in 2021 to 0.42% in as at 31 March 2022.
- 3.3** The external debt figure included within Table 1 includes both short term and long term debt. The low average interest rate is due to a strategy of using short term borrowing to fund long term capital investment enabling the Council to take advantage of lower interest rates.
- 3.4** There are four treasury prudential indicators which cover the activity of the treasury function. Complying with these indicators reduces the risk of an adverse movement in interest rates impacting negatively on the Council's overall position:
- Upper limits on variable rate exposure;
 - Upper limits on fixed rate exposure;
 - Maturity structures of borrowing; and
 - Total principal funds invested for greater than 365 days.
- 3.5** Table 2 shows the actual upper limits set per debt type and maturity as at 31 March 2022.

Table 2

	2021/22 Actual	2021/22 Indicator	
Upper limits on variable interest rates	0%	50%	
Upper limits on fixed interest rates	100%	100%	
Maturity structure fixed rate borrowing (%)	Year end	Max	Min
Under 12 months	46.81%	50%	0%
12 months to 2 years	0.19%	50%	0%
2 years to 5 years	5.29%	50%	0%
5 years to 10 years	4.98%	50%	0%
10 years to 20 years	4.01%	50%	0%
20 years to 30 years	5.66	50%	0%
30 years to 40 years	3.40%	50%	0%
40 years to 50 years	24.21%	100%	0%
50 years to 60 years	5.45%	100%	0%
60 years to 70 years	0.0%	100%	0%
Maximum principal funds invested >365 days	£0.485m	£7m	Nil

4. The Main Prudential Indicators and Compliance with Limits

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

4.1.1 Capital Expenditure and its Financing

This indicator shows total capital expenditure for the year and how this was financed. The decrease in capital expenditure between revised estimate and actual as noted below in Table 3 is due to expenditure which slipped from 2021/22 into the 2022/23 capital programme, together with resources. The indicators for 2022/23 will be revised in line with this.

Table 3

	2021/22 Actual	2021/22 Revised Estimate*
Capital expenditure:	£64.219m	£90.092m
Resourced by:		
Capital receipts and grants	£7.746m	£20.821m
Revenue	£13.247m	£9.003m
Capital expenditure - additional need to borrow for in-year capital spend	£43.226m	£60.268m

* From the mid-year Treasury Strategy – Council 22 December 2021

4.1.2 Gross Borrowing and the Capital Financing Requirement (CFR)

In order to ensure that borrowing levels are prudent, over the medium term the Council's gross borrowing must only be used for capital purposes. Gross borrowing should not therefore, except in the short term, exceed the total of the capital financing requirement in the preceding year (2021/22) plus the estimates of any additional capital financing requirement for the current (2022/23) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2021/22.

- 4.1.3 The Chief Officer - Resources reports that the Council has complied with this indicator over the medium term (as can be seen by comparing the gross debt figure at 31 March 2022 with the anticipated CFR at 31 March 2025 as detailed in Table 4 below), and in the short term, the adjusted gross borrowing position also under the CFR as at 31 March 2022.

Table 4

	2021/22 Actual	2021/22 Revised Indicator*
Gross borrowing position per Table 1	£574.570m	£597.912m
Long term liability	£92.485m	£92.615m
Adjusted gross borrowing position	£657.055m	£690.527m
Capital Financing Requirement	£670.893m	£695.609m

* From the mid-year Treasury Strategy – Council 22 December 2021

	2021/22 Actual
CFR at 31 March 2022	
2021/22 Actual	£670.893m
Estimated Movement in CFR*	
2022/23	£63.802m
2023/24	£67.898m
2024/25	£37.805m
Anticipated CFR at 31 March 2025	£840.398m
Gross Debt at 31 March 2022	£667.055m

* Estimated movement 2022/23 from the Treasury Mid year Update 2022/23 – 26 October 2022

Estimated movement 2023/24 & 2024/25 from the Treasury Strategy 2022/23 – 22 March 2022

4.1.4 The Authorised Limit

The Authorised Limit is the “Affordable Borrowing Limit” required by Section 35 of the Local Government in Scotland Act 2003. The Council does not have the power to borrow above this level. The information in Table 5 demonstrates that during 2021/22 the Council has maintained gross borrowing within its Authorised Limit.

4.1.5 The Operational Boundary

The Operational Boundary is the borrowing position that the Council expects to work around during the year, and periods where the actual position is either below or over the Boundary is acceptable subject to the Authorised Limit not being breached. The information in Table 5 demonstrates that during 2021/22 the Council has maintained gross borrowing within its Operational Boundary.

4.1.6 Actual financing costs as a proportion of net revenue stream

This indicator shows the actual impact of capital expenditure in 2021/22 compared to the projected impact of the General Services Capital Plan Refresh and the HRA Capital Plan Update as approved by Members on 22 March 2021 and 3 March 2021, respectively. The cost of capital is described as loan charges within the revenue budgets

Table 5

	2021/22	
Revised Indicator - Authorised Limit*	£829.832m	
Revised Indicator - Operational Boundary*	£760.680m	
Maximum gross borrowing position during 2021/22	£674.625m	
Minimum gross borrowing position during 2021/22	£620.415m	
	Estimated	Actual
Financing costs as a proportion of net revenue stream:		
General Fund	3.63%	3.28%
Housing	25.07%	23.55%

* From the mid-year Treasury Strategy – Council 16 December 2021

5. Summary of the Economic Factors affecting the Strategy during 2021/22

5.1 The Economy and Interest Rates 2021/22 – to March 2022

It should be noted that this update covers 2021/22, prior to the recent effects of the Ukraine war and the cost of living crisis.

UK / Scotland. Coronavirus. Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021, 0.50% at its meeting of 4th February 2022 and then to 0.75% in March 2022.

By March 2022, most of the economy had opened up and was nearly back to business-as-usual, the GDP numbers were robust (9% y/y Q1 2022) and sufficient for the MPC to focus on tackling the second-round effects of inflation, with the CPI measure rising to 7% in March 2022.

The Bank of England's Monetary Policy Committee . During the pandemic, the governments of western countries provided massive fiscal support to their economies which resulted in a big increase in total government debt in each country. It was therefore very important that bond yields stay low while debt to GDP ratios slowly subside under the impact of economic growth. This provided governments with a good reason to amend the mandates given to central banks to allow higher average levels of inflation than we have generally seen over the last couple of decades. Both the Fed and Bank of England already changed their policy towards implementing their existing mandates on inflation, (and full employment), to hitting an average level of inflation. Greater emphasis was also placed on hitting subsidiary targets e.g. full employment before raising rates. Higher average rates of inflation would also have helped to erode the real value of government debt more quickly.

USA. The upward pressure on inflation from higher oil prices and potential knock-on impacts on supply chains all argue for tighter policy (CPI was estimated at 7.8% across Q1), but the hit to real disposable incomes and the additional uncertainty points in the opposite direction. More recently, there was predictable speculation that the interest rate hikes would quickly push the US economy into recession. Q1 GDP growth was likely to be only between 1.0% and 1.5% annualised (down from 7% in Q4 2021). But, on a positive note, the economy created more than 550,000 jobs per month in Q1, a number unchanged from the post-pandemic 2021 average. Unemployment was only 3.8%.

EU. With euro-zone inflation having jumped to 7.5% in March it seems increasingly likely that the European Central Bank would accelerate its plans to tighten monetary policy. And the market was anticipating possibly three 25bp rate hikes later this year followed by more in 2023. While inflation hit the headlines, the risk of recession was also rising. Among the bigger countries, Germany was most likely to experience a “technical” recession because its GDP contracted in Q4 2021, and its performance has been subdued in Q1 2022. However, overall, Q1 2022 growth for the Eurozone was expected to be 0.3% q/q with the y/y figure posting a healthy 5.2% gain. Unemployment fell to only 6.8% in February.

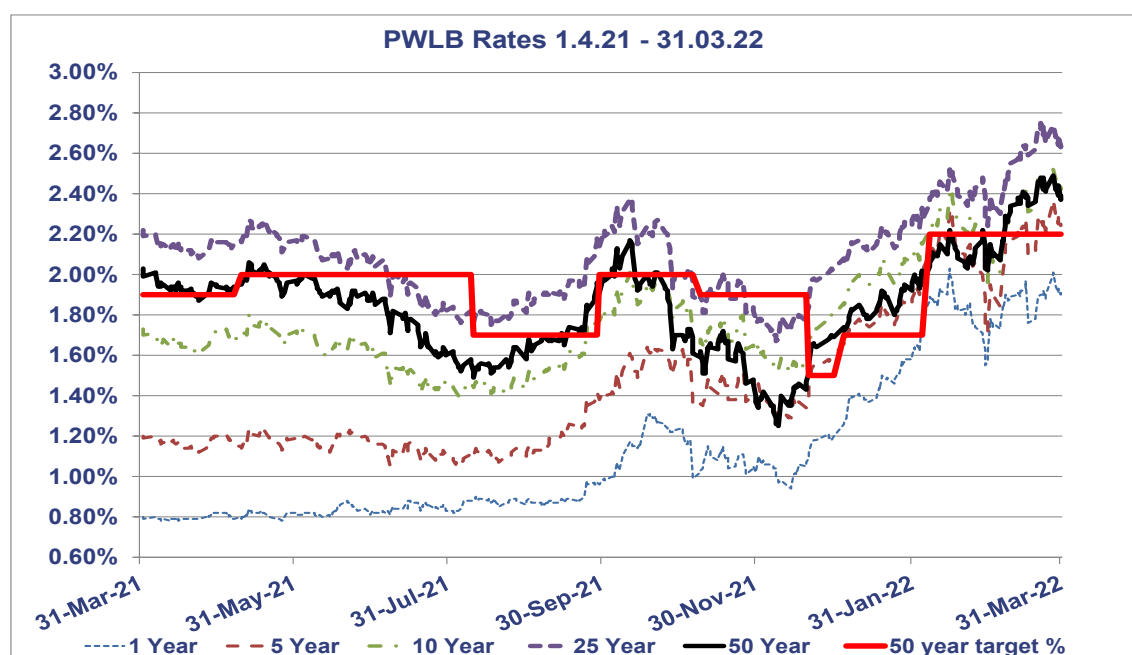
China. After a concerted effort to get on top of the virus outbreak in Q1 of 2020, economic recovery was strong in the rest of the year; however, 2021 has seen the economy negatively impacted by political policies that have focussed on constraining digital services, restricting individual freedoms, and re-establishing the power of the One-Party state. With a further outbreak of Covid-19 in large cities, such as Shanghai, near-term economic performance was expected to be subdued.

Japan. The Japanese economic performance through 2021/22 is best described as tepid. With a succession of local lockdowns throughout the course of the year, GDP was expected to have risen only 0.5% y/y with Q4 seeing a minor contraction. Unemployment was only 2.7% and inflation under 1%, with cost pressures mounting.

Deglobalisation. Until recent years, world growth has been boosted by increasing globalisation i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last 30 years, which now accounts for 18% of total world GDP (the USA accounts for 24%), and the then recent invasion of Ukraine, unbalanced the world economy. In addition, after the pandemic exposed how frail extended supply lines were around the world, both factors are now likely to lead to a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China (and Russia) to supply products and vice versa. This is likely to reduce world growth rates.

5.2 Borrowing Rates in 2021/22

The graph for PWLB interest rates below shows that, after remaining relatively static until interest rates started to increase from November 2021, most PWLB rates have been on a general upward trend since.



Source: Link Treasury Management Annual Report Template 2021/22 (Scotland)

6. Treasury Activity during 2021/22

- 6.1 Borrowing** – The Council raised new long term loans of £35.000m and new short term loans of £315.500m during 2021/22 for the replacement of naturally maturing debt and to finance the Council's capital programme.
- 6.2 Rescheduling** – No debt rescheduling has taken place in 2021/22.
- 6.3 Repayment** – The Council repaid naturally maturing debt of £320.748m.
- 6.4 Summary of Debt Transactions** – The overall position of the debt activity resulted in the average annual interest rate paid throughout the year, year on year falling to 1.87% (2021/22) from 2.11% (2020/21).
- 6.5 Investment Policy** – The Scottish Government issued The Local Government Investments (Scotland) Regulations 2010 on 1 April 2010.
- 6.6** The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 6.7** The Council's short term cash investments decreased from £17.475m at the beginning of the year to £11.440m at the end of the year with an average balance of £11.877m and received an average return of 0.063% over the year. In addition to the short term cash investments the Council also had 2 long term investments in Clydebank Property Company and Hub West Scotland with a total value of £0.485m as at 31 March 2022 as identified in table 2 above (investments over 364 days).

7. Performance Indicators set for 2021/22

- 7.1** The treasury strategy defined a set of performance indicators covering the following areas:
- 7.1.1 Security** - In the context of benchmarking, assessing security is a very subjective area. Security is currently evidenced by the application of minimum quality criteria to financial institutions that the Council may choose to invest in, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody's and Standard & Poors). The Council has benchmarked security risk by assessing the historical likelihood of default for investments placed with any institution with a long term credit rating of A- (this is the minimum long term credit rating used in the Council's investment strategy). The Council's maximum security risk is that 0.05% of investments placed with financial institutions could theoretically default based on global historical data. During the year all investments within the Council's portfolio were repaid on their due dates with no defaults of the principal sums recorded.
- 7.1.2 Liquidity** – As required by the CIPFA Treasury Management Code of Practice the Council has stated that it will “ensure that it has adequate, though not excessive, cash resources, borrowing arrangements, overdrafts or standby

facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives". In respect to liquidity as defined above the liquidity arrangements during the year were maintained in line with the facilities and benchmarks previously set by the Council as follows:

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

7.1.3 Return – For the financial year the investment return averaged 0.063% which is a decrease of 0.189% from the previous year. Table 6 illustrates that the Council's average return identified of 0.063% was less than the average return from the Council's bankers investment account (0.19%) and slightly more than the Money Market Funds rate (noted in table 6) which are the local measures of return investment benchmarks approved in March 2012.

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

Table 6

Benchmark	Benchmark Return	Average Return
Compound 12 month SONIA*	0.06%	0.063%

* SONIA is Sterling Overnight Index Average and has replaced LIBOR & LIBID

8. Short term financial flexibility for statutory repayment of debt 2021/22

8.1 The Local Government Finance Circular 5/2022 introduced a short term financial flexibility for statutory repayment of debt, whereby in 2021/22 or 2022/23 Councils could agree a loans fund principle repayment holiday for one year only, with conditions attached for the repayment of the debt due, but not, repaid. The Council took advantage of this flexibility in 2021/22 and therefore repaid not advances for General Services in 2021/22. The effects of this have been included within this annual report.

9. Disclosure regarding the repayment of loans fund advances for 2022/23

9.1 The policy on the prudent repayment of loans fund advances was detailed in the Mid-Year Monitoring Report 2021/22 - Treasury Management and Prudential Indicators reported to Council on 22 December 2021.

9.2 Table 7 shows the movement in the level of loan fund advances between 1 April 2021 and 31 March 2022 (excluding PPP).

Table 7

	General Fund	Housing
Opening Balance at 1 April 2021	£312.703m	£233.474m
New Advances in 2021/22	£26.771m	£16.457m
Repayments in 2021/22*	(£0.000m)	(£5.495m)
Closing Balance at 31 March 2022	£339.747m	£244.436m

* Refer to paragraph 8.1 regarding use of flexibility granted by Scottish Government regarding a loans fund principle repayment holiday

- 9.3** Table 8 details the anticipated repayment profile of the balance on the internal loans fund advances (excluding PPP) for both General Services and Housing held at 31 March 2022 (note, this is not external debt).

Table 8

Future Repayment Profile at 31 March 2022	General Fund	Housing	Total
	£m	£m	£m
Under 12 months	2.942	6.510	9.452
2 years to 5 years	13.209	27.080	40.289
6 years to 10 years	19.854	38.567	58.421
11 years to 15 years	25.698	30.964	56.662
16 years to 20 years	23.688	38.527	62.215
21 years to 25 years	16.921	42.462	59.383
26 years to 30 years	11.520	25.349	36.869
31 years to 35 years	9.279	5.304	14.583
36 years to 40 years	10.961	3.250	14.211
41 years to 45 years	11.691	3.378	15.069
46 years to 50 years	13.492	4.785	18.277
51 years to 55 years	18.334	7.114	25.448
56 years to 60 years	23.849	8.395	32.244
61 year +	138.036	2.753	140.789
Total	339.474	244.436	583.910

10. Risk and Performance

- 10.1** The Council has complied with all relevant statutory and regulatory requirements which require the Council to identify and, where possible, quantify the levels of risk associated with its treasury management activities. In particular its adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means both that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach. Ongoing consideration of future affordability and sustainability are reported and considered by Members each year when setting the Council's General Fund and HRA capital and revenue budgets.
- 10.2** The Council is aware of the risks of passive management of the treasury portfolio and, with the support of the Council's treasury advisers, has proactively managed its treasury position within the current economic climate taking advantage of lower interest rates where it is deemed appropriate. The Council has complied with its internal and external procedural requirements.

There is little risk of volatility of costs in the current debt portfolio as the interest rates are predominantly fixed, with the majority of debt comprised of long-term loans.

- 10.3** Shorter-term rates and likely future movements in these rates predominantly determine the Council's investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is minimised through the annual investment strategy, accurately forecasting future returns can be difficult.

WEST DUNBARTONSHIRE COUNCIL
Report by the Chief Officer – Resources
Council – 26 October 2022

**Subject: General Services Budgetary Control Report to 31 August 2022
 (Period 5)**

1. Purpose

- 1.1** This report provides an update on the General Services revenue budget and the approved capital programme to 31 August 2022.
- 1.2** The report also asks Members to approve the use of capital receipts received in 2021/22 for use on covid spend, and to approve the extension for delegated authority to 30 November 2022 for the audited Financial Statements (noting the requirement to suspend Standing Order, due to the previous Council decision).

2. Recommendations

- 2.1** Council is asked to:
- i) note a current projected annual adverse variance on the revenue account of £0.661m (0.26% of total budget);
 - ii) note that projected expenditure on the capital account is lower than the 2022/23 budget by £15.731m (23.98% of budget), made up of £14.072m (21.46% of budget) of project slippage, and an in-year net underspend of £1.659m
 - iii) approve the activation of the Scottish Government approved financial flexibility 'Loans Fund Principal Holiday' during 2021/22
 - iv) approve the activation of the Scottish Government approved financial flexibility 'Use of Capital Receipts to fund COVID expenditure' to the value of £1.454m; and
 - v) to agree to suspend Standing Order 20 and agree to delegate authority to the Audit Committee to formally approve the audited accounts by 30 November 2022, prior to submission to the Accounts Commission.

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council (the Council) on 9 March 2022, Members agreed the revenue estimates for 2022/2023. A total net budget of £251.693m was approved for General Services, before use of balances.
- 3.2** Since the budget was agreed, additional funding has been provided by the Scottish Government and a further allocation of the Council's existing general COVID funds has resulted in a revised total net budget of £252.394m.

	£m
Budget as set – Council 9 March 2022	251.693
S. Govt – Easter Provision Fund	0.101
Covid Reserves (Council June 2022) – Cost of Living Crisis	0.600
	252.394

Reserves

- 3.3** The General Fund balance at 31 March 2022, based in the Councils unaudited 2021/22 annual accounts, can be analysed as follows:

	Balance (£m)
Balance on General Fund as at 31 March 2021	15.028
Change to General Fund balance at end of 2021/22	(0.008)
Earmarked Balances	(11.524)
Contingency allowance at 2% of net expenditure	(3.123)
Unallocated Balance as at 31 March 2022 (draft)	0.373

- 3.4** Due to the current financial challenges facing the Council recruitment restrictions have been implemented and the filling of vacancies is subject to active review. For variances linked to this action (beyond the budgeted turnover targets), in year savings through not filling vacancies, are now being removed from services and held in a central code. This has resulted in a number of favourable service variance being removed from services and held centrally (currently £0.648m). This has no impact on the overall projected outturn of the Council, just on how that outturn is reported. A few services have still to have a final position agreed with the Chief Officer, so have not been centralised as at period 5, meaning any favourable variances in relation to their vacancies are still being reported within the service figures however this will be updated in future budget control reports.
- 3.5** With vacancy savings being removed from service budgets and transferred to a central budget, other projected overspends identified within services are now more clearly reported. This demonstrates that, if the Council were to only meet the budgeted turnover level of vacancies there would be a far more significant overspend which highlights the extent to which the Council cannot afford to operate with its current full establishment.
- 3.6** The effects of removing the vacancy savings from service budgets to a central budget as at Period 5 are noted below:

Service with Vacancy Transfers at Period 5	Variance in BCR £000	Vacancy Savings Moved to Central Budget £000	Variance if Vacancies not Removed £000
Resources	48	78	(30)
Regulatory and Regeneration	312	355	(43)
People and Technology	(59)	160	(219)
Housing and Employability	11	55	(44)
Central Budget	(648)	648	0

Capital

- 3.6** At its 9 March 2022 meeting the Council also agreed the updated General Services Capital Plan for 2022/2023 to 2030/31. The three years from 2022/23 to 2024/25 were approved in detail with the remaining years being indicative at that stage. After adjusting for anticipated slippage from 2021/22 into 2022/23, the budget agreed for 2022/23 was £54.181m, as noted below.
- 3.7** Since then, budget adjustments have taken place (through further 2021/22 capital slippage and additional external funding), revising the 2022/23 annual budget to £65.587m, as follows:

	£m
Base Budget 2022/23 (before slippage)	33.471
Slippage from 2021/22 – March 2022	18.035
<u>Increase capital budget from 9 March 2022 Council meeting:</u>	
Changing Places Toilets	0.050
Roads and Pavements	2.000
Flood Prevention	0.500
Street Sign Renewal	0.100
Children & Families Team	TBC
Christmas Lighting	TBC
Large Bins for High Traffic Areas	0.025
Pothole Rapid Repair Service	TBC
Anticipated budget 2021/22 (Council – March 2022)	54.181
Additional slippage from 2021/22 – following year end	7.593
<u>New Funding introduced to Period 5</u>	
CFCR (HSCP)	0.010
District Heating Consultancy	0.120
SG – Clyde Walking, Safer Streets	0.566
SG – Nature Restoration Fund	0.126
Place Based Investments	0.676
SPT – Kilbowie Road Bus Route	0.495
SPT – Congestion Reduction Measures	0.330
SPT – Balloch Station Park and Ride	0.050
SPT – Bus Infrastructure Improvements	0.200
Cost of Living Crisis (Council June 2022)	1.000
Acceleration of Schools Estate Improvement Plan	0.240

Scottish Government Financial FlexibilitiesLoans fund principal repayment holiday and used of Capital receipts for covid purposes - 2021/22

- 3.8** In 2021/22, consistent with previous years, capital receipts were budgeted to fund the annual repayment of loans fund advances (£1.673m), annual premium charges (£0.403m) and transformational projects (up to £0.526m) – in line with Scottish Government finance circulars.
- 3.9** Two further finance circulars have also been released in relation to Scottish Government approved financial flexibilities:
- (a)** Local Government Finance Circular No 2/2021 allows a short term flexibility for capital receipts to be used to fund the impact of COVID in 2020/21 or 2021/22 (but not both).
 - (b)** Local Government Finance Circular No 5/2022 allows a short term financial flexibility for a loans fund advance 'holiday' in either 2021/22 or 2022/23 (but not both) whereby the advances due repaid in year are not repaid as planned, but are repaid over a set period of time into the future (up to 20 years, following the guidance laid out in the circular).

Financial Statements 2021/22 – delegated authority

- 3.10** Council on 31 August 2022 agreed, if required to meet the timetable for submission, to delegate authority to the Audit Committee to formally approve the audited Financial Statements by 31 October 2022, prior to submission to the Accounts Commission.
- 3.11** The Local Authority (Capital Finance and Accounting) (Scotland) (Coronavirus) Amendment Regulations 2022 (the 2022 Regulations) 5 amend the Local Authority Accounts (Scotland) Regulations 2014 for 2021-22 to:

Regulation 10(1)(b) of the 2014 Regulations, as amended (date for approval of audited annual accounts) requires local authorities to aim to approve the annual accounts for signature no later than 30 November 2022 in respect of the accounts for the financial year 2021-22, and 30 September in each subsequent year, in respect of the accounts for the immediately preceding financial year. Audit Scotland has set a completion date of 31 October 2022 for 2021-22 audits. This is earlier than the extended statutory deadline to commence transitioning back to regular timescales.

4. Main IssuesRevenue

4.1 The summary report at Appendix 1 highlights a projected annual adverse variance (overspend) of £0.661m (0.26% of the total budget). Appendix 2 provides more detailed service reports by Chief Officer.

4.2 This adverse variance is made up of:

	£m
COVID related variance	0.365
Less available COVID funding	(0.365)
Remaining COVID related variance	0.000
Non-COVID variance	0.661
Total variance	0.661

4.3 Information on 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.

4.4 Although the pay award for 2022/23 has yet to be agreed, if the current offer were to be agreed the current overspend would increase by approximately £0.900m, subject to a decision on the allocation of the additional funding to be made available by the Scottish Government as a contribution towards the pay offer. There is also the risk that the final pay award agreed may vary from the current offer and that the 2022/23 teacher's pay award is materially different from the pay offer for the rest of local government.

4.5 Agreed management adjustments (Appendix 4) actioned within 2022/23 are monitored with current indications showing that of the amount being monitored of £0.276m, £0.251m is on target to be fully achieved.

General COVID Reserve

4.6 As at 31 March 2022 the Council carried forward £3.302m for future general COVID spend. Some of these available funds have been committed, with £0.279m remaining for future budget pressures.

	Earmarked £m	Free £m	Total £m
Covid balances as at 31 March 2022	2.058	1.244	3.302
Cost of Living Crisis (Council June 2022)	0.600	(0.600)	0
Funding of general covid spend (P5 BCR)	0.365	(0.365)	0
Balance as at 31 August 2022	3.023	0.279	3.302

4.7 This position takes account of the potential transfer back to Council budget of £0.203m in relation to residential care costs. This is subject to a separate report being presented to this Council meeting.

4.8 On 22 September 2022 UK Government announced that from 6 November 2022 the National Insurance levy (1.25%) which commenced from 1 April 2022 to subsidise Health and Social Care costs will be reversed. The budget agreed by Members at Council on 9 March 2022 allocated this cost to COVID monies, therefore part of the earmarked balance noted at 4.6 above. The part

year saving from the reversal of this cost will not result in an adjustment to the projected year end budgetary position, but will reduce the COVID reserves earmarked, freeing this back into the general COVID reserve. This will be reflected in future budgetary control reports.

Reserves

- 4.9** The Council's General Fund contingency is set at 2% of net expenditure for 2022/23 and amounts to £3.123m. At the beginning of the financial year there was £0.373m of unallocated General Fund Balance (over and above contingency). After taking into consideration the forecast outturn position at 31 August 2022, the Council is currently forecast to have £0.288m below the current Prudential Target. As noted in paragraph 4.4 this does not include the effects of the likely pay award which would bring the Council further below the target by £0.900m. Per the financial regulations, the Council will require to put in place a recovery action plan to bring reserves back to a level in line with or above the Prudential target. The Chief Officer – Resources will prepare an action plan and present this to full Council on 21 December 2022 as part of a Financial Update paper.

	Detail	Balance at £m
Unallocated Balance as at 31 March 2022	Unallocated balance over and above the 2% contingency, which amounts to £3.123m	0.373
Current Forecast Outturn for 2022/23 as at 31 August 2022		(0.661)
Balance above/(below) Prudential Target as at 31 March 2023		(0.288)

Capital

- 4.10** The current progress on the capital plan is shown in Appendices 4 to 9.
- 4.11** The overall programme summary report at Appendix 4 shows that planned 2022/23 expenditure is lower than the 2022/23 budget by £15.731m (23.98% of budget), made up of £14.072m (21.46% of budget) of project slippage, and an in-year net underspend of £1.659m.
- 4.12** Appendix 5 also provides an analysis of the overall programme at each alert status and a summary budgetary control report including detailing the number of projects and corresponding spend as a percentage of the overall programme currently at red, amber or green alert status for project life and the current year. The current projections are based on best judgement as to how these projects will continue in operation during the remainder of the year.
- 4.13** Appendices 6 and 7 detail the financial analysis of projects at red and green status respectively (currently no amber) and provide additional information on action being taken to minimise or mitigate under or overspends where possible. Appendix 8 provides an analysis of resources.

- 4.14** From the analysis within the appendices it can be seen there are a number of projects with identified slippage to date. Those with slippage valued at greater than £0.500m, are listed as follows:

Project Name	Period 4 Slippage (£m)	Period 5 Slippage (£m)
Levelling Up Fund	(4.614)	(5.203)
Vehicle Replacement	(2.217)	(2.217)
West Bridgend CC	(1.063)	(1.063)
Vehicle Replacement Strategy	(1.000)	(1.000)
Viresco Studios and Arts Centre	(0.750)	(0.750)
Clydebank on the Canal	(0.000)	(0.657)
Bus cycling & walking infrastructure	(0.552)	(0.552)

- 4.15** For comparison purposes, a summary of the monthly slippage position is noted below:

	Period 4	Period 5	Movement
	£m	£m	£m
Overall capital plan	65.587	65.587	0.000
Overall variance	(14.140)	(15.731)	(1.591)
Slippage	(12.260)	(14.072)	(1.812)
Net over/ under	(1.880)	(1.659)	0.221
% slippage	18.69%	21.46%	2.77%

Loans fund principal repayment holiday and used of Capital receipts for COVID purposes - 2021/22

- 4.16** In completing the draft year end accounts to 31 March 2022, the timing of some capital receipts resulted in a shortfall of receipts required to fund the costs noted in paragraph 3.8. Therefore the two financial flexibilities detailed at paragraph 3.8 were activated, resulting in the loans fund holiday being taken and the released capital receipts then used to fund COVID spend. This information was provided to Council within the Financial Update report presented to Council on 22 June 2022 and within the draft Financial Statements report to Council on 31 August 2022. However, both reports were for noting rather than approval. Council is asked to approve the activation of these two financial flexibilities in advance of the Council's audited financial statements being presented to the Audit Committee on 9 November 2022.
- 4.17** In addition, the full value of the budgeted 2021/22 transformational costs was not spent (only £0.383m spent of the original £0.526m, resulting in an under recovery of £0.143m) and therefore the capital receipts allocated to this were not fully required. The excess of capital receipts to fund this was transferred to be used for COVID expenditure – this being set against the identified COVID expenditure as highlighted within the year end budgetary control report,

reported to Council on 31 August 2022, as part of the Financial Statements report.

- 4.18** Using capital receipts to fund COVID expenditure during 2021/22 allowed for more COVID earmarked funds to be carried forward into 2022/23 for future use. Within the Council's draft financial statements the use of capital receipts for COVID expenditure in 2021/22 allowed a further £1.311m to be carried forward as an earmarked COVID reserve within revenue. However, due to the reduced spend on transformation projects this will increase to £1.454m within the audited accounts

Financial Statements 2021/22 – delegated authority

- 4.19** Due to the timing of the completion of the audit of the draft Financial Statements and the reporting deadlines for Council in October 2022, the audited Financial Statements are being reported to Audit Committee, under the previous delegated authority agreed by Council. However, Council approval specified 'to 31 October 2022', whereas the Audit Committee is 9 November 2022. To ensure appropriate approval is given, the recommendation within this report is to extend this period until 30 November 2022, with this deadline still being allowable within legislation.
- 4.20** To allow Members to approve this recommendation there is a requirement to suspend Standing Order 20, due to the previous delegated authority being agreed at Council on 31 August 2022.

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.
- 7.2** The Loans Fund Principal holiday increases future budgets for the additional repayment required over 20 years (offset by funding from future capital receipts, nil net effect) and interest which would be due paid on this additional outstanding amount has been reported as part of the adverse variance within the budgetary control reports for 2022/23 and is also included within budget forecasts for future years. Interest on the additional outstanding amount at the expected average interest rate is approximated within the table below. It should be noted that interest rates are currently increasing and as such this is a guide:

	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
Interest at 3%	0.050	0.044	0.037	0.031	0.026
Interest at 4%	0.067	0.058	0.049	0.042	0.035

- 7.3** Within the draft Financial Statements the use of capital receipts for covid expenditure in 2021/22 has allowed a further £1.454m to be carried forward as an earmarked covid reserve within revenue.

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 which could affect the year end results for both the revenue and capital budgets;
- (b) As a consequence of current market conditions, capital receipts may either not be received or they may be less than anticipated. The budget assumption is that a significant sum of capital receipts achieved in 2022/23 will be used to fund transformational projects and the principal and premium repayments within the loan charges budget. Any shortfall in capital receipts below that budgeted will affect the revenue budget position. This is being closely monitored and any issues will be reported to Council;
- (c) As a consequence of current market conditions, inflation is at an all-time high and interest rate continue to rise. To forecast for the full year costs budget assumptions have been required (particularly around energy and interest costs). These assumptions continue to change regularly and therefore it is likely that the projected year end budgetary position will change from that reported;
- (d) COVID related variances are based upon estimates regarding the likely annual values and are subject to further review. The cost of COVID currently projected is based upon a variety of assumptions including: known available funding; financial flexibilities; ongoing service restrictions and service demand. These assumptions continue to change regularly and therefore it is highly likely that the projected year end budgetary position will change from that reported;
- (e) As noted in 4.4 above, the current pay award for staff from 1 April 2022 has yet to be agreed. Any cost beyond the increase assumed in the budget will be required to be funded. Scottish local authorities are working with CoSLA and the Scottish Government to ensure adequate funding is available. For the purposes of this report, it is assumed that the payward budgeted is adequate and anything beyond that budgeted will be fully funded.

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.

Laurence Slavin
Chief Officer – Resources

Date: 30 September 2022

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Appendices:

- Appendix 1 - Revenue Budgetary Control 2021/22 – Corporate Summary;
- Appendix 2 - Revenue Budgetary Control 2021/22 – Chief Officer Summaries;
- Appendix 3 - Analysis of Revenue Variances over £50,000;
- Appendix 4 - Monitoring of efficiencies
- Appendix 5 - Overall Capital Programme Summary;
- Appendix 6 - Analysis of Projects at Red Status;
- Appendix 7 - Analysis of Projects at Green Status;
- Appendix 8 - Analysis of Capital Resources.

Background Papers: Ledger output – period 5;
General Services Revenue Estimates 2022/23
General Services Capital Plan Update - Council 9 March 2022.
Local Government Finance Circular No 5/2022 - Statutory Guidance for Proper Accounting Practice: Statutory Repayment of Debt – Short Term Financial Flexibility

Local Government Finance Circular No 2/2021 - Capital Receipts to fund the impact of covid-19
 Local Government Finance Circular No 4/2019 - Accounting for Capital Receipts to fund qualifying expenditure on a transformation project
 Local Government Finance Circular No 7/2018 - Accounting for Financial Instruments
 Local Government Finance Circular 7/2016 - The Local Authority (Capital Financing and Accounting) (Scotland) Regulations 2016 – loans fund accounting
 Report to Council 22 June 2022: Financial Update
 Report to Council 31 August 2022: draft Financial Statements
 The Local Authority (Capital Finance and Accounting) (Scotland) (Coronavirus) Amendment Regulations 2022
 West Dunbartonshire Standing Orders (20)

Wards Affected

All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
SUMMARY

APPENDIX 1

PERIOD END DATE 31 August 2022

Department Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid*	Underlying Variance excluding covid
	£000	£000	£000	£000	%		£000
Resources	5,355	3,836	5,403	48	1%	↓	48
Regulatory and Regeneration	2,784	1,761	3,095	312	11%	↓	312
People & Technology	7,024	3,491	6,965	(59)	-1%	↑	(59)
Citizens, Culture and Facilities	17,939	7,585	17,767	(172)	-1%	↑	(148)
Education, Learning and Attainment	108,388	36,127	108,861	473	0%	↓	270
Roads and Neighbourhood	14,601	11,495	15,072	471	3%	↓	471
Housing and Employability	5,258	1,960	5,269	11	0%	↓	1
Supply, Distribution and Property	(2,730)	(900)	(2,822)	(92)	3%	↑	(127)
Miscellaneous Services	8,042	2,671	8,341	299	4%	↓	159
Loan Charges	9,518	4,126	9,903	385	4%	↓	385
Capital Receipts used to fund Loan Charges	(2,884)	(149)	(2,884)	0	0%	→	0
Requisition (VJB)	765	319	765	0	0%	→	0
Requisition (SPT)	1,632	680	1,632	0	0%	→	0
Requisition (CJP)	1,693	705	1,693	0	0%	→	0
Requisition (HSCP)	81,690	34,038	81,690	0	0%	→	0
Non GAE Allocation	(7,328)	(3,053)	(7,328)	0	0%	→	0
Vacancy Freeze	648	0	0	(648)	-100%	→	(648)
Contingency Fund	0	0	0	0	0%	→	0
Total Expenditure	252,394	104,690	253,421	1,026	0%	↓	661
Council Tax	(38,126)	(9,471)	(38,126)	0	0%	→	0
Revenue Support Grant/ NDR	(209,167)	(96,088)	(209,167)	0	0%	→	0
Covid Funding (specific and earmarked from 2021/22)	(3,367)	(1,122)	(3,367)	0	0%	→	0
Required use of available unearmarked covid funds	0	0	(365)	(365)	0%	→	0
Capital Receipts used to fund Transformation	(700)	0	(700)	0	0%	→	0
Use of Reserves	(1,034)	(431)	(1,034)	0	0%	→	0
Total Resources	(252,394)	(107,112)	(252,759)	(365)	0%	↑	0
Net Expenditure	(0)	(2,422)	661	661	0.26%	↓	661

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
RESOURCES SUMMARY

APPENDIX 2

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
Service Summary	£000	£000	£000	£000	%	£000	£000
Audit	105	144	105	0	0%	↓	0
Finance	1,398	592	1,429	32	2%	↓	32
Rent Rebates & Allowances	(341)	1,034	(341)	0	0%	→	0
Revenues & Benefits	2,103	1,053	2,147	44	2%	↓	44
Finance Business Centre	303	110	312	9	3%	↓	9
Cost of Collection of Rates	19	(14)	(4)	(23)	-121%	↑	(23)
Cost of Collection of Council Tax	(790)	(113)	(790)	0	0%	→	0
Central Administration Support	2,558	1,030	2,545	(13)	-1%	↑	(13)
Total Net Expenditure	5,355	3,836	5,403	48	1%	↓	48

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
REGULATORY AND REGENERATION SUMMARY

APPENDIX 2

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid	
Service Summary	£000	£000	£000	£000	%	£000	£000	
Democratic and Registration Service	756	297	774	19	0	↓	0	19
Environmental Health	699	294	750	51	0	↓	0	51
Licensing	(117)	(27)	(99)	18	(0)	↓	0	18
Legal Services	824	367	790	(34)	(0)	↑	0	(34)
Planning	377	226	629	252	1	↓	0	252
Economic Development	245	604	251	7	0	↓	0	7
Total Net Expenditure	2,784	1,761	3,095	312	0	↓	0	312

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance		Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
Service Summary	£000	£000	£000	£000	%		£000	£000
Transactional Services	743	301	746	3	0%	↓	0	3
Human Resources (including risk)	1,283	517	1,283	0	0%	→	0	0
Information Services	4,502	2,495	4,440	(62)	-1%	↑	0	(62)
Change Support	497	177	496	(1)	0%	↑	0	(1)
Total Net Expenditure	7,024	3,491	6,965	(59)	-1%	↑	0	(59)

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
CITIZENS, CULTURE AND FACILITIES

APPENDIX 2

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
	£000	£000	£000	£000	%	£000	£000
Communications & Marketing	333	107	325	(8)	-2%	0	(8)
Citizen Services	1,284	541	1,305	21	2%	3	19
Performance & Strategy	357	80	315	(42)	-12%	0	(42)
Clydebank Town Hall	458	49	458	(0)	0%	0	(0)
Office Accommodation	1,275	396	1,285	9	1%	0	9
Libraries	1,811	594	1,777	(35)	-2%	(27)	(8)
Arts and Heritage	371	134	346	(24)	-7%	0	(24)
Catering Services	4,454	1,668	4,383	(71)	-2%	0	(71)
Building Cleaning	1,703	882	1,661	(42)	-2%	0	(42)
Building Cleaning PPP	(331)	(171)	(331)	(0)	0%	0	(0)
Facilities Assistants	2,100	801	2,119	19	1%	0	19
Facilities Management	396	126	397	0	0%	0	0
Leisure Management	3,638	2,298	3,639	1	0%	0	1
Events	89	80	89	0	0%	0	0
Total Net Expenditure	17,939	7,585	17,767	(172)	-1%	(24)	(148)

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
EDUCATION, LEARNING AND ATTAINMENT

APPENDIX 2

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
Service Summary	£000	£000	£000	£000	%	£000	£000
Primary Schools	31,705	12,248	31,513	(192)	-1%	0	(192)
Secondary Schools	30,996	12,895	31,151	155	1%	0	155
Specialist Educational Provision	16,767	5,523	17,196	429	3%	203	226
Psychological Services	571	179	571	0	0%	0	0
Sport Development / Active Schools	627	200	627	0	0%	0	0
Early Education	8,420	(3,230)	8,412	(8)	0%	0	(8)
PPP	15,420	7,011	15,474	54	0%	0	54
Creative Arts	620	286	620	0	0%	0	0
Curriculum for Excellence	202	31	202	0	0%	0	0
Central Admin	852	403	857	5	1%	0	5
Workforce CPD	349	109	349	0	0%	0	0
Performance & Improvement	453	146	453	0	0%	0	0
Education Development	1,407	326	1,436	29	2%	0	29
Raising Attainment - Primary	0	0	0	0	0%	0	0
Raising Attainment - Secondary	0	0	0	0	0%	0	0
Pupil Equity Fund (including LAC PEF)	0	0	0	0	0%	0	0
Total Net Expenditure	108,388	36,127	108,861	473	0%	203	270

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
ROADS AND NEIGHBOURHOOD

APPENDIX 2

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid	
Service Summary	£000	£000	£000	£000	%	£000	£000	
Transport, Fleet & Maintenance Services	(592)	223	(519)	73	-12%	↓	0	73
Roads Services	2,932	1,915	2,892	(40)	-1%	↑	0	(40)
Grounds Maintenance & Street Cleaning Client	7,503	3,126	7,503	0	0%	→	0	0
Outdoor Services	187	55	169	(17)	-9%	↑	0	(17)
Burial Grounds	(193)	(217)	(223)	(30)	16%	↑	0	(30)
Crematorium	(1,032)	(302)	(969)	63	-6%	↓	0	63
Waste Services	8,036	3,598	8,311	275	3%	↓	0	275
Depots	0	120	0	0	0%	→	0	0
Ground Maintenance & Street Cleaning Trading A/c	(2,240)	2,978	(2,092)	148	-7%	↓	0	148
Total Net Expenditure	14,601	11,495	15,072	472	3%	↓	0	472

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
HOUSING AND EMPLOYABILITY

APPENDIX 2

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
	£000	£000	£000	£000	%	£000	£000
Working 4 U	3,326	1,250	3,324	(2)	0%	0	(2)
Communities	995	433	995	0	0%	0	0
Homeless Persons	436	140	447	11	3%	10	1
Private Sector housing	32	0	35	3	9%	0	3
Anti Social Behaviour	469	137	468	(1)	0%	0	(1)
Total Net Expenditure	5,258	1,960	5,269	11	0%	10	1

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
SUPPLY, DISTRIBUTION AND PROPERTY

APPENDIX 2

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
Service Summary	£000	£000	£000	£000	%	£000	£000
Housing Maintenance Trading A/c	(1,400)	(753)	(1,419)	(19)	1%	0	(19)
Housing Asset and Investment	81	12	31	(50)	-62%	0	(50)
Corporate Assets and Capital Investment Programme	(2,196)	(692)	(2,308)	(112)	5%	35	(147)
Procurement	482	303	479	(3)	-1%	0	(3)
Corporate Asset Maintenance	(266)	(100)	(206)	60	-23%	0	60
Private Sector Housing Grants	78	(69)	80	2	3%	0	2
Consultancy Services	491	400	521	29	6%	0	29
Total Net Expenditure	(2,730)	(900)	(2,822)	(92)	3%	35	(127)

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2022/23
MISCELLANEOUS

APPENDIX 2

PERIOD END DATE

31 August 2022

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status	Net Variance attributable to covid	Underlying Variance excluding covid
Service Summary	£000	£000	£000	£000	%		
Sundry Services	5,675	1,705	5,997	322	6%	↓	140
Members Allowances, etc	620	254	645	25	4%	↓	0
European Employability	510	213	510	0	0%	→	0
Chief Executive and Chief Officers	1,237	499	1,189	(48)	-4%	↑	0
Total Net Expenditure	8,042	2,671	8,341	299	4%	↓	140

YEAR END DATE

31 August 2022

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

Regulatory and Regeneration

Environmental Health	699	750	51	7%	↓
Service Description	The 3 Groups within this service (Food and Business Group, Environmental Pollution Group and Community Health Protection Group) are responsible for all aspects of Environmental Health work.				
Main Issues / Reason for Variance	The main reason for the adverse variance is a reduction in expected income for pest control in particular.				
Mitigating Action	No action can be taken at this time				
Anticipated Outcome	Overspend is anticipated				

Planning	377	629	252	67%	↓
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the adverse variance is that income is lower than budgeted due to cancelled or delayed building projects. The expected income shortfall has increased since P4 by a further £94k after a further review. This variance has been reported in previous months but was being offset in part by savings on staff costs caused by vacancies, the staffing vacancy savings have been removed in P5.				
Mitigating Action	No action required				
Anticipated Outcome	Overspend is anticipated				

People & Technology

Information Services	4,502	4,440	(62)	-1%	↑
Service Description	This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology				
Main Issues / Reason for Variance	Supplies and Services is favourable due to computer licence costs projected to cost less than budgeted.				
Mitigating Action	None required at this point.				
Anticipated Outcome	Underspend is projected.				

YEAR END DATE

31 August 2022

Budget Details	Variance Analysis				
	Total Budget	Projected Spend	Variance	RAG Status	
	£000	£000	£000	%	
Citizens, Culture and Facilities					
Catering Services	4,454	4,383	(71)	-2%	↑
Service Description	Catering Services across WDC				
Main Issues / Reason for Variance	Overall variance is favourable due to vacancies. Increased spend negates some of the favourable variance due to a one off charge for the early termination charges for contract for vending machines and a higher level of overtime than predicted due to the vacancies.				
Mitigating Action	A review of the vacancies and overtime position going forward is underway				
Anticipated Outcome	Overspend is anticipated				
Education , Learning and Attainment					
Primary Schools	31,705	31,513	(192)	-1%	↑
Service Description	This service area includes all Primary Schools.				
Main Issues / Reason for Variance	The budget was set before the delay to free school meal expansion was confirmed. As primaries 6 & 7 will now not be covered by universal free school meal provision from August 2022 income from school meals will be significantly above the budgeted target income (£160k) The increase in clothing grants (£10k) and reduction in school lets income (£22k) have been offset by a favourable variance on employee costs (£65k).				
Mitigating Action	None necessary				
Anticipated Outcome	Favourable variance anticipated				

YEAR END DATE

31 August 2022

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
Secondary Schools	30,996	31,151	155	1%	↓
Service Description	This service area includes all Secondary Schools.				
Main Issues / Reason for Variance	Income from sale of school meals is currently projected to be less than budgeted (£85k). The remaining adverse variance is due primarily to a small overspend on employee costs (£52k) and unbudgeted monoblocking repairs at VoLA (£16k).				
Mitigating Action	Management will continue to review the service and take action where appropriate to minimise the overspend. School meals income depends on higher uptake from August.				
Anticipated Outcome	Adverse variance anticipated				
Specialist Educational Provision	16,767	17,196	429	3%	↓
Service Description	This service area covers all ASN Services.				
Main Issues / Reason for Variance	The adverse variance within employee costs (£75k) is due to a combination of turnover targets not being achieved and greater staffing as part of our efforts to minimise external placements. Payments to Other Bodies adverse variance is due to the ongoing high demands on the Residential Placements Budget (£426k) albeit this is partly offset by lower payments to other external bodies (£107k). The Residential budget was set on the basis of a 20:80 split between Education and HSCP. However, as per the forthcoming report to Council in October, invoices have to be split 28:72. This change represents a budget shortfall of £265k. In addition, the number of residential placements is 7% higher than the average for 2021/22. Income from other local authorities placing children within WDC schools is expected to be less than budgeted (£43k).				
Mitigating Action	The requirement for Residential Placements is demand-led and decisions are taken jointly with HSCP following an assessment of the best option for all concerned. However, the actual usage throughout the year will be reviewed regularly to identify where there is scope to reduce the number of placements.				
Anticipated Outcome	adverse variance anticipated				

YEAR END DATE

31 August 2022

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
PPP	15,420	15,474	54	0%	↓
Service Description	This service area includes Vale of Leven, Clydebank High and St Peter the Apostle High Schools and St Eunan's Primary School. The costs charged to this service are Property costs and the Unitary charge.				
Main Issues / Reason for Variance	The adverse variance has arisen due to water rates and contract cleaning costs being greater than when the budget was set due to the level of inflation on particular lines.				
Mitigating Action	Management will continue to review the service and take action where appropriate to minimise the overspend.				
Anticipated Outcome	adverse variance anticipated				

Roads and Neighbourhood

Transport, Fleet & Maintenance Services	(592)	(519)	73	-12%	↓
Service Description	Transport services across WDC				
Main Issues / Reason for Variance	There is a favourable variance (£46k) against employee costs due to a number of vacancies. However this is more than offset by higher fuel costs (£150k), which will follow through to higher recharges to services. Favourable variance from diesel recharges is less than the adverse variance from higher prices as initial income target was too high.				
Mitigating Action	The level of internal recharges is under review				
Anticipated Outcome	Surplus slightly less than target				

Crematorium	(1,032)	(969)	63	-6%	↓
Service Description	Waste Collection and Refuse disposal services				
Main Issues / Reason for Variance	Gas costs are higher than budgeted (£15k) while income is projected to be less than budgeted , particularly from plaques/books of remembrance etc (£25k)				
Mitigating Action	none possible at present				
Anticipated Outcome	Overspend anticipated				

YEAR END DATE

31 August 2022

Budget Details		Variance Analysis			
		Total Budget	Projected Spend	Variance	RAG Status
		£000	£000	£000	%
Waste Services		8,036	8,311	275	3% ↓
Service Description	Waste Collection and Refuse disposal services				
Main Issues / Reason for Variance	Employee costs are higher (£168k) as projected savings from waste route optimisation ,which depend on operating from a single depot, are not yet achievable . Expenditure on bin replacements is higher (£71k) , skip hire (£7k) and electricity (£8k) are greater than anticipated when the budget was set. These have been partly offset by reduced vehicle hires (£34k).				
Mitigating Action	none possible at present				
Anticipated Outcome	Overspend anticipated				
Ground Maintenance & Street Cleaning Trading A/c		(2,240)	(2,092)	148	-7% ↓
Service Description	Trading operation providing grounds maintenance and street cleaning services				
Main Issues / Reason for Variance	Property costs are adverse due to increased gas/electricity costs (£15k). Fuel (£50k) , tyres (£15k) and plant/seed costs (£29k) have increased to a level not anticipated when the budget was set.				
Mitigating Action	None possible at this time				
Anticipated Outcome	An adverse variance is anticipated				
Supply, Distribution and Property					
Housing Asset and Investment		81	31	(50)	-62% ↑
Service Description	This service manages capital investment across council and private sector housing stock.				
Main Issues / Reason for Variance	Employee costs are showing a favourable variance due to vacant posts within the service.				
Mitigating Action	Employee cost underspend is partially offset by a reduction in the level of income being recharged to the Housing Revenue Account.				
Anticipated Outcome	None Required				
	Forecast underspend at year end				

YEAR END DATE

31 August 2022

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
Corporate Assets and Capital Investment Programme	(2,196)	(2,308)	(112)	5%	↑
Service Description	This service provides asset and estate management				
Main Issues / Reason for Variance	The favourable variance is due mainly to increased rents anticipated from the Artizan Centre which is partially offset by a reduction in income anticipated from Clyde Regional Centre. There is also a favourable variance in employee costs due to a current vacancy				
Mitigating Action	Income and expenditure will continue to be monitored throughout the year.				
Anticipated Outcome	Favourable variance anticipated at year end				
Corporate Asset Maintenance	(266)	(206)	60	-23%	↓
Service Description	This service manages and undertakes repairs and maintenance to public buildings				
Main Issues / Reason for Variance	Lower than budgeted income due to a reduced programme of CAMS work delivered by subcontractor partners. This will be partly offset by reduced subcontractor expenditure.				
Mitigating Action	None - Although service will endeavour to reduce the adverse variance where possible through service efficiency				
Anticipated Outcome	Surplus to be less than target				
Miscellaneous					
Sundry Services	5,675	5,997	322	6%	↓
Service Description	This service area budgets for non departmental specific costs such as pensions costs, external grants and elderly welfare payments, external audit fees and insurance costs. The service heading also holds a number of general savings options which have still to be fully allocated.				
Main Issues / Reason for Variance	After removing the effects of the general covid budget (£140k) which will be required to be funded from unearmarked covid funds, the main adverse variances are linked with property costs for assets not yet sold and the level of procurement savings achieved to date				
Mitigating Action	Income and expenditure will continue to be monitored throughout the year.				
Anticipated Outcome	An overall adverse variance is anticipated at this time				

YEAR END DATE

31 August 2022

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

Loan Charges	9,518	9,903	385	4%	↓
Service Description	This budget covers the servicing of the Council's external borrowing				
Main Issues / Reason for Variance	The adverse variance is linked with forecast on the cost of short term borrowing with increased interest rates				
Mitigating Action	Management will continue to monitor and maximise actions taken to reduce any adverse variance, where possible.				
Anticipated Outcome	A favourable variance is anticipated				

Required use of available unearmarked covid funds	0	(365)	(365)	0%	↑
Service Description	This represents the funding from Scottish Government specifically for covid and additional spend identified outwith specific Council Services				
Main Issues / Reason for Variance	The variance is funding service related covid costs				
Mitigating Action	Income and expenditure will continue to be monitored throughout the year.				
Anticipated Outcome	Any variance will be offset by covid adverse variances within services, or carried forward for future years allocation against covid costs				

WEST DUNBARTONSHIRE COUNCIL
MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2022/23

Appendix 4

Efficiency Detail	Chief Officer Area	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
Reduce costs of franking machines	Amanda Graham	8,000	-	8,000	Action is underway and an element of this saving is likely to be achieved by the year end, however not guaranteed at this stage.
Review Rental Structure for Ashton View Supported Accommodation Project	Peter Barry	21,000	21,000	-	
Reduce costs of storing supply of rock salt	Gail McFarlane	44,000	44,000	-	
Reduce costs with use of pooled vehicles	Gail McFarlane	60,000	60,000	-	
Reduce Teacher costs	Laura Mason	35,467	35,467	-	
Increased income - Housing Maintenance Trading Account (HMTA) / Corporate Asset Maintenance (CAMS)	Angela Wilson	108,000	91,000	17,000	The CAMS income is lower than expected due to reduced programme of work. This will continue to be monitored and update if the situation changes
		276,467	251,467	25,000	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

PERIOD END DATE 31 August 2022

PERIOD 5

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	28	23.9%	35,103	38.0%	28	23.9%	1,306	33.9%
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	89	76.1%	57,364	62.0%	89	76.1%	2,550	66.1%
TOTAL EXPENDITURE	117	100%	92,466	100%	117	100%	3,857	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	Actual Variance £000	Slippage £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	67,653	35,103	67,772	119	17,624	1,306	4,803	(12,821)	(12,304)	(517)
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	204,182	57,364	202,128	(2,054)	47,963	2,550	45,053	(2,910)	(1,768)	(1,142)
TOTAL EXPENDITURE	271,835	92,466	269,900	(1,935)	65,587	3,857	49,856	(15,731)	(14,072)	(1,659)

TOTAL RESOURCES	(271,835)	(92,466)	(269,900)	1,935	(65,587)	(3,857)	(49,856)	15,731
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NET EXPENDITURE	0	0	0	0	0	0	0	0
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PERIOD END DATE

31 August 2022

PERIOD

5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
1 Valuation Joint Board - Requisition of ICT Equipment						
Project Life Financials	9	0	0%	9	0	0%
Current Year Financials	3	0	0%	0	(3)	-100%
Project Description	Requisition ICT Equipment.					
Project Manager	David Thomson					
Chief Officer	David Thomson					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
This budget remains unspent and is likely to be carried forward into FY 23/24.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Requisition of ICT Equipment.						
2 Valuation Joint Board - ICT Refresh FY 22/23						
Project Life Financials	0	3	0%	3	3	0%
Current Year Financials	0	3	0%	3	3	0%
Project Description	Replacement of laptops, monitors and other ICT equipment.					
Project Manager	David Thomson					
Chief Officer	David Thomson					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Replacement of laptops, monitors and other ICT equipment. No further spend anticipated.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Replacement of laptops and ICT equipment						
3 Legal Case Management System						
Project Life Financials	33	0	0%	33	0	0%
Current Year Financials	33	0	0%	0	(33)	-100%
Project Description	Legal Case Management System					
Project Manager	Alan Douglas					
Chief Officer	Peter Hessett					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Budget has been rephased from 2021/22. The project could not proceed as originally planned as Officers are required to access the office and hardware the system will run on and COVID-19 restrictions have prevented this. The project will have to go back out to tender following the upgrade to Microsoft 365. The project will not be completed in this financial year.						
Mitigating Action						
Legal to discuss impact of Microsoft 365 with ICT.						
Anticipated Outcome						
Project to be completed in 2023/24.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
4	Installation of Solar PV at Clydebank Leisure Centre					
	Project Life Financials	61	3	5%	61	(0)0%
	Current Year Financials	55	0	0%	5	(50)-91%
	Project Description	Installation of Solar PV at Clydebank Leisure Centre.				
	Project Manager	Steven Milne/ John McKenna				
	Chief Officer	Peter Hessett				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance					
	Specification delayed due to other priority works. Expect full spend in 2023-2024.					
	Mitigating Action					
	Opportunities to mitigate are limited at this stage.					
	Anticipated Outcome					
	Complete in 2023/24.					
5	Replace obsolete boilers (plant greater than 30 years old).					
	Project Life Financials	342	237	69%	347	51%
	Current Year Financials	110	0	0%	20	(90)-82%
	Project Description	Replace obsolete boilers (plant greater than 30 years old).				
	Project Manager	Steven Milne/ John McKenna				
	Chief Officer	Peter Hessett				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance					
	Order raised for chimney inspection. Project team established. Await appointment of M&E consultant being procured via quick quote by project QS. Works will be carried out in 2023-2024. Expect only design fees and survey fees and retention for St Marys to be paid this year.					
	Mitigating Action					
	None available at this time.					
	Anticipated Outcome					
	Retention for St Mary's Primary School and design fees this year. Insufficient budget available to carry out Hub works.					

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
6	Leisure Energy projects - air handling units, upgrade lighting, circulating pumps, and draught proofing						
	Project Life Financials	290	63	22%	290	0	0%
	Current Year Financials	216	0	0%	50	(166)	-77%
	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 Manager	Steven Milne/ John McKenna					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Existing controls have been found to be obsolete and not compatible with a new AHU controls. Additional timelines and work involved. Design team established and project specification being compiled.						
	Mitigating Action						
	All works to be complete in one tender package.						
	Anticipated Outcome						
	All works to be completed next financial year 2023/24.						
7	Energy Projects quick wins						
	Project Life Financials	80	19	24%	80	0	0%
	Current Year Financials	61	1	1%	30	(31)	-51%
	Project Description	Spend to Save projects.					
	Project Manager	Steven Milne/ John McKenna					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Further orders have been raised and await invoices. Total expenditure this financial year estimated to be £0.030m with the rest of the funding to be carried forward into next financial year.						
	Mitigating Action						
	None available at this time						
	Anticipated Outcome						
	Anticipate some spend this year and the remainder to be rephased into 2023/24.						
8	Zero Carbon Fund						
	Project Life Financials	344	86	25%	344	0	0%
	Current Year Financials	258	0	0%	15	(243)	-94%
	Project Description	Zero Carbon Fund.					
	Project Manager	Steven Milne/ John McKenna					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Initial survey works have commenced at HUB CEC. It has been agreed that OLSP will be the next BAM operated school that we will install solar PV. Await proposals and costings. Works will cross into next financial year.						
	Mitigating Action						
	None available at this time						
	Anticipated Outcome						
	Project delivered within budget.						

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	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
9	Upgrade obsolete heating controls (BEMS) across Council estate						
	Project Life Financials	160	0	0%	160	0	0%
	Current Year Financials	152	0	0%	80	(72)	-47%
	Project Description	Upgrade obsolete heating controls (BEMS) across Council estate.					
	Project Manager	Steven Milne/ John McKenna					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Tender documentation currently being prepared. Work scheduled between October 2022 and March 2023 but suspect it will carry forward into the new financial year due to necessary disruption to heating in the buildings.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Delivery of project within budget.						
10	Viresco Studios and Arts Centre						
	Project Life Financials	750	0	0%	0	(750)	-100%
	Current Year Financials	750	0	0%	0	(750)	-100%
	Project Description	Viresco Studios and Arts Centre in Alexandria, aimed to encourage wider participation in the arts, creative enterprises and cultural activity in West Dunbartonshire.					
	Project Manager	Gillian McNamara					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Dec-22	Forecast End Date	30-Jun-23		
	Main Issues / Reason for Variance						
	Due to factors outwith the Council's control, progress couldn't be made on a timeline that would be acceptable to funders and as a result Scottish Government will withdraw the grant offer.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Repurposing and restoration of B listed former St Andrew's church in Alexandria for community arts uses.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
11 Clydebank Can On The Canal						
Project Life Financials	747	0	0%	747	0	0%
Current Year Financials	747	0	0%	90	(657)	-88%
Project Description	New activities centre in Clydebank Town Centre.					
Project Manager	Gillian McNamara					
Chief Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Dec-22	Forecast End Date	30-Jun-23		
Main Issues / Reason for Variance						
Kier is appointed to design and deliver the Activities Centre at Clydebank Town Centre. Design of the project is underway and a commencement date for construction has been confirmed as April 2023. The budget will slip into 2023-2024 however some spend on design development expected in the current financial year.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
New community-run activities centre in Clydebank Town Centre.						
12 LUF						
Project Life Financials	22,100	1,821	8%	22,100	(0)	0%
Current Year Financials	7,465	53	1%	2,262	(5,203)	-70%
Project Description	Year one LUF spend includes acquisition cost of Artizan Centre, and design development for Glencairn House and Connecting Dumbarton					
Project Manager	Gillian McNamara					
Chief Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Connecting Dumbarton and Glencairn House are progressing per the agreed programme. A future programme for the Artizan Centre based on the Redevelopment Options consultancy will be reported to IRED, after which proposed in year spend may be adjusted. Costs will continue to be monitored by the LUF Project Board. Update due to IRED September 2022.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Redevelopment of the Dumbarton Town Centre						
13 New Sports Changing Facility at Duntocher						
Project Life Financials	382	388	102%	388	6	2%
Current Year Financials	0	6	0%	6	6	0%
Project Description	New Sports Changing Facility at Duntocher					
Project Manager	Michelle Lynn/ Craig Jardine					
Chief Officer	Angela Wilson					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
Main Issues / Reason for Variance						
Project completed over budget due to ground conditions on site. Final costs now charged.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
New sports changing facility completed.						

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	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

14	Holm Park & Yoker Athletic FC						
	Project Life Financials	750	765	102%	765	15	2%
	Current Year Financials	86	101	118%	101	15	18%
	Project Description	Develop a new 3G pitch to act as a home venue for Clydebank FC with extensive community					
	Project Manager	Michelle Lynn/ Craig Jardine					
	Chief Officer	Angela Wilson					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Project now complete.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Project delivered on budget.						

15	New Westbridgend Community Centre						
	Project Life Financials	2,375	87	4%	2,375	(0)	0%
	Current Year Financials	1,090	3	0%	28	(1,063)	-97%
	Project Description	New Westbridgend Community Centre					
	Project Manager	Michelle Lynn/ Craig Jardine					
	Chief Officer	Angela Wilson					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance							
Various delays due to Covid and other utility issues. Planning was previously delayed but now resolved. Building warrant applications submitted with a view to tender being issued December 2022. Anticipated to be onsite by April 2023.							
Mitigating Action							
None available at this time.							
Anticipated Outcome							
New build community facility.							

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	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
16 Allotment Development						
Project Life Financials	400	47	12%	400	0	0%
Current Year Financials	357	3	1%	100	(257)	-72%
Project Description	To develop an allotment site.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Oct-23	Forecast End Date	31-Oct-23		
Main Issues / Reason for Variance						
Two sites are being developed at Dillichip Loan Bonhill and Overburn Dumbarton. These sites will provide eighty traditional allotment plots together with community food growing facilities. It is anticipated that project works will commence in February 2023 with a completion date of October 2023.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Two new allotment sites with 80 plots and community growing space.						
17 Posties Park Sports Hub - New sports hub to include gym & running track						
Project Life Financials	2,646	3,402	129%	3,402	756	29%
Current Year Financials	910	1,036	114%	1,036	126	14%
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.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Project start was delayed due to planning issues and COVID-19 restrictions. Work commenced January 2021 with a proposed completion date of March 2022 which has been extended to October 2022 due to design changes required by Planning. There is still a significant amount of work to be undertaken to complete the project and the cost of this work has been affected by Covid, Brexit and supply chain issues. A forecast is uncertain at this time pending discussions and negotiations with the contractor however additional budget will be required to complete this project.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
New all weather running track and gymnasium.						

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		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
18	Vale of Leven Cemetery Extension						
	Project Life Financials	817	263	32%	817	(0)	0%
	Current Year Financials	553	0	0%	150	(403)	-73%
	Project Description	Extension of existing cemetery in Vale of Leven.					
	Project Manager	Ian Bain					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	30-Sep-22		
	Main Issues / Reason for Variance						
	Project is now being developed for tendering, with project commencing February 2023 and completion expected by 31 October 2023. It is anticipated that £0.150m will be spent this financial year mainly on consultant costs and enabling works.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Extension to existing cemetery providing a sustainable burial environment.						
19	Bus Rapid Deployment Fund						
	Project Life Financials	217	3	1%	217	0	0%
	Current Year Financials	214	0	0%	0	(214)	-100%
	Project Description	Funding has been awarded from Sustrans to assist with social distancing measures required as a result of the COVID-19 pandemic.					
	Project Manager	Derek Barr					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Officers working with external partners to identify projects to support funding. Investigation on going however unlikely works will be able to progress this financial year.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	To improve journey times and reliability of bus services.						
20	Auld Street Clydebank - Bond						
	Project Life Financials	400	358	90%	400	0	0%
	Current Year Financials	42	0	0%	0	(42)	-100%
	Project Description	Completion of roadworks associated with Auld Street housing development. Creation of a footpath to Golden Jubilee Hospital.					
	Project Manager	Derek Barr					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Road construction works completed in previous years. Remaining funds are insufficient to complete footpath construction. Works on hold until such time as additional funds can be secured.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	To complete remaining civil works required.						

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	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
21	Mandatory 20mph Residential communities						
	Project Life Financials	500	11	2%	500	0	0%
	Current Year Financials	220	0	0%	0	(220)	-100%
	Project Description	Mandatory 20mph Residential communities.					
	Project Manager	Raymond Walsh					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Awaiting Scottish Government recommendations.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Project to be delivered within budget.						
22	Vehicle Replacement Strategy						
	Project Life Financials	1,000	0	0%	1,000	0	0%
	Current Year Financials	1,000	0	0%	0	(1,000)	-100%
	Project Description	Replacement of refuse collection vehicles.					
	Project Manager	Kenny Lang					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
	Main Issues / Reason for Variance						
	Larger vehicles will be delayed due to supply chain issues. Delivery timescales anticipated at 18 months.						
	Mitigating Action						
	None available.						
	Anticipated Outcome						
	Replacement of refuse collection vehicles.						
23	Vehicle Replacement						
	Project Life Financials	2,817	0	0%	2,817	0	0%
	Current Year Financials	2,817	0	0%	600	(2,217)	-79%
	Project Description	Replacement of vehicles which have reached end of programmed lifespan (7 year heavy vehicles, 10 year light vehicles).					
	Project Manager	Kenny Lang					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Vehicles are being ordered for delivery in this financial year but larger vehicles will be delayed into financial year 2023/2024.						
	Mitigating Action						
	None Required.						
	Anticipated Outcome						
	Replacement of fleet within budget.						

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
24	Free School Meals						
	Project Life Financials	199	236	119%	236	37	19%
	Current Year Financials	9	47	494%	47	37	394%
	Project Description	Provision of Capital Funding from Scottish Government to implement free school meal initiative.					
	Project Manager	Michelle Lynn/ Craig Jardine					
	Chief Officer	Laura Mason					
	Project Lifecycle	Planned End Date	31-Oct-22	Forecast End Date	31-Oct-22		
	Main Issues / Reason for Variance						
	Project is complete other than snagging works which can only be completed when school is closed however project end date is still on target. Additional budget required in relation to electrical phasing which was unknown at the time of project inception.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Project delivered within amended timescales.						
25	Community Alarm upgrade						
	Project Life Financials	924	0	0%	924	0	0%
	Current Year Financials	154	0	0%	40	(114)	-74%
	Project Description	To upgrade Community Alarm					
	Project Manager	Julie Slavin					
	Chief Officer	Beth Culshaw					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Work is ongoing with HR colleagues in order to appoint a project manager to this post and it is anticipated that spend will progress in the final half of the financial year.						
	Mitigating Action						
	None available at this time						
	Anticipated Outcome						
	Community Alarm Upgrade						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
26	Replacement of Care First					
Project Life Financials	1,400	0	0%	1,400	0	0%
Current Year Financials	280	0	0%	40	(240)	-86%
Project Description	Replacement of Care First					
Project Manager	Julie Slavin					
Chief Officer	Beth Culshaw					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
The replacement of CareFirst has been delayed because of challenges in respect of the recruitment of a Digital Business Lead to take forward the project. Work is ongoing with HR colleagues in order to consider how the recruitment challenge may be addressed.						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Replacement of Care First						
27	Replace Elderly Care Homes and Day Care Centres					
Project Life Financials	27,531	27,266	99%	27,531	0	0%
Current Year Financials	42	55	130%	55	13	30%
Project Description	Design and construction of replacement elderly care homes and day care centres in Dumbarton and Clydebank areas.					
Project Manager	Sharon Jump/ Craig Jardine					
Chief Officer	Beth Culshaw					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Project complete with a slight overspend due to additional works required in relation to roof vents which required to be installed.						
Mitigating Action						
The statement of final account has been signed and financial risk exposure should be reduced through efforts to dispose of the existing properties at the earliest opportunity.						
Anticipated Outcome						
Dumbarton Care Home opened 2017. Clydebank Care Home was certified complete on 9 November 2020.						
28	Development of Workforce Management System					
Project Life Financials	379	42	11%	425	46	12%
Current Year Financials	0	0	0%	46	46	0%
Project Description	Project to develop the Workforce Management System.					
Project Manager	Arun Menon					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
Main Issues / Reason for Variance						
Work continues on developments resulting in some spend in the current year.						
Mitigating Action						
None required.						
Anticipated Outcome						
Development of Workforce Management System.						

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

1

Payment Card Industry Data Security Standard (PCIDSS)

Project Life Financials	30	0	0%	30	0	0%
Current Year Financials	30	0	0%	30	0	0%
Project Description	Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Budget was rephased to 2022-23 as version upgrade of the Council's cash receipting system is required beforehand and is currently underway.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Upgraded version with PCI compliant telephone payment system.						

2

Electronic Insurance System

Project Life Financials	50	43	86%	51	1	1%
Current Year Financials	7	0	0%	8	1	10%
Project Description	Acquisition of a claims/incident management system supported by an electronic document management system.					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
The various claim forms and departmental reports have been reviewed and updated and the relevant online request forms were submitted to the Digital Sub-Group to be converted to Online Achieve Forms. The various claim forms and departmental reports have now been converted to Online Achieve Forms and are in the process of being tested. Once complete, the supplier will take matters forward with their design team. An anticipated timeline for completion of the project, taking into account the various stages i.e. development, testing, going live etc. will be drawn up in conjunction with the supplier at that time. Budget spend anticipated in 2022/23.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Upgraded Electronic Insurance System.						

3

Enhancements to Cash Receipting System

Project Life Financials	40	5	12%	40	(0)	0%
Current Year Financials	35	0	0%	35	0	0%
Project Description	To enhance the cash receipting system in the way payments are made and allocated to back office by increasing the level of security that is required for online payments made by customers					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	30-Sep-23	Forecast End Date	30-Sep-23		
Main Issues / Reason for Variance						
Budget was rephased to 2022-2023 as this is a number of mini projects and the first part is the version upgrade which is actively progressing. After this upgrade we can move onto other enhancements which are anticipated to finish in September 2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Enhancements to the cash receipting system including PCI compliant telephone payment system.						

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

4	Agresso development						
	Project Life Financials	60	5	8%	60	0	0%
	Current Year Financials	25	0	0%	25	0	0%
	Project Description	The purpose of this project is to carry out an upgrade of the Agresso Finance System which was last upgraded in 2015. The requirement to upgrade is to maintain a level of support available from Unit 4 who have advised that support for older versions of the system is being reduced.					
	Project Manager	Adrian Gray					
	Chief Officer	Laurence Slavin					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Oct-22		
	Main Issues / Reason for Variance						
	Delays in completion of required data cleansing prior to the upgrade have caused the start of the upgrade to be deemed too close to the financial year end to risk disruption to preparation of the draft final accounts. The upgrade will be delayed until October 2022.						
	Mitigating Action						
None possible at this time.							
Anticipated Outcome							
Development of Agresso system later than originally anticipated but within original budget.							

5	IFRS 16 Database						
	Project Life Financials	5	0	0%	5	0	0%
	Current Year Financials	5	0	0%	5	0	0%
	Project Description	This is a system which will ensure that WDC has the correct level of information and adheres to correct reporting of IFRS16 - Leasing.					
	Project Manager	Jackie Nicol Thomson					
	Chief Officer	Laurence Slavin					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	The purchase of software to allow new accounting treatment of leases to be appropriately reported is on track. Full spend anticipated FY 2022/2023.						
	Mitigating Action						
None required							
Anticipated Outcome							
Purchase of software for accounting for leases.							

6	Cost of Living						
	Project Life Financials	1,000	0	0%	1,000	0	0%
	Current Year Financials	1,000	0	0%	1,000	0	0%
	Project Description	To support Council and community organisations with capital costs for cost of living initiatives.					
	Project Manager	Gillian McNeilly					
	Chief Officer	Laurence Slavin					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
Working Group currently developing proposals for initiative.							
Mitigating Action							
None required							
Anticipated Outcome							
Initiative will assist with cost of living crisis							

PERIOD END DATE

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

7	Solicitor Project Support for Capital Projects						
	Project Life Financials	53	13	25%	53	0	0%
	Current Year Financials	33	0	0%	33	0	0%
	Project Description	Solicitor costs to directly support capital projects					
	Project Manager	Alan Douglas					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Trainee solicitor in place. Budget will be fully spent.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Solicitor support for Capital Projects, with full budget spend anticipated.						
8	Re -imagine Antonine Wall						
	Project Life Financials	30	0	0%	30	0	0%
	Current Year Financials	10	0	0%	10	0	0%
	Project Description	Council's capital contribution towards the multi-partner (five local authorities and Historic Environment Scotland) Rediscovering the Antonine Wall project which is also funded by the Heritage Lottery Fund.					
	Project Manager	Pamela Clifford					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Council's capital contribution towards the multi-partner (five local authorities and Historic Environment Scotland) Rediscovering the Antonine Wall project will be paid by the end of the financial year.						
	Mitigating Action						
	None Required.						
	Anticipated Outcome						
	Preservation of Historic Site.						
9	Replace existing main hall Air Handling unit at Clydebank Town Hall						
	Project Life Financials	83	0	0%	83	0	0%
	Current Year Financials	83	0	0%	83	0	0%
	Project Description	Replace existing main hall Air Handling unit at Clydebank Town Hall.					
	Project Manager	Steven Milne/ John McKenna					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Works are integrated with the new Baths refurbishment. Await design proposals from Vital for approval. Works to be complete by 31 March 2023 to compliment the district heating installation.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Physical works being carried out by 31/3/23.						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
10	Replace failed heating controls/valves & recommission						
	Project Life Financials	20	13	66%	20	0	0%
	Current Year Financials	7	0	0%	7	0	0%
	Project Description	Replace failed heating controls/valves & recommission.					
	Project Manager	Steven Milne/ John McKenna					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Actual End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Further works ordered. Expect full spend by 31 March 2023.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Delivery of project with full budget spend.						
11	Automatic Meter Readers - Water						
	Project Life Financials	85	55	64%	85	(0)	0%
	Current Year Financials	30	0	0%	27	(3)	-10%
	Project Description	Automatic Meter Readers.					
	Project Manager	Steven Milne/ John McKenna					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Water meter works to be carried out in the last quarter of the year. Previous works with electricity meter supplier did not meet expectations. Await resolutions before issuing further orders.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Anticipate some spend this year and the remainder to be rephased into 2023/24.						
12	Water Meter Downsize						
	Project Life Financials	16	14	85%	16	0	0%
	Current Year Financials	2	0	0%	2	(0)	0%
	Project Description	Water Meter Downsize.					
	Project Manager	Steven Milne/ John McKenna					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Project integrated with Water AMR project. All works to be carried out in the last quarter of the year when the existing AMR contract requires renewal. Expect full spend.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Delivery of project within budget.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
13 Lighting upgrades to LED in schools and Corporate buildings						
Project Life Financials	50	0	0%	50	0	0%
Current Year Financials	50	0	0%	50	0	0%
Project Description	Upgrade lighting in schools and corporate buildings.					
Project Manager	Steven Milne/ John McKenna					
Chief Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Initial works planned to be done at Knoxland and Gavinburn Primary schools during the October school holiday.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Works complete 2022/23						
14 Regeneration/Local Economic Development						
Project Life Financials	2,188	66	3%	1,651	(538)	-25%
Current Year Financials	1,651	66	4%	1,250	(401)	-24%
Project Description	Budget to facilitate the delivery of Regeneration throughout West Dunbartonshire, aligned to the Economic Strategy. External funding will be sought to maximise opportunities for redevelopment of these sites.					
Project Manager	Gillian McNamara					
Chief Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
LED budget is invested across our town centres and strategic sites and is used to develop and implement projects as well as providing match funding to lever in external funding. During 2022/2023 the key projects to be developed and delivered include a contribution towards Smollett Fountain public realm, enabling works at Mitchell Way subject to the timescale of the developer, development costs associated with Dumbarton Waterfront, the Arc of Attraction Strategy and in Clydebank implementation of the Development Framework and delivery of the Activities Centre. Many regeneration projects are subject to factors outwith Council control and close monitoring of the programming is required. A contingency is included for increasing costs and new funding opportunities.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Improved town centres and strategic sites across West Dunbartonshire.						
15 Regeneration Fund						
Project Life Financials	9,782	4,948	51%	9,797	15	0%
Current Year Financials	2,223	50	2%	2,075	(148)	-7%
Project Description	Funding to implement major regeneration projects linked to community charrettes.					
Project Manager	Gillian McNamara					
Chief Officer	Peter Hissett					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
The remaining Regeneration Fund projects are Dumbarton Waterfront Path; the contribution towards the costs of Glencairn House; Connecting Dumbarton; and the Scottish Marine Technology Park at the former Carless site. As Levelling Up Fund is programmed to be spent before Regeneration Fund for Glencairn House and Connecting Dumbarton, it is not anticipated that any Regeneration Fund will be spent on these projects during this financial year and will be carried forward. Spend against The £2.0m Clyde Mission funding for SMTP will continue during the financial year 2022/2023 before an agreement is reached on the £2.0m of Regeneration Fund investment. Dumbarton Waterfront Path will be developed according to landowner timescales, and only some spend is anticipated this year.						
Mitigating Action						
Programme management approach to delivery.						
Anticipated Outcome						
Progress towards delivery of planned projects from Economic Development Strategy and Charrette Action Plans albeit later than originally anticipated.						

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APPENDIX 7

PERIOD END DATE

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PERIOD

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
16	Town Centre Fund						
	Project Life Financials	1,166	1,023	88%	1,166	0	0%
	Current Year Financials	143	0	0%	143	0	0%
	Project Description	Scottish Government funding to help improve local town centres.					
	Project Manager	Gillian McNamara					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	The remaining Town Centre Fund will be spent on the Smollett Fountain public realm works which will be completed by the end of the financial year.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Regenerated Town Centres.						
17	Place Based Investment Programme						
	Project Life Financials	1,456	139	10%	1,456	0	0%
	Current Year Financials	1,317	0	0%	1,112	(205)	-16%
	Project Description	Scottish Government Funding to establish a Place-Based Investment Programme to ensure that all place based investments are shaped by the needs and aspirations of local communities.					
	Project Manager	Gillian McNamara					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	The budget includes a £0.641m contribution to Titan Boulevard at Queens Quay and £0.441m towards implementation of Alexandria Masterplan projects.						
	Mitigating Action						
	Programme involves expenditure over a number of projects led by different services. Regular reporting between services will help early identification of risk.						
	Anticipated Outcome						
	Place-based improvements that advance Scottish Government's priorities of 20 minute neighbourhoods and carbon zero.						
18	Levelling Up						
	Project Life Financials	125	68	55%	125	0	0%
	Current Year Financials	69	12	17%	69	0	0%
	Project Description	Successful LUF applications that meet UK Government's over-riding objective of Levelling Up and transformational regeneration.					
	Project Manager	Gillian McNamara					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	30-Jun-23		
	Main Issues / Reason for Variance						
	This capacity funding was awarded by UK Government to assist with development of LUF bids. WDC has been awarded a grant from LUF Round 1 and the capacity funding will be used in part to produce Artizan Centre redevelopment options. The balance will be used for Roads/Transportation to develop a major transportation bid for LUF2.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Successful LUF applications that meet UK Government's over-riding objective of Levelling Up and transformational regeneration.						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
19	District Heating Network Expansion						
	Project Life Financials	11,220	0	0%	11,220	0	0%
	Current Year Financials	3,720	0	0%	3,720	0	0%
	Project Description	District Heating Network Expansion.					
	Project Manager	Patricia Rowley/ Craig Jardine					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Network expansion to GJNH (Golden Jubilee National Hospital) will commence pending approval to proceed by the GJNH Board.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Project will be delivered on budget.						
20	Exxon City Deal						
	Project Life Financials	34,050	2,774	8%	34,049	(1)	0%
	Current Year Financials	986	94	10%	986	(0)	0%
	Project Description	As part of the City Deal project the WDC Exxon site at Bowling regeneration with alternative A82 route included.					
	Project Manager	Patricia Rowley/ Craig Jardine					
	Chief Officer	Peter Hessett					
	Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
	Main Issues / Reason for Variance						
	Regular updates are provided at every Council meeting and monthly Project Board meetings and to City Deal. The main issues contained within the new Council's approved Outline Business Case are still valid, which include Exxon's remediation strategy, land transfer arrangements and issues relating to adjoining owners. WDC Consultants are monitoring the remediation process to ensure compliance with specification, also Esso are independently monitoring the remediation works. Final Business Case submission is November 2022. Through the Scape framework we are working closely with Balfour Beatty to achieve a formal pre construction agreement to allow the detailed design works to commence and the full construction programme to be developed. Agreements in principle are progressing with third party land owners.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Delivery of the project on time and within the increased budget.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
21 Telephone System Upgrade						
Project Life Financials	15	4	24%	15	0	0%
Current Year Financials	11	0	0%	11	0	0%
Project Description	To improve Housing Repairs telephone platform for incoming calls, providing improved Management Information.					
Project Manager	Stephen Daly					
Chief Officer	Amanda Graham					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Improvements to Contact Centre telephony were completed as scheduled during 2021/2022. Further works have been scoped and agreed for improvement to Housing telephony, benefiting both residents and the Council. A review of the out of hours service is currently being undertaken including work to upgrade telephony. Any works will also incur professional fees for necessary scripting works. We are also exploring call recording technology across all the Contact Centre telephony. It is anticipated these projects will be completed during the financial year 2022/2023.						
Mitigating Action						
None required.						
Anticipated Outcome						
Review of service requirements & telephony functionality will inform works to improve citizen experience.						
22 Transformation of Infrastructure Libraries and Museums						
Project Life Financials	421	232	55%	421	(0)	0%
Current Year Financials	91	3	3%	91	(0)	0%
Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.					
Project Manager	David Main					
Chief Officer	Amanda Graham					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Work is underway to progress furniture replacement at Dumbarton, Duntocher and Parkhall libraries during 2022/2023. Budget of £0.1m has been rephased to next financial year for Dalmuir library as work is currently scheduled for 2023/2024.						
Mitigating Action						
None required.						
Anticipated Outcome						
Project carried forward to align with Asset Management programme.						
23 Heritage Capital Fund						
Project Life Financials	3,987	1,185	30%	4,000	13	0%
Current Year Financials	1,662	(2)	0%	1,662	0	0%
Project Description	Heritage Capital Fund.					
Project Manager	Sarah Christie/Michelle Lynn					
Chief Officer	Amanda Graham					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
The original projected spend has been affected by internal and external delays due to the Covid 19 recovery, a reduction in the scope of the Clydebank Town Hall project, a change in the delivery date for the Clydebank Museum at Clydebank Library during the contract award stage, while the new Dalmuir Library and Gallery had to be rescheduled for approval in August 2021. Officers are now making progress to get projects back on track, projects will still be delivered in full, and a review of optimism bias will be undertaken in the projections for 2022/23.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project to be delivered on budget and within revised timescale.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
24	Glencairn House					
	Project Life Financials	1,700	43	3%	1,590	(110) -6%
	Current Year Financials	1,590	43	3%	1,590	0 0%
	Project Description	Re-development of Glencairn House in Dumbarton High St to a purpose built library and museum.				
	Project Manager	Michelle Lynn/ Sarah Christie				
	Chief Officer	Amanda Graham				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance					
	Project in design phase and planning application submitted August 2022.					
	Mitigating Action					
	None available at this time.					
	Anticipated Outcome					
	Re-development of Glencairn House in Dumbarton High Street to a purpose built library and museum, within budget albeit later than originally anticipated.					
25	Alexandria Community Centre Sports Hall re-flooring					
	Project Life Financials	40	0	0%	40	0 0%
	Current Year Financials	40	0	0%	40	0 0%
	Project Description	Alexandria Community Centre Sports Hall re-flooring				
	Project Manager	John Anderson				
	Chief Officer	Amanda Graham				
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-23	
	Main Issues / Reason for Variance					
	The Alexandria Community Centre Sports Hall continues to be utilised as COVID-19 vaccine centre during 2022/23 and the work will be postponed until the last quarter of the financial year.					
	Mitigating Action					
	None required					
	Anticipated Outcome					
	New floor fitted in Alexandria Community Sports Hall.					
26	Depot Rationalisation					
	Project Life Financials	8,535	169	2%	8,535	(0) 0%
	Current Year Financials	1,715	51	3%	1,715	0 0%
	Project Description	Depot Rationalisation.				
	Project Manager	Sharon Jump/ Craig Jardine				
	Chief Officer	Angela Wilson				
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25	
	Main Issues / Reason for Variance					
	Design Team have been appointed to develop feasibility options for the DRP Project, currently in stage 1 of this phase reviewing service requirements. The conclusion of the feasibility report will provide input for the options appraisal exercise. The intention would be to bring a business case to a future IRED Committee.					
	Mitigating Action					
	None available at this time.					
	Anticipated Outcome					
	Project business case will be brought back to project board, IRED and Council.					

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
27	Building Upgrades and H&S - lifecycle & reactive building upgrades						
	Project Life Financials	1,912	353	18%	1,912	0	0%
	Current Year Financials	1,912	353	18%	1,912	(0)	0%
	Project Description	Lifecycle and reactive building upgrades.					
	Project Manager	Michelle Lynn/ Craig Jardine					
	Chief Officer	Angela Wilson					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Works progressing.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Full budget spend anticipated.						
28	New Sports Changing Facility Dumbarton West (Old OLSP site)						
	Project Life Financials	350	9	3%	350	0	0%
	Current Year Financials	0	0	0%	0	0	0%
	Project Description	New Sports Changing Facility Dumbarton West (Old OLSP site)					
	Project Manager	Michelle Lynn/ Craig Jardine					
	Chief Officer	Angela Wilson					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	The budget for this project has been rephased to FY 2023/2024.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	To deliver new sports changing facility.						
29	New Sports Changing Facility at Lusset Glen in Old Kilpatrick						
	Project Life Financials	150	16	11%	150	0	0%
	Current Year Financials	134	0	0%	134	(0)	0%
	Project Description	New Sports Changing Facility at Lusset Glen in Old Kilpatrick					
	Project Manager	Michelle Lynn/ Craig Jardine					
	Chief Officer	Angela Wilson					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Project had been delayed due to a number of COVID-19 related issues and utilities issues. Unit is now in production but delay to site due to the utility disconnection and demolition works. Demolition works complete and waiting for a date for installation.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	To deliver new sports changing facility.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
30 Changing Places Toilet Provision						
Project Life Financials	150	0	0%	150	0	0%
Current Year Financials	150	0	0%	150	0	0%
Project Description	Changing places toilet provision in four public buildings - Balloch bus stance toilets, Concord Community Centre, Dalmuir Community Centre and Clydebank East Community Centre.					
Project Manager	Michelle Lynn					
Chief Officer	Angela Wilson					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Plans have been prepared and projects will be progressed by the end of the financial year.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project delivered within budget.						
31 Purchase of 3 Welfare Units						
Project Life Financials	78	0	0%	78	0	0%
Current Year Financials	78	0	0%	78	0	0%
Project Description	At Council meeting on 30th August 2017 it was agreed to purchase 3 Welfare Units as a spend-to-save proposal.					
Project Manager	Martin Feeney					
Chief Officer	Angela Wilson					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Welfare Units will be purchased by the end of the financial year.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project delivered within budget.						
32 Elevated Platforms (Building Services)						
Project Life Financials	45	0	0%	45	0	0%
Current Year Financials	45	0	0%	45	0	0%
Project Description	Elevated Platforms (Building Services).					
Project Manager	Martin Feeney					
Chief Officer	Angela Wilson					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
It is anticipated that spend will be achieved by the end of the financial year 2022/2023.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project delivered within budget.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
33 Invest in "Your Community Initiative"						
Project Life Financials	912	849	93%	912	0	0%
Current Year Financials	80	17	21%	80	0	0%
Project Description	Capital budget to support the roll out of Your Community, an initiative designed to achieve coordinated service delivery in response to community need. This is complimented by community capacity building, empowering WD citizens to do more for their own communities (leading to less reliance on council). Also included is the implementation of participatory budgeting to support and build capacity in communities.					
Project Manager	Elaine Troup					
Chief Officer	Peter Barry					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Application process is planned for later in this financial year.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Full spend is anticipated on this year's budget.						
34 Integrated Housing Management System						
Project Life Financials	100	23	23%	100	(0)	0%
Current Year Financials	17	0	0%	17	0	0%
Project Description	Development of IHMS system.					
Project Manager	Graham Watters					
Chief Officer	Peter Barry					
Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
Main Issues / Reason for Variance						
Development of system progressing, with full budget spend anticipated to be incurred in 2022/23.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Development of IHMS system.						
35 Dennystoun Forge Site Improvements						
Project Life Financials	200	0	0%	200	0	0%
Current Year Financials	50	0	0%	50	0	0%
Project Description	Dennystoun Forge Site Improvements					
Project Manager	John Kerr					
Chief Officer	Peter Barry					
Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
Main Issues / Reason for Variance						
Project was initially stalled due to COVID-19 restrictions, however as these are easing Officers have now carried out a consultative exercise and initiated a site inspection to develop the work programme for 2022/2023.						
Mitigating Action						
Officers carried out some proactive consultative work to establish the tenant priorities this will allow the work programme to be developed timeously.						
Anticipated Outcome						
It is expected the works programme will be completed during 2022/2023.						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
36	Public non-adopted paths and roads						
	Project Life Financials	405	7	2%	405	0	0%
	Current Year Financials	405	7	2%	405	0	0%
	Project Description	Upgrades to drainage and lighting to enhance the lifespan of paths and roads within facilities in public parks, cemeteries and civic spaces.					
	Project Manager	Ian Bain					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Projects are currently being developed to deliver better access in our parks, cemeteries and open spaces. Full budget spend anticipated in 2022/2023.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Better access with parks, cemeteries and open spaces.						
37	Environmental Improvement Fund						
	Project Life Financials	1,726	1,718	100%	1,726	0	0%
	Current Year Financials	13	5	38%	13	0	0%
	Project Description	This fund has been created to deliver environmental improvement projects for communities throughout West Dunbartonshire.					
	Project Manager	Ian Bain					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Remaining budget rephased from 2021/2022 to progress with tree planting in 2022/2023 in line with the Councils Climate Change and Biodiversity action plans. Full budget spend anticipated.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Improvements to the environment of West Dunbartonshire.						
38	Kilmaronock Cemetery Extension						
	Project Life Financials	50	37	73%	50	(0)	0%
	Current Year Financials	13	0	0%	13	(0)	0%
	Project Description	Extension of existing cemetery at Kilmaronock.					
	Project Manager	Ian Bain					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	This budget will be used to develop an area of the existing Cemetery for additional burials. Project scope has now been developed and will be tendered under the minor civils framework. Budget spend anticipated in 2022/2023.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Sustainable burial environment for local residents.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
39	Sports Facilities Upgrades - Argyll Park - Construction of 3 All Weather Tennis Courts					
Project Life Financials	220	214	97%	220	0	0%
Current Year Financials	7	0	0%	7	(0)	0%
Project Description	Project is part of wider investment in sporting facilities and is dependent on match funding from Sports Scotland. Agreement in principle to wider WDC strategic priorities.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	03-Apr-21	Actual End Date	31-Mar-22		
Main Issues / Reason for Variance						
Project works complete. Retentions to be paid in 2022/2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
New all weather tennis courts.						
40	East End Park Resurfacing					
Project Life Financials	200	0	0%	200	0	0%
Current Year Financials	30	0	0%	30	0	0%
Project Description	Resurfacing of 3G pitch at East End Park.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Consultant and design team fees for resurfacing of 3G pitch at East End Park.						
Mitigating Action						
None required.						
Anticipated Outcome						
Resurfacing of 3G pitch at East End Park.						
41	Play Parks Grant Funding					
Project Life Financials	1,365	59	4%	1,365	(0)	0%
Current Year Financials	122	0	0%	122	(0)	0%
Project Description	Renew and replace play park equipment					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Development of play areas to improve accessibility and inclusiveness of play areas throughout West Dunbartonshire. Projects are being developed for implementation over the next five years.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Renewal of play parks						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
42 Balloch Mountain Bike Track						
Project Life Financials	210	0	0%	210	0	0%
Current Year Financials	10	0	0%	10	0	0%
Project Description	Develop a mountain bike skills trail at Balloch Castle Country Park.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	30-Nov-23	Forecast End Date	30-Nov-23		
Main Issues / Reason for Variance						
Design fees to develop Mountain bike skills trail in Balloch country park. Application will be submitted to Sport Scotland for match funding. Project to commence April 2023 and works to be complete by November 2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Mountain bike track						
43 Large bins for high traffic areas (pilot)						
Project Life Financials	25	0	0%	25	0	0%
Current Year Financials	25	0	0%	25	0	0%
Project Description	Supply and install extra large litter bins as a pilot project within hotspot problem areas.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Supply and install extra large litter bins as a pilot project within hotspot problem areas. Project will commence when the order is received and completion is anticipated by March 2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Large bins provided for high traffic areas						
44 Nature Restoration Fund						
Project Life Financials	228	0	0%	228	0	0%
Current Year Financials	228	0	0%	228	0	0%
Project Description	Nature resource for Fairley Community					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Funding received from Nature Restoration Fund to build nature resource for Fairley community has been completed and additional funding has been received and projects are currently being developed and to be delivered by March 2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Nature resource for Fairley Community						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
45 Spaces for People						
Project Life Financials	740	350	47%	350	(390)	-53%
Current Year Financials	390	0	0%	0	(390)	-100%
Project Description	Funding has been awarded from Sustrans to assist with social distancing measures required as a result of the COVID-19 pandemic.					
Project Manager	Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Jul-22	Forecast End Date	31-Jul-22		
Main Issues / Reason for Variance						
The programme is now complete and there will be no further expenditure.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
To provide people of West Dunbartonshire additional space to help adhere to social distancing guidelines.						
46 Cycling, Walking and Safer Streets						
Project Life Financials	683	6	1%	566	(117)	-17%
Current Year Financials	683	6	1%	566	(117)	-17%
Project Description	Introduction of enhanced walking routes and traffic calming schemes to introduce safer streets within West Dunbartonshire.					
Project Manager	Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
To develop projects including Balloch Park Phase 2, and other projects principally around National Cycle Network 7 and further pedestrian dropped kerbs.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
To improve connectivity and enhanced Cycling routes within West Dunbartonshire.						
47 Footways/Cycle Path Upgrades						
Project Life Financials	203	0	0%	107	(96)	-47%
Current Year Financials	107	0	0%	107	(0)	0%
Project Description	Renewal and/or enhancement of failed footpaths/cycle paths through West Dunbartonshire.					
Project Manager	Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Projects and locations still to be decided.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
To improve Footways in West Dunbartonshire.						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
48	Additional Pavement Improvements						
	Project Life Financials	200	0	0%	5	(195)	-97%
	Current Year Financials	5	0	0%	5	0	0%
	Project Description	Extra funding to accelerate pavement maintenance and improvements across West Dunbartonshire.					
	Project Manager	Derek Barr					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Budget to be used for retention payment from last years surfacing of Dumbarton East footways.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	To improve Footways in West Dunbartonshire.						
49	Turnberry Homes - traffic calming/ management at Turnberry housing development off Castle Road						
	Project Life Financials	60	55	91%	60	0	0%
	Current Year Financials	5	0	0%	5	0	0%
	Project Description	Funding has been received from Turnberry Homes and will be used to introduce traffic calming and traffic management measures to mitigate the impact of additional traffic accessing the housing development off Castle Road, Dumbarton.					
	Project Manager	Derek Barr					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Consultation completed 2021/2022 and speed humps will be installed prior to 31 March 2023.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Traffic calming to be installed in Dumbarton East.						
50	Electrical Charging Points - Rapid Charge						
	Project Life Financials	314	215	68%	314	(0)	0%
	Current Year Financials	100	0	0%	100	(0)	0%
	Project Description	Funding has been awarded from Transport Scotland for the Installation of electrical charging points					
	Project Manager	Derek Barr					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Charging points to be installed at Moss O' Balloch park by the end of this financial year.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	To provide Electric Vehicle Charging points within West Dunbartonshire.						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
51	Flood Risk Management						
	Project Life Financials	1,257	0	0%	1,257	0	0%
	Current Year Financials	1,257	0	0%	1,257	0	0%
	Project Description	Enhancement of drainage infrastructure to ensure compliance with Flood Risk Management Act 2009.					
	Project Manager	Raymond Walsh/ Derek Barr					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	A detailed design for Gruggies Burn will be undertaken by the end of the financial year.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Project should be complete within budget.						
52	Flood Prevention						
	Project Life Financials	500	0	0%	500	0	0%
	Current Year Financials	500	0	0%	500	0	0%
	Project Description	Various flood prevention projects.					
	Project Manager	Raymond Walsh					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Plans are under consideration by officers.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Projects should be complete within budget.						
53	Infrastructure - Flooding						
	Project Life Financials	149	19	13%	149	0	0%
	Current Year Financials	149	19	13%	149	0	0%
	Project Description	Essential renewal of failed drainage assets to minimise flood risk within West Dunbartonshire.					
	Project Manager	Raymond Walsh					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	Main Issues / Reason for Variance						
	Small value projects to tackle flooding events in various areas.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Intention is to complete works within budget.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
54 River Leven Flood Prevention Scheme						
Project Life Financials	800	181	23%	800	0	0%
Current Year Financials	620	0	0%	620	0	0%
Project Description	River Leven Flood Prevention Scheme.					
Project Manager	Raymond Walsh					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Awaiting outcome of Scottish Government & SEPA deliberations, however officers are hopeful full budget spend can be incurred by the end of the financial year.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Project should be completed within budget.						
55 Strathclyde Partnership for Transport - Bus, cycling and walking infrastructure improvements & Park and Rides						
Project Life Financials	1,627	5	0%	1,075	(552)	-34%
Current Year Financials	1,627	5	0%	1,075	(552)	-34%
Project Description	Strathclyde Partnership for Transport - Bus, cycling and walking infrastructure improvements.					
Project Manager	Raymond Walsh					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Work will be undertaken during this financial year for A8014 Kilbowie Road, Balloch Station Park & Ride and Bus Infrastructure Improvements. A814 Congestion measures contractor arrived on site mid-August. Works are progressing well and completion expected by the end of December 2022 . All of these projects will be undertaken by Roads Services.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Improve accessibility to Public Transport and improve journey time reliability.						
56 Infrastructure - Roads						
Project Life Financials	3,444	21	1%	3,444	0	0%
Current Year Financials	3,444	21	1%	3,444	(0)	0%
Project Description	Infrastructure - Roads.					
Project Manager	Hugh Campbell					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Roads Operations are progressing an extensive surfacing program and have a number of schemes to be completed by the end of the financial year.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Intention is to complete various surfacing works by the end of March 2023.						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
57	Street lighting and associated electrical infrastructure						
	Project Life Financials	12	8	61%	12	0	0%
	Current Year Financials	12	8	61%	12	(0)	0%
	Project Description	WDC is responsible for the maintenance of 18,000 street lighting columns and associated illuminated signs and bollards. This budget is required for this infrastructure.					
	Project Manager	Hugh Campbell					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date		31-Mar-23	
	Main Issues / Reason for Variance						
	Budget will be used for any service work carried out by Scottish Power before or after column replacement works.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Intention is to complete works within budget.						
58	Depot Improvement Works						
	Project Life Financials	97	35	36%	97	(0)	0%
	Current Year Financials	55	0	0%	55	(0)	0%
	Project Description	Improvement of WDC Roads Depot.					
	Project Manager	Hugh Campbell					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date		31-Mar-23	
	Main Issues / Reason for Variance						
	This budget will be utilised for depot rationalisation works during the financial year.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Intention is to complete works within budget.						
59	Gruggies Burn Flood Prevention						
	Project Life Financials	15,053	421	3%	15,053	(0)	0%
	Current Year Financials	1,524	0	0%	1,524	0	0%
	Project Description	Commission of Gruggies Flood Prevention Scheme.					
	Project Manager	Sharron Worthington					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date		31-Mar-24	
	Main Issues / Reason for Variance						
	Budget to be used for a detailed design for Gruggies Burn.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Project should be completed within budget.						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
60	A813 Road Improvement Phase 1						
	Project Life Financials	2,325	1,007	43%	2,325	0	0%
	Current Year Financials	693	0	0%	693	(0)	0%
	Project Description	A813 Road Improvement Phase 1.					
	Project Manager	Sharron Worthington					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26		
	Main Issues / Reason for Variance						
	Plans have been developed for carriageway widening and footway and cycleway construction between Strathleven and Lions Gate. There are ongoing discussions with Aggreko and other land owners in regards to access and land acquisition with construction commencing during 2022/2023.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	To provide an improved A813.						
61	A813 Road Improvement Phase 2						
	Project Life Financials	2,325	0	0%	2,325	0	0%
	Current Year Financials	0	0	0%	0	0	0%
	Project Description	A813 Road Improvement Phase 2.					
	Project Manager	Sharron Worthington					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26		
	Main Issues / Reason for Variance						
	These works are not due to commence until Phase 1 has been completed.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	To provide an improved A813.						
62	Clydebank Charrette, A814						
	Project Life Financials	4,300	3,829	89%	4,300	(0)	0%
	Current Year Financials	498	27	5%	498	(0)	0%
	Project Description	Clydebank Charrette, A814					
	Project Manager	Sharron Worthington					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
	Main Issues / Reason for Variance						
	Works substantially complete. Additional works as a compensation event started on Wallace street in July 2022.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Project should be completed within budget enhancing the A814 through Clydebank.						

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Budget Details	Project Life Financials						
	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
63	A811 Lomond Bridge						
	Project Life Financials	3,930	3,846	98%	3,846	(84)	-2%
	Current Year Financials	84	0	0%	0	(84)	-100%
	Project Description	Upgrade of Lomond Bridge.					
	Project Manager	Cameron Muir					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-22	Actual End Date	31-May-21		
	Main Issues / Reason for Variance						
	Works to Lomond Bridge were completed May 2021. No further costs expected.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	To provide an improved Lomond Bridge.						
64	Protective overcoating to 4 over bridges River Leven						
	Project Life Financials	1,039	651	63%	1,039	(0)	0%
	Current Year Financials	117	8	7%	117	(0)	0%
	Project Description	To overcoat 4 bridges over River Leven.					
	Project Manager	Cameron Muir					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
	Main Issues / Reason for Variance						
	Works to Renton footbridge are now complete and work will commence on the other bridges.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	To upgrade bridges within West Dunbartonshire.						
65	Roads Plant						
	Project Life Financials	80	0	0%	80	0	0%
	Current Year Financials	40	0	0%	40	0	0%
	Project Description	Purchase of Roads plant and equipment.					
	Project Manager	Hugh Campbell					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
	Main Issues / Reason for Variance						
	New Plant to be purchased						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	To purchase equipment.						

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	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
66 Footway Resurfacing (RAMP)						
Project Life Financials	350	0	0%	350	0	0%
Current Year Financials	350	0	0%	350	0	0%
Project Description	Footway resurfacing					
Project Manager	Hugh Campbell					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date		31-Mar-25	Forecast End Date		31-Mar-25
Main Issues / Reason for Variance						
Projects and locations to be decided.						
Mitigating Action						
None required.						
Anticipated Outcome						
Resurface footways.						
67 Traffic Signal Upgrades						
Project Life Financials	300	0	0%	300	0	0%
Current Year Financials	300	0	0%	300	0	0%
Project Description	Upgrade Traffic Signals					
Project Manager	Raymond Walsh					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date		31-Mar-25	Forecast End Date		31-Mar-25
Main Issues / Reason for Variance						
Projects and locations to be decided.						
Mitigating Action						
None required.						
Anticipated Outcome						
To upgrade traffic signals.						
68 Roads improvements						
Project Life Financials	1,000	0	0%	1,000	0	0%
Current Year Financials	1,000	0	0%	1,000	0	0%
Project Description	Various road improvement projects					
Project Manager	Hugh Campbell					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date		31-Mar-25	Forecast End Date		31-Mar-25
Main Issues / Reason for Variance						
Projects and locations to be decided.						
Mitigating Action						
None required.						
Anticipated Outcome						
Improvements to roads						

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	Budget	Spend to Date		Forecast Spend	Variance		
	£000	£000	%	£000	£000	%	
69	Street sign renewal						
	Project Life Financials	100	0	0%	100	0	0%
	Current Year Financials	100	0	0%	100	0	0%
	Project Description	Renewal of street signs					
	Project Manager	Raymond Walsh					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date		31-Mar-25	
	Main Issues / Reason for Variance						
	Projects and locations to be decided.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Renewal of street signage.						
70	Pavement improvements						
	Project Life Financials	1,000	0	0%	1,000	0	0%
	Current Year Financials	1,000	0	0%	1,000	0	0%
	Project Description	Various pavement improvement projects.					
	Project Manager	Hugh Campbell					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date		31-Mar-25	
	Main Issues / Reason for Variance						
	Projects and locations to be decided.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Improvement to pavements.						
71	Water Safety						
	Project Life Financials	30	0	0%	30	0	0%
	Current Year Financials	30	0	0%	30	0	0%
	Project Description	To develop Water Safety Policy & enhance water safety equipment in WDC					
	Project Manager	Derek Barr					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date		31-Mar-23	
	Main Issues / Reason for Variance						
	Expenditure on water safety equipment will be made as required throughout the year.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Water safety equipment as required.						

PERIOD END DATE

31 August 2022

PERIOD

5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
72 Purchase of gritters						
Project Life Financials	400	0	0%	400	0	0%
Current Year Financials	400	0	0%	400	0	0%
Project Description	Purchase of gritters.					
Project Manager	Hugh Campbell					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Delivery delayed by the supplier. Full budget spend expected before the end of the financial year.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project delivered within budget.						
73 Waste Transfer Station						
Project Life Financials	1,980	0	0%	1,980	0	0%
Current Year Financials	180	0	0%	45	(135)	-75%
Project Description	The design, development and construction of a recycling and bulk waste transfer facility that will ensure all recycling material can be sorted and disposed off appropriately to ensure compliance with landfill ban in 2025.					
Project Manager	Kenny Lang					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Consultant project nearing completion and spend will be made thereafter.						
Mitigating Action						
None Required.						
Anticipated Outcome						
Project delivered within budget.						
74 Replacement of compactors at Dalmoak civic amenity site						
Project Life Financials	160	71	44%	160	0	0%
Current Year Financials	80	71	88%	80	0	0%
Project Description	The purchase of 2 compactors for the Council civic amenity site at Dalmoak.					
Project Manager	Kenny Lang					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Compactors have now been delivered.						
Mitigating Action						
None Required.						
Anticipated Outcome						
Project delivered within budget.						
75 AV Equipment - Education						
Project Life Financials	1,110	199	18%	1,110	(0)	0%
Current Year Financials	441	11	3%	441	0	0%
Project Description	Purchase of AV Equipment for Education.					
Project Manager	David Jones/ Julie McGrogan					
Chief Officer	Laura Mason					
Project Lifecycle	Planned End Date	31-Mar-29	Forecast End Date	31-Mar-29		
Main Issues / Reason for Variance						
Although there is slippage caused mainly by the academic year starting several months after the financial year the project is still on track to be completed by the planned end date.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Purchase of AV Equipment for Education.						

PERIOD END DATE

31 August 2022

PERIOD

5

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

76	Digital Inclusion					
	Project Life Financials	376	335	89%	376	(0) 0%
	Current Year Financials	41	0	0%	41	0 0%
	Project Description	Increase the ratio of chrome book devices for most disadvantaged children and families and support for families with remote access.				
	Project Manager	David Jones/ Julie McGrogan				
	Chief Officer	Laura Mason				
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23	
Main Issues / Reason for Variance						
Additional devices have been ordered to increase the ratio of devices to pupils as part of a commitment towards a 1:1 device ratio. The project is on track to be fully spent in 2022/2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Increase the Chromebook ratio for most disadvantaged children.						

77	Schools Estate Improvement Plan						
	Project Life Financials	20,241	15,280	75%	20,241	0	0%
	Current Year Financials	1,005	464	46%	1,005	0	0%
	Project Description	Improvement of Schools Estate.					
	Project Manager	Sharon Jump/ Michelle Lynn/ Craig Jardine					
	Chief Officer	Laura Mason					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance							
<p>Renton Campus: The overall construction is programmed to complete by 25 July 2022. (Previously April 2022 but re-programmed due to 13 week COVID-19 site closure). Phase 1 of the project was handed over on Monday 18 October 2021, with pupils returning to the new school campus on Wednesday 20 October 2021. Phase 2 on schedule to be handed over 25th July 2022. There is an acceleration of spend due to part retention being paid 22/23. St Mary's: anticipated commencement of MUGA is September 2022 which means new build kitchen will slip to June 2023. Pitch onsite hopefully September and dining hall will be July 23 as cannot be onsite at the same time as pitch works. Additional ASN Provision: temporary accommodation for Choices will be in place September and plans for rebuild extension ongoing. Additional scoping in respect of vacant space at Choices and former Riverside ELC ongoing. Skills School: scoping ongoing. Balloch Campus, Lomond Base, artificial grass installation is complete.</p>							
Mitigating Action							
None required							
Anticipated Outcome							
Project delivered within budget and to the revised programme, following COVID-19.							

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS AT GREEN ALERT STATUS

APPENDIX 7

PERIOD END DATE

31 August 2022

PERIOD

5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
78	Schools Estate Improvement Plan - next Phase - Faifley Campus					
	Project Life Financials	29,450	95	0%	29,450	(0) 0%
	Current Year Financials	2,797	0	0%	2,797	0 0%
	Project Description	Improvement of Schools Estate.				
	Project Manager	Sharon Jump/ Craig Jardine				
	Chief Officer	Laura Mason				
	Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26	
	Main Issues / Reason for Variance					
	The next phase of the Schools Estate Improvement Plan involves the development of a new Campus provision in the Faifley area. WDC has been successful in securing funding from the Scottish Government Learning Estate Improvement Programme. SFT confirmed the indicative funding allocation for this project at £18.416m on the 4 May 2021, this will be received as a revenue stream over the 25 years of the Scottish Government financial support (subject to the Council adhering to the funding criteria). Site Options Appraisal has taken place and Members approved the recommendation to proceed with the new Faifley Campus on the St Joseph's site at Education Committee on 9th June 2021. The design team and main contractor have been appointed and the next phase will see the design development for the new Campus taking place. The statutory consultation process was launched in September 2021 and a report was brought back to the Educational Services committee in March 2022 concluding the process.					
	Mitigating Action					
	None available at this time.					
	Anticipated Outcome					
	Delivery of the project will be on time.					
79	Choices Programme - to assist young people who require additional support					
	Project Life Financials	750	637	85%	750	0 0%
	Current Year Financials	113	0	0%	113	(0) 0%
	Project Description	Bringing together Central Support Services which will include relocation of Choices Programme.				
	Project Manager	Michelle Lynn/ Craig Jardine				
	Chief Officer	Laura Mason				
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23	
	Main Issues / Reason for Variance					
	A new contractor has been appointed and looking at the programme of works.					
	Mitigating Action					
	None available at this time.					
	Anticipated Outcome					
	Project delivered on budget.					
80	Schools Estate Refurbishment Plan					
	Project Life Financials	5,508	5,505	100%	5,508	(0) 0%
	Current Year Financials	3	0	0%	3	0 0%
	Project Description	Completion of condition surveys has been carried out to identify works required to bring various schools from Condition C to Condition B.				
	Project Manager	Michelle Lynn/ Craig Jardine				
	Chief Officer	Laura Mason				
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	30-Apr-21	
	Main Issues / Reason for Variance					
	Project complete and await final charges.					
	Mitigating Action					
	None required.					
	Anticipated Outcome					
	Project delivered on time and within budget					

PERIOD END DATE

31 August 2022

PERIOD

5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
81	Early Years Early Learning and Childcare Funding					
	Project Life Financials	8,748	7,954	91%	8,748	(0) 0%
	Current Year Financials	795	1	0%	795	(0) 0%
	Project Description	Early learning and childcare funding awarded to West Dunbartonshire Council to facilitate the expansion in entitlement to funded ELCC to 1140 hours from August 2020.				
	Project Manager	Michelle Lynn/ Craig Jardine				
	Chief Officer	Laura Mason				
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23	
	Main Issues / Reason for Variance					
	Works progressing and budget spend anticipated in 2022/23.					
	Mitigating Action					
	None required at this time.					
	Anticipated Outcome					
	The project will be completed to deliver the requirements of the Early Years expansion plans.					
82	Dalmonach CE Centre					
	Project Life Financials	1,150	1,136	99%	1,150	(0) 0%
	Current Year Financials	26	12	45%	26	0 0%
	Project Description	To create new community facilities with additional space for early years provisions.				
	Project Manager	Michelle Lynn/ Craig Jardine				
	Chief Officer	Angela Wilson				
	Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	30-Apr-22	
	Main Issues / Reason for Variance					
	Project complete and final account to be agreed.					
	Mitigating Action					
	None required.					
	Anticipated Outcome					
	To create new community facilities with additional space for early years provisions.					
83	Aids & Adaptations - Special Needs Adaptations & Equipment					
	Project Life Financials	1,053	417	40%	1,053	0 0%
	Current Year Financials	1,053	417	40%	969	(84) -8%
	Project Description	Reactive budget to provide adaptations and equipment for HSCP clients.				
	Project Manager	Julie Slavin				
	Chief Officer	Beth Culshaw				
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23	
	Main Issues / Reason for Variance					
	Provision of aids and adaptations to clients as required.					
	Mitigating Action					
	None available at this time					
	Anticipated Outcome					
	Provision of adaptations and equipment to HSCP clients as anticipated.					

PERIOD END DATE

31 August 2022

PERIOD

5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
84 Criminal Justice Adaptations						
Project Life Financials	73	50	68%	73	0	0%
Current Year Financials	73	50	68%	73	0	0%
Project Description	Renovation of Unit 11 Levenside Business Court.					
Project Manager	Julie Slavin					
Chief Officer	Beth Culshaw					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
The construction of an office and storage refit with a mezzanine floor within an existing workshop unit which will include associated finishes works and electrical installations. The multi-purpose new office space will accommodate two members of staff with an office base and allow space to set up a training facility indoors. Project expected to be completed by 31 March 2023.						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Renovation of Unit 11 Levenside Business Court						
85 ICT Modernisation						
Project Life Financials	1,422	422	30%	1,422	0	0%
Current Year Financials	1,422	422	30%	950	(472)	-33%
Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
Project Manager	Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Some replacement Chrome book orders have been received by schools. Uplift and disposal of old devices being scheduled. Planning for MOB replacements to be issued to users but dependency on In Tune module of 365. Gathering inventory information for next batch of replacements.						
Mitigating Action						
Continue to escalate and meet framework suppliers to confirm delivery lead times.						
Investigate other procurement routes as well as adjust the project scope to replace where stock allows.						
Anticipated Outcome						
Most of capital allocated to HSCP will be used to review/replace the current case management systems and will be rephased in line with the project plan. Supply chain delays may continue to impact delivery and spend.						
86 Internet of Things Asset Tracking						
Project Life Financials	60	50	83%	60	0	0%
Current Year Financials	17	7	40%	17	0	0%
Project Description	Asset Tracking.					
Project Manager	Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Oct-22	Forecast End Date	31-Oct-22		
Main Issues / Reason for Variance						
Technical aspect of the project is complete and WDC are assisting with user testing. Delayed but on budget.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Technical aspect of the project is complete and WDC assisting with user testing. Delayed but on budget.						

PERIOD END DATE

31 August 2022

PERIOD

5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
87 ICT Security & DR						
Project Life Financials	1,297	241	19%	1,297	0	0%
Current Year Financials	1,297	241	19%	1,000	(297)	-23%
Project Description	The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the disaster recovery capabilities of WDC.					
Project Manager	Brian Miller/ Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Storage Area Network (SAN) delivered and installation planning underway. Switch replacement in schools completed during the summer break. Switch replacement for Church Street at planning stage as required down time. Server replacement at scoping stage.						
Mitigating Action						
Monitor supply chain issues. Continue tendering processes and implementation stages for each project.						
Anticipated Outcome						
Anticipate the majority of budget being spent this financial year but some works are planned for the last quarter of the year for Public Sector Network (PSN) annual compliance submission.						
88 365 Implementation						
Project Life Financials	450	189	42%	450	0	0%
Current Year Financials	173	11	7%	150	(23)	-13%
Project Description	Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc.					
Project Manager	Dorota Piotrowicz/ Patricia Kerr					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	30-Sep-23	Forecast End Date	30-Sep-23		
Main Issues / Reason for Variance						
Project spend relates to internal and external resources to implement new systems, processes and user training skills. Mailbox migration aspect of the project delayed until cloud backup is implemented (procurement of backup in progress and target implementation is October 2022 following tendering committee approval). Implementation of device management functionality in 365 is on target to go live in September 2022. Information governance work stream baseline review is complete and implementation of action plan is at planning stage. Recruitment of resources to train end users and carry out mail migrations has started.						
Mitigating Action						
Continue to monitor the various work streams to accelerate aspects of the project where possible if suppliers can provide resource. Continue to assess where a) internal skills have developed, b) external resource is needed for introducing new functionality in the future to inform future bidding cycles and c) temporary recruitment/secondment is required.						
Anticipated Outcome						
Majority of budget spent but delayed.						
89 Direct Project Support						
Project Life Financials	3,502	53	2%	3,502	0	0%
Current Year Financials	3,502	53	2%	3,502	0	0%
Project Description	Business support cost such as reallocation of architects and project support at year end.					
Project Manager	N/A					
Chief Officer	N/A					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Salary Capitalisation in 2022/23.						
Mitigating Action						
None required.						
Anticipated Outcome						
Direct project support costs allocated as appropriate.						

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF RESOURCES

APPENDIX 8

PERIOD END DATE

31 August 2022

PERIOD

5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Forecast Variance	
	£000	£000	%	£000	£000	%
1 Resources Carried Forward						
Project Life Financials	(141)	(99)	70%	(419)	(278)	197%
Current Year Financials	(278)	0	0%	(278)	0	0%
Project Description	These are resources that have been received in previous years relating to Turnberry Homes, Town Centre Fund Grant, Digital Inclusion, Clydebank Can on the Canal, Internet of Things Asset Tracking and Auld Street Bond.					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Application of resources is dependent on capital project progressing in year as planned.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Application of resources held on balance sheet as at 31 March 2022 as appropriate.						
2 General Services Capital Grant						
Project Life Financials	(75,127)	(31,382)	42%	(76,371)	(1,244)	2%
Current Year Financials	(5,574)	(2,525)	45%	(5,574)	0	0%
Project Description	This is a general grant received from the Scottish Government in relation to General Services capital spend					
Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
Main Issues / Reason for Variance						
General services capital grant is anticipated to be received as forecast.						
Mitigating Action						
None required at this time						
Anticipated Outcome						
General services capital grant is anticipated to be received as forecast.						
3 Ring Fenced Government Grant Funding						
Project Life Financials	(35,184)	(4,705)	13%	(35,184)	0	0%
Current Year Financials	(959)	(126)	13%	(959)	0	0%
Project Description	This is ring fenced grant funding which is primarily anticipated to be received from the Scottish Government and relates to Cycling, Walking, Safer Streets, Regeneration Placed Based Investment Programme, Early Years, Gruggies Burn Flood works, Early Years funding, City Deal and Town Centre Fund.					
Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26		
Main Issues / Reason for Variance						
Application of resources is dependent on capital project progressing in year as planned.						
Mitigating Action						
Mitigating actions are detailed within the appropriate status updates.						
Anticipated Outcome						
Application of resources as appropriate.						
4 Match Funding / Other Grants and Contributions						
Project Life Financials	(11,216)	(4,938)	44%	(11,216)	0	0%
Current Year Financials	(1,753)	(1,199)	68%	(1,753)	0	0%
Project Description	Match Funding / Other Grants and Contributions					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Application of resources is dependent on capital project progressing in year as planned.						
Mitigating Action						
None required.						
Anticipated Outcome						
Match funding received.						

PERIOD END DATE

31 August 2022

PERIOD

5

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

5 Capital Receipts						
Project Life Financials	(25,429)	(77)	0%	(26,506)	(1,077)	4%
Current Year Financials	0	0	#DIV/0!	0	0	#DIV/0!
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						
Receipts budgets are based on assumptions in relation to the sale of various sites. Not all sales will be realised this financial year. The main ones being OLSP, St James retail park, Dalreoch Care Home. Queen's Quay, Levenbank Terrace, Heather Avenue, Crosslet House. As agreed at Council receipts received are used firstly to pay for principle and premiums.						
Mitigating Action						
While market conditions are out with officers control all potential receipts will be explored.						
Anticipated Outcome						
Capital receipts received.						

6 Prudential Borrowing						
Project Life Financials	(124,728)	(51,265)	41%	(120,194)	4,534	-4%
Current Year Financials	(57,013)	(7)	0%	(41,282)	15,731	-28%
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-26	Forecast End Date	31-Mar-26		
Main Issues / Reason for Variance						
Prudential borrowing is impacted by programme delivery therefore mitigating action is detailed in the red and amber analysis.						
Mitigating Action						
None available at this time.						
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.						

7 CFCR						
Project Life Financials	(10)	0	0%	(10)	0	0%
Current Year Financials	(10)	0	0%	(10)	0	0%
Project Description	This is capital spend which is funded by revenue budgets					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-22		
Main Issues / Reason for Variance						
Renovation of Unit 11 Levenside Business Court						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
CFCR applied to relevant capital project.						

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Officer - Resources

Council: 28 October 2022

**Subject: Housing Revenue Account Budgetary Control Report
 to 31 August 2022 (Period 5)**

1. Purpose

- 1.1** The purpose of the report is to provide members with an update on the financial performance to 31 August 2022 (Period 5) of the HRA revenue and capital budgets for 2022/23.

2. Recommendations

- 2.1** Members are asked to:

- i) note the revenue analysis shows a projected annual favourable variance of £0.006m; and
- ii) note the net projected annual position in relation to the capital plan is highlighting an in-year adverse variance of £2.245m (3.42%) which is made up of slippage of £2.564m (3.91%) and overspend of £0.319m (0.49%) as detailed in Appendix 4.

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 9 March 2022, Members agreed the revenue estimates for 2022/23 and a total budget of £47.018m.

Capital

- 3.2** At the meeting of Council on 9 March 2022, Members also agreed the updated Capital Plan for 2022/23 which has been augmented by slippage from 2021/22 to produce a total planned spend for 2021/22 of £65.567m.

4. Main Issues

Revenue

- 4.1** The budgetary position for HRA Revenue is provided in Appendix 1 with information on projected variances valued at more than £0.050m being provided as Appendix 2, and shows a projected favourable variance of £0.006m. It should be noted however that this assumes the budgeted 2% pay award. In light of the most recent pay award negotiations it is likely that the actual pay award will be higher than 2%. Based on the current offer being

negotiated which is around 5%, the cost to HRA would be an additional £0.295m.

Capital

- 4.2** The HRA capital summary position is shown in Appendix 3. Information on projects that are highlighted as being within the Amber category is provided in Appendix 4 and Appendix 5 provides information on the projects at Green. A summary of anticipated resources is shown in Appendix 6. The analysis shows that there is currently a projected in-year adverse variance of £2.245m.
- 4.3** From the analysis within the appendices it can be seen that there is one project with forecast material slippage, as listed as follows:

Project Name	Slippage (£m)
Affordable Housing Supply Programme	2.564

Reasons for slippage are explained in Appendix 4.

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 Housing management and Legal services have been requested on this report and both have advised there are neither any issues nor concerns with the proposal.

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.

Laurence Slavin
Chief Officer – Resources
Date: 22 September 2022

Person to Contact: Janice Rainey - Business Unit Finance Partner (HEED),
16 Church Street, Dumbarton, G82 1QL,
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 Amber Projects (Capital)
Appendix 5 - Variance analysis Green Projects (Capital)
Appendix 6 - Resources (Capital)
Appendix 7 - Analysis of Affordable Housing Supply Programme (Capital)

Background Papers: None

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL
HRA REVENUE BUDGETARY CONTROL 2022/23

APPENDIX 1

PERIOD END DATE

31 August 2022

Subjective Summary	Total Budget 2022/23 £000	Spend to Date 2022/23 £000	Forecast Spend £000	Forecast Variance 2022/23 £000 %		Annual RAG Status
Employee Costs	6,690	2,414	6,844	154	2%	↓
Property Costs	2,030	677	2,000	(30)	-1%	↑
Transport Costs	112	53	151	39	0%	↓
Supplies, Services And Admin	395	89	382	(13)	-3%	↑
Support Services	2,724	845	2,536	(188)	-7%	↑
Other Expenditure	532	409	580	48	9%	↓
Repairs & Maintenance	12,942	997	12,293	(649)	-5%	↑
Bad Debt Provision	1,060	309	923	(137)	-13%	↑
Void Loss (Council Tax/Lost Rents)	857	819	1,684	827	96%	↓
Loan Charges	19,676	6,559	19,676	0	0%	→
Total Expenditure	47,018	13,171	47,069	51	0%	↓
House Rents	45,215	16,680	45,239	(24)	0%	↑
Lockup Rents	210	75	206	4	2%	↓
Factoring/Insurance Charges	1,316	545	1,308	8	1%	↓
Other rents	115	37	116	(1)	-1%	↑
Interest on Revenue Balance	55	4	10	45	82%	↓
Transfer from Reserves	0	0	60	(60)	0%	↓
Miscellaneous income	107	44	136	(29)	-27%	↑
Total Income	47,018	17,385	47,075	(57)	0%	↑
Net Expenditure	0	(4,214)	(6)	(6)		↑

MONTH END DATE

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PERIOD

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Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
EMPLOYEE COSTS		6,690	6,844	154	2%
					↓
Subjective Description					
This budget covers all employees charged directly to the HRA including caretakers.					
Variance Narrative					
Main Issues		£60K of this adverse variance relates to the increased pay awarded to caretakers following job evaluation panel on 7 April. This is offset by a transfer from HRA service improvement reserve which is shown in the income section. The remaining variance is due to additional temp posts being added to assist with backlogs/ staff absences.			
Mitigating Action		The need for additional staffing is regularly reviewed and will be reduced when service requirements allow.			
Anticipated Outcome		A year end overspend is anticipated			
Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
SUPPORT SERVICES		2,724	2,536	(188)	-7%
					↑
Subjective Description					
This budget covers central support recharges to the HRA					
Variance Narrative					
Main Issues		A favourable variance is expected with the assumption that the 2022/23 forecast outturn for support services is expected to be in line with the 2021/22 outturn adjusted for pay uplifts etc. This charge is calculated each year end based on HRA's percentage usage of the total cost of WDC support services. The 2022/23 HRA budget was set before this 2021/22 outturn was known so was based on 2020/21 charge which was higher.			
Mitigating Action		No mitigating action is required.			
Anticipated Outcome		A year end underspend is anticipated			
Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
REPAIRS & MAINTENANCE		12,942	12,293	(649)	-5%
					↑
Service Description					
This budget covers all repair and maintenance expenditure to houses and lockups					
Variance Narrative					
Main Issues		The favourable variance within Repairs & Maintenance is due to a couple of factors. The first being other maintenance relating to Gas Maintenance, Lift Maintenance etc. is expected to be lower than anticipated at time of budget setting when comparing to previous years trends. The second factor, similarly when looking at previous years trends we can expect the recoveries from owners to be higher than anticipated at time of budget setting. These combined results in the projected favourable variance in 2022/23.			
Mitigating Action		No mitigating action is required.			
Anticipated Outcome		A year end underspend is anticipated			

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Budget Details		Variance Analysis				
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status	
		£000	£000	£000	%	
BAD DEBT PROVISION		1,060	923	(137)	-13%	↑
Service Description						
This budget allows for the provision for bad and doubtful debts to be maintained at an appropriate level						
Variance Narrative						
Main Issues		The Bad Debt Provision expected to be required for 2022/23 is less than estimated at time of budget setting, resulting in a favourable variance. This assumes that the provision required in 22/23 will be similar to the 21/22 provision.				
Mitigating Action		No mitigating action is required.				
Anticipated Outcome		A year end underspend is anticipated				

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

VOID LOSS		857	1,684	827	96%	↓
Service Description						
This budget covers the rents lost on void houses and lockups and the cost of council tax on void properties.						
Variance Narrative						
Main Issues		The main reason for the projected adverse variance relates to the number of void properties being higher than expected at time of budget setting. The budget was set on the assumption that backlogs following COVID delays in getting voids turned around would be resolved early in year however the numbers continue to be high .				
Mitigating Action		A void working group has been reviewing the issues and have been implementing actions and working with Housing Maintenance managers to improve the situation and it is expected that the void figures will start to decrease significantly over the next few month				
Anticipated Outcome		A year end overspend is anticipated				

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

MONTH END DATE 31 August 2022

PERIOD 5

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	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
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	2	7.7%	2,663	35.9%	2	7.7%	2,650	35.7%		
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	24	92.3%	4,755	64.1%	24	92.3%	4,765	64.3%		
	26	100%	7,417	100%	26	100%	7,416	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	0	0	0	0	0	0	0	0	0	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	115,267	2,663	115,767	500	41,645	2,650	39,581	(2,064)	(2,564)	500
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	100,816	4,755	100,636	(181)	23,922	4,765	23,742	(181)	0	(181)
TOTAL EXPENDITURE	216,084	7,417	216,403	319	65,567	7,416	63,322	(2,245)	(2,564)	319
TOTAL RESOURCES	216,084	7,417	216,403	(319)	65,567	7,416	63,322	2,245		
NET EXPENDITURE	0	0	0	0	0	0	0	0		

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31 August 2022

PERIOD

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

1 Void house strategy programme

Project Life Financials	8,384	960	11%	8,884	500	6%
Current Year Financials	2,000	960	48%	2,500	500	25%
Project Description	Spend on Void Properties to bring them up to letting standard					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		

Main Issues / Reason for Variance

Void works to continue into 22/23 to bring void properties up to a lettable standard. The high number of voids has led to a higher than expected demand for this budget, resulting in a projected overspend in 22/23.

Mitigating Action

None available at this time

Anticipated Outcome

Void properties to be brought up to lettable standard

2 Affordable Supply Programme

Project Life Financials	106,883	1,703	2%	106,883	0	0%
Current Year Financials	39,645	1,691	4%	37,081	(2,564)	-6%
Project Description	Affordable Housing Supply Programme					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		

Main Issues / Reason for Variance

Progress will continue to be monitored as the year progresses. The project has been moved into amber due to issues around the Clydebank East site. Following additional and more detailed site investigations it now appears likely that there will be significant additional costs to deliver the ground remediation strategy. These additional costs place the development at risk due to affordability issues. It is expected full information to make an assessment will be available in October and an update will be given to the Housing and Communities Committee when this has been achieved. Slippage to 23/24 is expected for Bank Street and Willox Park phase 1. Site specific updates as follows:-

Clydebank East - 88 units to be completed on the site. Estimated Start Date to be revised in light of required remediation strategy.

Queens Quay Site B - 29 units were expected to complete August 22, with rental income forecast from end of September 22. This has however have been delayed to end of September 22 completion with rental income forecast from end of October 22 due to delay with completion certificate.

Queens Quay Site C - 20 units to be completed on site. Estimated start date March 2023 and estimated completion March 2024.

Pappert - 27 units to be completed on site. Estimated completion early 2023. Officers currently working on the design and build contract.

Bank Street - 20 units to be completed on the site. Estimated start date July 2023, estimated completion July 2024. Project is currently at feasibility stage and probable outturn is expected to be lower than budgeted with a revised forecast spend of £0.420m against budget of £0.995m, resulting in slippage of £0.575m

Clydebank Health Centre - 41 units to be completed on site. Purchase cost now agreed with NHS with sale to be finalised in coming weeks.

Willox Park Phase1 - 17 units to be completed on site. Estimated start date June 2023 and estimated completion May 2024. 17/18 units demolition complete, and site investigation under way. Tender application expected to go out April 23. At this stage spend in the current year is expected to be £0.400m against budget of £2.4m resulting in slippage of £1.989m.

Mount Pleasant - 25 units to be completed on site. Estimated start date March 2023 with estimated completion March 2024.

Demolition of current site to go to the tendering committee at end of September 2022.

Bonhill Gap Site - 32 units to be completed on site. Estimated start date April 2023 and estimated completion October 2024. The project is currently at design stage.

Mitigating Action

None required at this time

Anticipated Outcome

Project to complete and meet revised spend targets

MONTH END DATE

31 August 2022

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Special needs adaptations						
Project Life Financials	2,487	5	0%	2,487	0	0%
Current Year Financials	474	5	1%	474	0	0%
Project Description	Adaptations to Housing for Special Needs					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets. Possibility of overspend due to price increases and demand levels rising.						
Mitigating Action						
None required at this time						
Anticipated Outcome						
Full budget spend, possibility of overspend.						
Capitalised minor works						
Project Life Financials	2,266	0	0%	2,266	0	0%
Current Year Financials	431	0	0%	431	0	0%
Project Description	Gypsy/ Traveller Site improvements					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						
Better Homes Priority Budget						
Project Life Financials	1,557	0	0%	1,557	0	0%
Current Year Financials	664	0	0%	664	0	0%
Project Description	Priority projects as prioritised by the Better Homes Group					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
A number of priority initiatives, supported by the Better Homes Project Board, are being investigated and are envisaged to have a positive impact on the current council housing stock and budget, with works expected to progress in 22/23.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						
QL Development						
Project Life Financials	271	0	0%	271	0	0%
Current Year Financials	185	0	0%	185	0	0%
Project Description	This budget relates to the costs associated with the development of the Integrated Housing Management System					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No issues. Development of QL system to carry on through 22/23.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

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PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Gypsy Travellers Site						
Project Life Financials	170	0	0%	170	0	0%
Current Year Financials	40	0	0%	40	0	0%
Project Description	Gypsy/ Traveller Site improvements					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						
Community Safety Projects						
Project Life Financials	17	0	0%	17	0	0%
Current Year Financials	17	0	0%	17	0	0%
Project Description	Community Safety Projects					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						
Airport Noise						
Project Life Financials	192	0	0%	192	0	0%
Current Year Financials	192	0	0%	192	0	0%
Project Description	Noise Insulation Project					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
Main Issues / Reason for Variance						
Awaiting receipt of the airport scheme outline from Glasgow Airport before works can planned. Project expected to make progression in 22/23.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

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PERIOD

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

8

Targeted SHQS /ESSH compliance works

Project Life Financials	19,841	0	0%	19,841	0	0%
Current Year Financials	4,455	0	0%	4,455	0	0%
Project Description	This budget is to focus on work required to maintain the SHQS compliance and energy efficiency with WDC housing stock.					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets. Current progress is slightly behind cumulative monthly targets, work is progressing and additional resources will be coming on board shortly with new framework contractor.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

9

Roof Coverings

Project Life Financials	17,607	2,211	13%	17,607	0	0%
Current Year Financials	4,955	2,211	45%	4,955	0	0%
Project Description	Building external component renewals, roofs/chimneys/flashings/fascias/gutters/svp					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
Currently behind monthly targets, however tentatively anticipated to meet full spend and targets. Current tiled roof progress is behind cumulative monthly targets but overall output is anticipated to increase with the new metal and flat roof framework contract coming on board contributing to a wider range of roof types being completed.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

10

Doors/window component renewals

Project Life Financials	10,963	154	1%	10,963	0	0%
Current Year Financials	2,500	154	6%	2,500	0	0%
Project Description	Doors/Windows Component Renewals					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
Project is anticipated to meet revised targets. Additional external support became available from August to assist with window installs, feedback from officers have highlighted challenges with resource levels from back-up contractor. This will be monitored closely.						
Mitigating Action						
None required at this time						
Anticipated Outcome						
Full budget spend						

MONTH END DATE

31 August 2022

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
External stores/garages/bin stores/drainage component renewals						
Project Life Financials	257	0	0%	257	0	0%
Current Year Financials	75	0	0%	75	0	0%
Project Description	This budget is to focus on external stores/garages/bin stores etc. component renewals as identified and recommended from the housing stock condition survey.					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						
Secure entry component renewals						
Project Life Financials	273	35	13%	273	0	0%
Current Year Financials	91	35	39%	91	0	0%
Project Description	This budget is to focus on secure door entry component renewals as identified and recommended from the housing stock condition survey and appropriate council officer referrals.					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
This programme always presents challenges with owner liaison and reaching agreements to install door entry where none exists, this contributes directly to achieving SHQS compliance for this element and reducing abeyances. The budget reflects the demand and number of installs required but it is acknowledged that full uptake is unlikely.						
Mitigating Action						
Officers continue to liaise with owners to encourage agreement for install.						
Anticipated Outcome						
Anticipated not to meet full spend despite best efforts.						
Statutory/regulatory compliance works (lifts/electrical/legionella/fire etc)						
Project Life Financials	566	89	16%	566	0	0%
Current Year Financials	108	89	83%	108	0	0%
Project Description	This budget will be used to upgrade / replace components / installations in order to comply with the relevant standards / legislation / health and safety in relation to housing stock.					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

MONTH END DATE

31 August 2022

PERIOD

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
14	Heating improvement works						
	Project Life Financials	5,092	435	9%	5,092	0	0%
	Current Year Financials	969	435	45%	969	0	0%
	Project Description	Carry out works to renew inefficient boilers/full systems as identified from the stock condition survey and renewal of obsolete/damaged boilers.					
	Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
	Main Issues / Reason for Variance						
	Anticipated to meet full spend and targets and possibly overspend. This budget has overspent in recent years as demand has exceeded expectations. Current progress continues this trend however an industry wide shortage in microchips is likely to hinder availability of boilers and in turn will impact on spend. Due to the nature of this project (ensuring heating and hot water availability) there is no option for a conscious reduction of installs.						
	Mitigating Action						
	None available						
	Anticipated Outcome						
	Full budget spend, possible overspend.						
15	Energy improvements/energy efficiency works						
	Project Life Financials	280	0	0%	280	0	0%
	Current Year Financials	54	0	0%	54	0	0%
	Project Description	Energy improvements/ efficiency works (e.g. loft insulation, pipe/tank insulation, draught exclusion)					
	Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
16	Modern facilities and services						
	Project Life Financials	5,293	73	1%	5,293	0	0%
	Current Year Financials	1,036	73	7%	1,036	0	0%
	Project Description	New Kitchens, Bathrooms and Showers					
	Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
17	Improvement works (Risk St)						
	Project Life Financials	103	0	0%	103	0	0%
	Current Year Financials	103	0	0%	103	0	0%
	Project Description	Risk Street Over clad					
	Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						

MONTH END DATE

31 August 2022

PERIOD

5

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
18 Contingencies						
Project Life Financials	581	0	0%	400	(181)	-31%
Current Year Financials	181	0	0%	0	(181)	-100%
Project Description	This is a contingent budget for unforeseen matters which may arise during the year.					
Project Lifecycle	Planned End Date	31-Mar-27		Forecast End Date	31-Mar-27	
Main Issues / Reason for Variance						
No Issues, contingent budget for unplanned spend						
Mitigating Action						
none at this time						
Anticipated Outcome						
Spend as required						
19 Defective structures/component renewals						
Project Life Financials	3,637	113	3%	3,637	0	0%
Current Year Financials	887	113	13%	887	0	0%
Project Description	Defective structures					
Project Lifecycle	Planned End Date	31-Mar-27		Forecast End Date	31-Mar-27	
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						
20 Environmental renewal works, paths/fences/walls/parking area's						
Project Life Financials	5,092	457	9%	5,092	0	0%
Current Year Financials	969	457	47%	969	0	0%
Project Description	Environmental renewal works, paths/fences/walls/parking areas					
Project Lifecycle	Planned End Date	31-Mar-27		Forecast End Date	31-Mar-27	
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						
21 Asbestos management works						
Project Life Financials	1,135	30	3%	1,135	0	0%
Current Year Financials	215	30	14%	215	0	0%
Project Description	This budget is to fund work associated with the management of current asbestos legislation and					
Project Lifecycle	Planned End Date	31-Mar-27		Forecast End Date	31-Mar-27	
Main Issues / Reason for Variance						
No Issues, anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

MONTH END DATE

31 August 2022

PERIOD

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

22

Multi Story Flats (including Fire Risk Assessment Works)

Project Life Financials	2,378	0	0%	2,378	0	0%
Current Year Financials	800	0	0%	800	0	0%
Project Description	High Rise Fire Safety Measures					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, anticipated to meet spend and revised targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

23

Buy Backs

Project Life Financials	7,729	319	4%	7,729	0	0%
Current Year Financials	2,019	319	16%	2,019	0	0%
Project Description	This is a budget to undertake specific projects that will deliver housing policies/strategies, example: Ex local authority and mortgage to rent buy-back scheme					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
The main objective of the Buy Back Scheme is to bring former council properties that were sold through the RTB scheme, back into council use. These properties must assist the council with reducing housing need on the waiting list and where appropriate assist with external capital works. For these reasons, any purchase is subject to stringent criteria to ensure accountability and value for money for existing tenants. Spend in 22/23 will therefore be dependent on these factors. So far this year , 3 homes have been purchased, with a further 8 under offer. The target is to deliver an additional 20 homes each year through the buyback scheme.						
Mitigating Action						
None required.						
Anticipated Outcome						
Budget spend anticipated, should criteria be met.						

24

Salaries/central support/offices

Project Life Financials	13,031	835	6%	13,031	0	0%
Current Year Financials	2,504	835	33%	2,504	0	0%
Project Description	Allocation of costs from other WDC services who support the HRA capital programme					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
No Issues, budget for salaries and support						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
ANALYSIS OF RESOURCES

MONTH END DATE

31 August 2022

PERIOD

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

1 NEW BUILD GRANT

Project Life Financials	(48,826)	0	0%	(48,826)	0	0%
Current Year Financials	(30,006)	0	0%	(27,980)	2,027	-7%
Project Description	Grant to facilitate the building of new build housing					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date		31-Mar-27	
Main Issues / Reason for Variance						
No issues, income due to be received with no problems anticipated						
Mitigating Action						
None required						
Anticipated Outcome						
Income due to be received						

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
ANALYSIS OF AFFORDABLE HOUSING SUPPLY PROGRAMME

APPENDIX 7

MONTH END DATE

31 August 2022

PERIOD

5

Site	Project Life Financials					RAG Status
	Budget	Spend to Date	Forecast Spend	Variance		
	£000	£000	£000	£000	%	
St Andrews School	636	34	636	-	0%	→
Haldane Primary School	148	0	148	-	0%	→
Aitkenbar Primary School	652	214	652	-	0%	→
Clydebank East	26,474	-	26,474	-	0%	→
Creveul Court	58	59	58	-	0%	→
Queens Quay Site B	1,259	1,292	1,259	-	0%	→
Queens Quay Site C	6,198	1	6,198	-	0%	→
Pappert	7,332	2	7,332	-	0%	→
Lilac Avenue	2,676	-	2,676	-	0%	→
Bank Street	4,674	-	4,674	-	0%	→
Clydebank Health Centre	6,930	3	6,930	-	0%	→
Willox Park Phase1	3,817	70	3,817	-	0%	→
Willox Park Phase2	6,300	-	6,300	-	0%	→
Mount Pleasant	4,200	11	4,200	-	0%	→
Silverton	2,100	-	2,100	-	0%	→
Fees, Staffing Costs, contingency	4,005	14	4,005	-	0%	→
Gap sites	12,600	2	12,600	-	0%	→
Bonhill Gap Site	420	2	420	-	0%	→
Future New build sites	16,824	-	16,824	-	0%	→
Total Expenditure	107,303	1,703	107,303	0		→

West Dunbartonshire Council
Report by the Chief Officer - Resources
Council: 26 October 2022

Subject: Treasury Management Mid Year Report 2022/2023

1. Purpose

- 1.1** The purpose of this report is to provide Members with an update on treasury management to 31 August 2022.

2. Recommendations

- 2.1** Members are requested to:

- (a) Note the treasury management stewardship information within the appended report;
- (b) Approve the 2022/23 revised estimates of treasury and prudential indicators as advised within the appended report (Tables A, B, C, D, E, F, H, L and N); and
- (c) Agree that the appended report is remitted to the Audit Committee to ensure further scrutiny takes place.

3. Background

- 3.1** In accordance with the Treasury Policy governing the Council's treasury management activities during 2022/23, the Chief Officer - Resources is required to provide a mid year Report to Members regarding the Treasury function.
- 3.2** The mid year report covers the period 1 April 2022 to 31 August 2022 and details the current position (where appropriate) and revises the 2022/23 estimates where required.
- 3.3** The Audit Committee is responsible for ensuring effective scrutiny of the treasury management strategy and policies and the report will be reported to a future meeting of that Committee for further scrutiny.

4. Main Issues

Treasury Management Stewardship Report

- 4.1** A copy of the report is attached as Appendix 1.

- 4.2** The report provides details of key changes to the Council's capital activity (the prudential indicators), the economic outlook, the actual and proposed treasury management activity (borrowing and investment) and the risk approach to treasury management (the treasury management indicators).
- 4.3** The revised estimate for gross capital expenditure during 2022/23 (Table A) has increased by £21.458m from the original estimate due to revision to the ongoing forecast outturn figures for both the General Services capital plan and the HRA capital plan which are regularly reported to Members (mainly additional slippage carried forward from 2021/22 following the year-end; additional spend linked to an increase in grant income now anticipated; and slippage in spend projected for 2022/23).
- 4.4** The external debt figures included within Table C includes both short term and long term debt due to a strategy of using short term borrowing to fund long term capital investment enabling the Council to take advantage of lower interest rates.
- 5. Option Appraisal**
- 5.1** No option appraisal was required for this report.
- 6. People Implications**
- 6.1** There are no personnel issues.
- 7. Financial and Procurement Implications**
- 7.1** There are no direct financial or procurement implications arising from this report.
- 8. Risk Analysis**
- 8.1** Although the appended report provides a mid year position in relation to treasury management there are three main risks associated with the formulation of prudential indicators and the treasury management strategy as detailed in Appendix 1. These risks are noted below; however the Council has robust monitoring processes in place and provides regular reports to Council and ensures further scrutiny by elected Members at the Audit Committee:
- (a) Capital receipts which affect the capital financing and borrowing requirement may not materialise and if this occurs then additional borrowing will be required in order to fund the financing requirement;
 - (b) The risk of Counterparties default (i.e. loss of principal sum invested) must also be taken into account; however the Council has robust

controls included within its treasury management and investment strategies that will assist in mitigating this risk; and

- (c) Capital inflation may increase capital expenditure levels, which in turn may affect the capital financing and borrowing requirement leading to an increase in borrowing, assuming no additional capital receipts are available.

9. Equalities Impact Assessment

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

10. Environmental Sustainability

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

11. Consultation

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

12. Strategic Assessment

- 12.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan.
- 12.2** Treasury management contributes to the Financial Strategy via the interdependency that exists between pro-active treasury management and the formulation of long term financial plans.

Laurence Slavin
Chief Officer – Resources
Date: 1 October 2022

Person to Contact: Jackie Nicol-Thomson, Finance Business Partner
Council Offices, Church Street, Dumbarton
Email: Jackie.NicolTomson@west-dunbarton.gov.uk

Appendix: Appendix 1: Mid Year Monitoring Report 2022/23
Treasury Management and Prudential Indicators
1 April 2022 to 30 September 2022

Background Papers:

1. Loans register and portfolio;
2. Debt rescheduling schedules; and
3. Prudential Indicators 2021/22 to 2031/32 and Treasury Management Strategy 2022/23 to 2031/32 (Council 23 March 2022)

Wards Affected:

No wards directly affected.

Mid-Year Monitoring Report 2022/23
Treasury Management and Prudential Indicators: 1 April 2022 to 31 August 2022

1. Introduction

1.1 The Council's treasury management activities are regulated by a variety of professional codes and statutes and guidance:

- The Local Government in Scotland Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- The Act permits the Scottish Ministers to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions have been made as yet during 2022/23).
- Statutory Instrument (SSI) 29 2004, requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities, and therefore to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services; and the treasury activity with regard to the CIPFA Code of Practice for Treasury Management in Local Authorities.
- Statutory Instrument (SSI) 123 2016, set out statutory arrangements for local authority borrowing and lending and the requirement to maintain a loans fund and replace the statutory arrangements set out in Schedule 3 of the Local Government (Scotland) Act 1975 (Schedule 3).

1.2 The regulatory framework of treasury management requires that the Council receive a mid-year treasury review, in addition to the forward looking annual treasury strategy and backward looking annual treasury report. This report meets that requirement and also incorporates the needs of the Prudential Code to ensure adequate monitoring of the capital expenditure plans and the Council's prudential indicators. The Treasury Strategy and Prudential Indicators were previously reported to Council on 23 March 2022. The current position is shown (where appropriate) and revisions to the 2022/23 estimate are provided where required.

1.3 In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. As from 2019/20, all local authorities require to prepare a Capital Strategy which provides the following:

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- an overview of how the associated risk is managed; and
- the implications for future financial sustainability

The Council's Capital Strategy was reported to and agreed by Council on 23 March 2022.

1.4 This report sets out:

- Key changes to the Council's capital activity (the prudential indicators);
- An economic update for the first part of the 2022/23 financial year;
- The actual and proposed treasury management activity (borrowing and investment); and
- The risk approach to treasury management (the treasury management indicators).

2. Key Prudential Indicators

2.1 This part of the report is structured to update:

- The Council's capital expenditure plans and how these plans are being financed;
- The impact of the changes in the capital expenditure plans on the PIs and the underlying need to borrow;
- Compliance with the limits in place for borrowing activity; and
- Policy on the statutory repayment of loans fund advances

2.2 **Capital Expenditure** – Table A shows the current position and revised estimates for capital expenditure for 2022/23 only.

Table A:

£000	2022/23 Original Estimate	Current Position	2022/23 Projected Outturn*
General Services	51,506	3,857	49,856
HRA	47,233	7,416	63,322
Capital Expenditure	98,739	11,273	113,178
Financed by:			
Capital receipts	0	0	0
Capital grants	34,352	3,850	36,266
Revenue / other	9,221	0	288
Net financing need for the year	55,166	7,423	76,624

* it should be noted that the Projected Outturn figures include additional slippage from 2021/22 that were not known at the time of the Original Estimate

2.2.1 The movement in the level of anticipated capital expenditure is mainly due to the inclusion of additional slippage following the year end; a reduction in anticipated capital receipts; an increase in spend related to external funding offset by slippage levels identified to date. The anticipated spends and resources are regularly reported to Members through budgetary control reports.

2.3 **Impact of changes in Capital Expenditure Plans** – Table B shows the CFR, which is the underlying external need to borrow for a capital purpose while Table C shows the expected debt position over the period.

Table B:

£000	2022/23 Original Estimate	2022/23 Projected Outturn
Opening CFR (1 April 2022)	698,886	680,113
New Borrowing	45,621	67,172
LTL repayment in year	(3,372)	(3,370)
Closing CFR (31 March 2023)	741,135	743,915
movement in CFR	42,249	63,802
Net financing need for the year (Table A)	55,166	76,624
Loan repayments in year - excluding LTL (PPP)	(9,545)	(9,452)
New Borrowing - Movement in CFR (from previous year)	45,621	67,172

Table C:

£000	2022/23 Original Estimate	Current Position	2022/23 Projected Outturn
External Debt			
Estimated/Actual Debt at 1 April 2022	604,941	562,007	574,570
Maturing Debt	(268,722)	(127,000)	(262,677)
Movement in Borrowing			
New Borrowing - Maturing Debt	268,722	127,000	262,677
Borrowing adjustment in relation to over borrowing at year end	0	0	0
New Borrowing – CFR (Table B)	45,621	0	67,172
Debt at 31 March (1)	650,562	562,007	641,742
Long Term Liabilities (LTL) at 1 April	92,614	92,485	92,485
LTL repayment in year (Table B)	(3,372)	(1,404)	(3,370)
LTL at 31 March (2)	89,242	91,081	89,115
Actual Debt at 31 March (1) + (2)	739,804	653,088	720,857
CFR from Table B	741,135	n/a	743,915
Under/(Over) Borrowing	1,331	n/a	13,058

- 2.3.1** The external debt figures included within Table C now includes both short term and long term debt. This is due to the current strategy of using short term borrowing to fund long term capital investment enabling the Council to take advantage of lower interest rates. The reduction in the estimated external debt for 2022/23 is due to a reduction in the net capital financing need for the year.

2.3.2 The CFR is calculated on a year-end position based on the Council's balance sheet and therefore the current position is not shown. The CFR has reduced from the original estimate due to the forecast level of capital expenditure in 2022/23 being less than budgeted. The Chief Officer - Resources can report that the Council is currently on target to meet the 2022/23 revised estimates for both indicators.

2.3.3 Table C highlights that the borrowing of the Council is forecasting a minimal under-borrowed position against the CFR at 31 March 2023.

2.4 Compliance with the limits in place for borrowing activity – A key control over the treasury activity is a prudential indicator to ensure that over the medium term, gross borrowing will only be for a capital purpose.

Gross borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and next two financial years. This allows some flexibility for limited early borrowing for future years.

The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent. The revised indicator is detailed in Table D and is illustrated by comparing the estimated gross debt as at 31 March 2022 with the CFR as at 31 March 2025. The Chief Officer - Resources reports that no difficulties are envisaged for the current year in complying with this prudential indicator.

Table D:

£000	2022/23 Original Estimate	2022/23 Projected Outturn
CFR at 31 March 2022		
Estimate/Actual (From Table B above)	698,886	680,113
Estimated movement in CFR		
2022/23 (From Table B above)	42,249	63,802
2023/24	67,898	82,507
2024/25	37,805	37,805
Anticipated CFR at 31 March 2025	846,838	864,227
Gross Debt at 31 March 2023 (Table C above)	739,804	730,857

2.4.1 The Operational Boundary is detailed in Table E below and is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Table E:

£000	2022/23 Original Estimate	Current Position	2022/23 Projected Outturn
External Debt	813,785	653,088	803,943

- 2.4.2** A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which is detailed in Table F and represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Table F:

£000	2022/23 Original Estimate	Current Position	2022/23 Projected Outturn
External Debt	887,776	653,088	877,028

3. Economic Outlook

3.1 UK

- The Monetary Policy Commission (MPC) has increased Bank Rate to 2.25% from 1.75%. The UK now has a new Prime Minister, a new Chancellor and new economic policies that seek to grow the UK economy faster than at any time since the 1980s. The Government intends to reduce the basic rate of income tax by 1p in the £; scrap the 45p in the £ higher income tax rate; reverse the 1.25% NI Health & Social Levy from November; not increase Corporation Tax from 19% to 25% as previously anticipated; reduce Stamp Duty on house purchases with an emphasis on helping first time buyers; scrap caps on bankers' bonuses; support businesses and households with caps on the unit costs of gas and electricity for 6 and 24 months respectively. There is every chance that the on-going steep rises in gas, electricity and food inflation, when added to significant increases in fixed rate mortgages and rents, may see the UK head into recession despite the Government's best intention to prevent this occurrence.

3.2 Scotland

- The Scottish Government will see its overall funding levels increase through and beyond the Spending Review period. However, inflation will erode this growth. In real terms funding will remain slightly below that of 2022/23 for most of the Spending Review period, increasing only modestly in its last year. Income tax is still expected to reduce the size of the Budget, but only in the first year of the Spending Review. From 2024 -25 the UK Government intends to reduce the basic rate of income tax to 19 per cent. The income tax BGA will reduce accordingly, thus supporting net Scottish income tax funding.
- With inflationary pressures intensifying further since December 2021, it is anticipated that annual CPI inflation will peak at 8.7 per cent in 2022 Q4. Rising global energy prices, exacerbated by the conflict in Ukraine, have driven large increases in the Ofgem energy price cap in April and October 2022. It is forecasted that real average earnings to decrease by 2.7 per cent in 2022/23. This is because nominal earnings are not expected to keep pace

with rising inflation. Low income households are expected to be disproportionately affected.

- House prices will continue to rise but not as quickly as previously forecast. The rising cost of living and rising interest rates will put pressure on how much households can afford to spend on moving home.
- Security spending is expected to increase from £4.2 billion in 2022-23 to £6.8 billion in 2027-28. The Scottish Government plans to replace payments devolved but administered by DWP with Scottish payments by the end of 2025.

3.3 International update

- The US FOMC (Federal Open Market Committee) has increases of 300 basis points in the year to date and is expected to increase rates further before the end of the year. Similarly, the European Central Bank has also started to tighten monetary policy, albeit from an ultra-low starting point, as have all the major central banks apart from Japan. Arguably, though, it is US monetary policies that are having the greatest impact on global bond markets.
- What happens in Ukraine will also impact the global economy, but particularly in Europe. The search for alternative providers of energy, other than Russia, will take both time and effort. The weather will also play a large part in how high energy prices stay and for how long.

- 3.4 Based upon the above information, the Council's treasury advisor, Link Asset Services, has provided the following interest rate forecast. As at September 2022 (this is significantly different than 2 months previous due to the ongoing volatility of the market):

Table G:

Link Group Interest Rate View	27.09.22											
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
BANK RATE	4.00	5.00	5.00	5.00	4.50	4.00	3.75	3.25	3.00	2.75	2.75	2.50
3 month ave earnings	4.50	5.00	5.00	5.00	4.50	4.00	3.80	3.30	3.00	2.80	2.80	2.50
6 month ave earnings	4.70	5.20	5.10	5.00	4.60	4.10	3.90	3.40	3.10	3.00	2.90	2.60
12 month ave earnings	5.30	5.30	5.20	5.00	4.70	4.20	4.00	3.50	3.20	3.10	3.00	2.70
5 yr PWLB	5.00	4.90	4.70	4.50	4.20	3.90	3.70	3.50	3.40	3.30	3.20	3.20
10 yr PWLB	4.90	4.70	4.60	4.30	4.10	3.80	3.60	3.50	3.40	3.30	3.20	3.20
25 yr PWLB	5.10	4.90	4.80	4.50	4.30	4.10	3.90	3.70	3.60	3.60	3.50	3.40
50 yr PWLB	4.80	4.60	4.50	4.20	4.00	3.80	3.60	3.40	3.30	3.30	3.20	3.10

Source: Link Treasury Management Advisors

- 3.5 Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- **Labour and supply shortages** prove more enduring and disruptive and will depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
- **The Bank of England** acts too quickly, or too far, over the next two years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.

- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
 - **Geopolitical risks**, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.
- 3.6** Upside risks to current forecasts for UK gilt yields and PWLB rates are as
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates an even more rapid series of increases in Bank Rate faster than we currently expect.
 - **The Government** acts too quickly to cut taxes and/or increases expenditure in the light of the cost-of-living squeeze.
 - **The pound weakens** because of the UK's growing borrowing requirement resulting in investors pricing in a risk premium for holding UK sovereign debt.
 - Longer term **US treasury yields** continue to rise strongly and pull gilt yields up even higher than currently forecast.
- 4. Treasury Management Activity**
- 4.1** This part of the report is structured to update:
- The Council's expected borrowing need and details of under/(over) borrowing;
 - Debt rescheduling and new borrowing;
 - Debt charges; and
 - Investments
- 4.2 The Expected Borrowing Need** – This was set out in Table C (above) and demonstrates that at 31 August 2022 the Council is currently projecting and under-borrowed position to reduce risks in investments held and the cost of carry on investments. It should be noted that due to current economic climate the borrowing rates are significantly different than this time last year, with long term borrowing rates for periods greater than 25 years currently between 4.56% and 5.03%, depending on length of term for borrowing (as at 29 September 2022). This introduces an element of interest rate risk, as longer term borrowing rates may rise further; however, this position is being carefully monitored.
- 4.3 Debt rescheduling and new borrowing** – The Council has not undertaken any debt rescheduling during the part of 2022/23 (to 31 August 2022). In the year to date naturally maturing debt of £174.606m has been repaid which has been mainly funded by loans from other local authorities.
- 4.4 Debt Charges** – The revised estimate for debt charges for both the General Fund and the HRA is shown in Table H.

Table H:

£000	2022/23 Original Estimate	Current Position	2022/23 Revised Estimate
Borrowing	21,903	9,287	22,288
Other Long Term Liabilities	9,982	4,178	10,027
Total	31,886	13,465	32,315

4.5 Investments – The objectives of the Council's investment strategy are to ensure the re-payment of the principal and interest of its investments on time with the level of investment return being a secondary objective. Following on from the economic background above, the current investment climate has one over-riding risk consideration which is the risk of default.

4.5.1 The Council held £24.525m of cash investments at 31 August 2022, and the constituent parts of the investment position are detailed in Table I:

Table I:

£000	Country	< 1 Year	1 – 2 Years	2 – 3 Years
Banks	UK	1,525	Nil	Nil
Money Market Fund	UK	23,000	Nil	Nil
Local Authorities	UK	0	Nil	Nil
Total	UK	24,525	Nil	Nil

4.5.2 Table J details the revised budget position for investment income. The original estimate has increased by £0.055m due to ongoing interest rates changes.

Table J:

£000	2022/23 Original Estimate	Current Position	2022/23 Revised Estimate
Investment Income	75	55	132

4.5.3 A regulatory development to address risk is the consideration and approval of benchmarks relating to investment security, liquidity and the level of return. Benchmarks are currently widely used to assess the level of return and investment performance, however the application of security and liquidity benchmarks are more subjective in nature.

- **Security** - The Council's maximum security risk benchmark for the current portfolio in relation to investment periods of up to one year (when compared to historic default tables) was set at 0.00% and the Chief Officer - Resources can report that there have been no defaults of principal sums invested in the year to date.

Creditworthiness - Significant levels of downgrades to Short- and Long-Term credit ratings have not materialised since the crisis in March 2020.

- **Liquidity** – The Chief Officer - Resources can report that liquidity arrangements were adequate during the year to date and that the liquidity facilities and benchmarks set by the Council as noted below were maintained:
 - Bank overdraft - £1.000m; and
 - Liquid short term deposits of at least £5.000m available on an overnight basis.
- **Return on Investments** – The Chief Officer - Resources can report that the investment return to date average 1.12%. Table K illustrates how this average return compares with the local benchmarks.

Table K:

Benchmark	Benchmark Return	Average Return
Compound 12 month SONIA*	1.04%	1.12%
Council's Instant Access Account	1.09%	1.12%

* SONIA is Sterling Overnight Index Average and has replaced LIBOR & LIBID

5 Key Treasury Management Indicators

5.1 This part of the report is structured to update:

- Actual and estimates of the ratio of financing costs to net revenue stream;
- Upper limits on interest rate exposure;
- The maturity structure of borrowing; and
- Total principal sums invested.

5.2 **Actual and estimates of the ratio of financing costs to net revenue stream** – This indicator (as shown below in Table L) identifies the trend in the cost of capital against the net revenue stream.

Table L:

	2022/23 Original Estimate	2022/23 Revised Estimate
General Fund	7.77%	7.86%
HRA	27.08%	26.31%

5.3 **Upper Limits on Fixed and Variable Rate Exposure** – These indicators identify a maximum limit for fixed and variable interest rates based upon the debt position and were set at 100% and 50% respectively for 2022/23. The Chief Officer – Resources reports that the Council operates within these limits.

5.4 **Maturity Structures Of Borrowing** – These maximum limits are set to reduce the Council's exposure to large fixed rate loans (those instruments which carry a fixed interest rate for the duration of the instrument) which are due to naturally mature in any given period as detailed in Table M and show that the Council operates within limits set.

Table M:

Maturity Structure of Fixed Interest Rate Borrowing	2022/23 Original Limits	Current Position
Under 12 months	50%	46%
12 months to 2 years	50%	4%
2 years to 5 years	50%	3%
5 years to 10 years	50%	5%
10 years to 20 years	50%	4%
20 years to 30 years	50%	6%
30 years to 40 years	50%	5%
40 years to 50 years	100%	22%
50 years to 60 years	100%	5%
60 years to 70 years	100%	0%

- 5.5 Total Principal Funds Invested** – These limits are set to reduce the need to temporarily borrow to cover any unexpected expenditure, and show limits to be placed on investments with final maturities beyond each year-end. The Council currently invests sums for periods greater than 365 days in Clydebank Property Company and hub West Scotland as detailed in Table N.

Table N:

	2022/23 Original Estimate	Current Position	2022/23 Revised Estimate
Principal sums invested > 365 days (maximum limit £7m)	£0.485m	£0.485m	£0.485m