

Supplementary Agenda



Meeting of West Dunbartonshire Council

Date: Wednesday, 30 August 2017

Time: 17:00

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

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

Dear Member

ITEMS TO FOLLOW AND URGENT ITEM OF BUSINESS

I refer to the agenda for the above meeting which was issued on 18 August 2017 and now enclose a copy of **Items 6, 7 and 8** which were not available for issue at that time.

In addition, with the agreement of Provost Hendrie, **Item 14 – Collaboration to Deliver Excellence and Equity in Education** has been added to the agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:-

6 (a) EXCLUSION OF PRESS AND PUBLIC 123

The Committee is asked to pass the following resolution:-

“That under Section 50A(4) of the Local Government (Scotland) Act, 1973 the press and public be excluded from the meeting for the following item of business on the grounds that it may involve the likely disclosure of exempt information as defined in Paragraph 12 of Part 1 of Schedule 7A of the Act.”

(b) EQUAL PAY 125 - 132

Submit report by the Strategic Lead – People & Technology and Strategic Lead - Regulatory as Monitoring Officer providing an update on progress to address points in the motion considered by Council on 28 June 2017.

7 GENERAL SERVICES – BUDGETARY CONTROL REPORT - PERIOD 4 133 - 167

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

8 HOUSING REVENUE ACCOUNT – BUDGETARY CONTROL REPORT – PERIOD 4 169 - 182

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

14 COLLABORATION TO DELIVER EXCELLENCE AND EQUITY IN EDUCATION 183 - 195

Submit report by the Strategic Director – Transformation & Public Service Reform seeking agreement of additional governance arrangements for education in the Glasgow City Region.

Distribution:-

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

Chief Executive

Strategic Director of Transformation & Public Service Reform

Strategic Director of Regeneration, Environment & Growth

Chief Officer of West Dunbartonshire Health & Social Care Partnership

Date of issue: 25 August 2017



NOT FOR PUBLICATION

**by virtue of Paragraph 12 of Part 1 of Schedule 7A of
the Local Government (Scotland) Act, 1973**

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OPINION OF COUNSEL (WHETHER OR NOT IN
CONNECTION WITH ANY PROCEEDINGS) AND ANY
ADVICE RECEIVED, INFORMATION OBTAINED OR
ACTION BE TAKEN IN CONNECTION WITH:-

- (A) ANY LEGAL PROCEEDINGS BY OR AGAINST
THE AUTHORITY; OR
- (B) THE DETERMINATION OF ANY MATTER
AFFECTING THE AUTHORITY

(WHETHER, IN EITHER CASE, PROCEEDINGS HAVE
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WEST DUNBARTONSHIRE COUNCIL
Report by the Strategic Lead - Resources
Council: 30 August 2017

**Subject: General Services Budgetary Control Report to 31 July 2017
(Period 4)**

1. Purpose

- 1.1** The purpose of this report is to advise on the progress of both the General Services revenue budget 2017/18 and the approved capital programme for the period to 31 July 2017. The report also provides information and seeks approval of some capital budget virements and approval of two capital spend to save projects.

2. Recommendations

2.1 Council is asked to:

- i) note that the revenue account currently shows a projected annual favourable variance of £0.056m (0.03% of the total budget);
- ii) note that the capital account shows a projected annual favourable variance of £20.917m (23% of the budget) and a projected project life adverse variance of £1.629m (0.55% of project life budget);
- iii) agree the capital virements, as noted in Appendix 9; and
- iv) agree to action the spend to save proposals and the additional capital budgets required, as noted in Appendix 10.

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 22 February 2017, Members agreed the revenue estimates for 2017/2018. A total net budget of £212.115m was approved for General Services.

Capital

- 3.2** At the meeting of Council on 22 February 2017, Members also agreed the updated 10 year General Services Capital Plan for 2017/2018 to 2025/26. The next three years from 2017/18 to 2019/20 have been approved in detail with the remaining years being indicative at this stage.

The total project life budget approved for projects (from 2017/18) that had either commenced or were due to commence in that period is £287.773m.

Since then the following budget adjustments have taken place revising the project life budget to £297.484m as detailed below:

Budget Agreed February 2017	£	£
<u>Additional capital income:</u>		287.773
Children and Young Persons	0.576	
Path Upgrade – Lussett Glen	0.019	
SPT	0.310	
Green Infrastructure Fund	<u>0.620</u>	
		1.525
Additional slippage carried forward from 2016/17		<u>8.186</u>
Revised Budget		<u>297.484</u>

4. Main Issues

Revenue

- 4.1 The summary report at Appendix 1 currently identifies a projected annual favourable variance (underspend) of £0.056m (0.03% of the total budget) and service reports by Strategic Leads are attached as Appendix 2.
- 4.2 Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3 Although the report indicates that expenditure is adverse in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.
- 4.4 Agreed savings and management adjustments actioned within 2017/18 (including a number from previous years being implemented in 2017/18) are monitored with current indications showing that of the total target being monitored (£3.036m), the majority of actions are currently on target to be achieved. However it indicates that £0.585m is currently not on target (see Appendix 4). It should be noted that any variances are included within the service information and variances identified within this report.

Capital

- 4.5 The current progress on the capital plan is shown in Appendices 5 to 10.
- 4.6 The overall programme summary report at Appendix 5 shows that planned expenditure and resource for 2017/18 is lower than previously anticipated by £20.917m (23% of the 2016/17 budget). Based upon current assumptions, over the life of the projects planned expenditure and resource is higher than anticipated by £1.629m (0.55% of a total budget of £297m). The present variances should be viewed in the knowledge that there are a number of variable factors which could arise between now and project end dates which could affect the overall capital programme.
- 4.7 Appendix 5 also provides both an analysis of the overall programme at each alert status and a summary budgetary control report. The tables at the top detail both the number of projects and the corresponding spend as a

percentage of the overall programme currently at red, amber or green alert status for project life and the current year.

It currently shows that for the project life overview 12 projects (13.5% of total projects) have spend to date of £16.102m (13.5% of total spend) and are at red alert, 8 projects (9% of total projects) have spend to date of £12.598m (10.6% of total spend) and are at amber alert while 69 projects (77.5% of total projects) have spend to date of £90.469m (75.9% of total spend) and are at green alert.

The corresponding figures for the current year are 12 projects (13.5% of total projects) with spend to date of £0.459m (4.5% of total spend), 8 projects (9% of total projects) with spend to date of £0.827m (8.1% of total spend) and 69 projects (77.5% of total projects) with spend to date of £8.949m (87.4% of total spend) respectively.

- 4.8** Appendices 6 and 7 details financial analysis of projects at both red and amber status, with additional information on action being taken to minimise or mitigate under or overspends where possible, while Appendix 8 provides an analysis of overall resources.
- 4.9** Appendix 9 details the requested virements between projects, with information on: the budgets affected, the reasons and the values for the virements.
- 4.10** Appendix 10 details two spend to save projects, which would incur additional spend in 2017/18 generating revenue savings from 2018/19 onwards. The additional spend would be funded through additional prudential borrowing but would not breach any prudential indicators. Additional spend and annual savings if all projects were approved are summarised below:

	2017/18 £m	2018/19 £m
Additional capital spend	0.795	0
Net annual revenue savings	0	0.433

The proposed investments are:

- Procurement of scaffolding and associated expenditure – the Council currently have a tender contract for provision of scaffolding for the sum of up to £0.772m per annum which includes rental of scaffolding and associated staff costs. The proposal is to bring scaffolding in-house with an initial capital cost of £0.717m. This change would realise an annual revenue saving of up to £0.362m from 18/19 onwards; and
- Procurement of Welfare Units and associated expenditure – the Council currently rent 3 Welfare Units at a cost of £0.078m per annum. We propose to purchase 3 welfare units with an initial capital cost in 2017/18 of £0.078m. This proposal would realise an annual revenue saving of £0.071m per annum from 18/19 onwards.

4.11 Based on the above and the analysis provided at Appendix 10 it is recommended that these spend to save projects are approved.

5. People Implications

5.1 Additional staffing requirement for the spend to save projects would follow normal council personnel policies.

6. Financial and Procurement Implications

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

6.2 Appendix 10, summarised within 4.10 above provides detail of the recommended additional spend for capital spend to save projects, including the resulting revenue savings. The additional capital spend projects will require appropriate procurement guidance to be followed.

7. Risk Analysis

7.1 The main risks are as follows:

- (a) The present variances should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results for both the revenue and capital budgets; and
- (b) As a consequence of current market conditions, capital receipts may either not be received or they may be less than anticipated.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

10.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's current Strategic Plan. This report forms part of the financial governance of the Council.

Stephen West
Strategic Lead - Resources
Date: 22 August 2017

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Appendices:

- Appendix 1 - Revenue Budgetary Control 2017/18
– Corporate Summary
- Appendix 2 - Revenue Budgetary Control 2017/18
– Strategic Lead Summaries
- Appendix 3 - Analysis of Revenue Variances over
£50,000
- Appendix 4 - 2017/18 Savings and Management
Adjustments Monitoring
- Appendix 5 - Overall Capital Programme Summary
Financials
- Appendix 6 - Analysis of Projects at Red Status
- Appendix 7 - Analysis of Projects at Amber Status
- Appendix 8 - Analysis of Resources
- Appendix 9 - Request for Virements
- Appendix 10 - Detail of Spend to Save proposals

Background Papers: Ledger output – period 4
General Services Revenue Estimates 2017/18
General Services 10 Year Capital Plan Update - Council 22
February 2017

Wards Affected All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2017/18

APPENDIX 1

PERIOD END DATE

31 July 2017

Department Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
	£000	£000	£000	£000	%	
Resources	4,230	1,836	4,199	(31)	-1%	↑
Regulatory	4,514	1,827	4,558	44	1%	↓
People & Technology	5,813	2,539	5,805	(8)	0%	↑
Communications, Culture and Community	4,998	1,712	5,028	30	1%	↓
Education, Learning and Attainment	88,763	31,065	88,804	41	0%	↓
Environment and Neighbourhood	27,688	9,927	27,412	(276)	-1%	↑
Housing and Employability	4,263	1,707	4,270	7	0%	↓
Regeneration	(1,991)	(19)	(1,909)	82	4%	↓
Miscellaneous Services	5,267	2,365	5,313	46	1%	↓
Loan Charges	11,337	3,782	11,347	10	0%	↓
Requisition (VJB)	718	239	718	0	0%	→
Requisition (SPT)	1,784	595	1,784	0	0%	→
Requisition (HSCP)	60,432	20,144	60,432	0	0%	→
Non GAE Allocation	(5,702)	(1,901)	(5,702)	0	0%	→
Contingency Fund	0	0	0	0	0%	→
Total Expenditure	212,115	75,819	212,059	(56)	0%	↑
Council Tax/CT Replacement Scheme	(42,239)	(13,601)	(42,239)	0	0%	→
Revenue Support Grant/ NDR	(167,675)	(43,254)	(167,675)	0	0%	→
Use of Reserves	(2,201)	(734)	(2,201)	0	0%	→
Total Resources	(212,115)	(57,588)	(212,115)	0	0%	→
Net Expenditure	0	18,230	(56)	(56)	-0.03%	↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2017/2018
RESOURCES SUMMARY

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Audit	250	135	242	(8)	-3%	↑
Finance	1,418	537	1,473	55	4%	↓
Rent Rebates & Allowances	8	0	(2)	(10)	129%	↑
Revenues & Benefits	2,322	875	2,285	(37)	-2%	↑
Debtors & Creditors	295	100	262	(33)	-11%	↑
Cost of Collection of Rates	40	2	30	(10)	-25%	↑
Cost of Collection of Council Tax	(755)	(93)	(757)	(2)	0%	↑
Procurement	652	280	666	14	2%	↓
Total Net Expenditure	4,230	1,836	4,199	(31)	-1%	↑

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2017/2018
 REGULATORY SUMMARY

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Democratic and Registration Service	639	218	659	20	3%	↓
Central Admin Support	1,872	902	1,818	(54)	-3%	↑
Environmental Health/ Trading Standards	1,116	361	1,131	15	1%	↓
Licensing	(180)	(35)	(174)	6	3%	↓
Legal Services	646	216	614	(32)	-5%	↑
Planning	421	165	510	89	21%	↓
Total Net Expenditure	4,514	1,827	4,558	44	1%	↓

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2017/2018
 PEOPLE AND TECHNOLOGY

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Transactional Services	680	224	685	5	1%	↓
Human Resources (including risk)	1,221	366	1,238	17	1%	↓
Information Services	3,482	1,832	3,462	(20)	-1%	↑
Change Support	430	118	419	(11)	-3%	↑
Total Net Expenditure	5,813	2,539	5,805	(8)	0%	↑

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2017/2018
 COMMUNICATIONS, CULTURE AND COMMUNITIES

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Communications & Marketing	297	98	297	0	0%	→
Customer Service	1,249	346	1,204	(45)	-4%	↑
Policy, Planning and Performance	412	150	407	(5)	-1%	↑
Libraries, Museums, Culture	2,785	1,070	2,827	42	2%	↓
Clydebank Town Hall	255	48	293	38	15%	↓
Total Net Expenditure	4,998	1,712	5,028	30	1%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2017/2018
EDUCATION, LEARNING AND ATTAINMENT

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Primary Schools	25,041	9,292	25,087	47	0%	↓
Secondary Schools	23,650	8,912	23,637	(14)	0%	↑
Special Schools	14,572	4,247	14,739	166	1%	↓
Psychological Services	573	179	529	(44)	-8%	↑
Sport Development / Active Schools	553	130	553	0	0%	→
Early Education	7,723	1,917	7,489	(234)	-3%	↑
PPP	14,253	5,576	14,287	34	0%	↓
Curriculum for Excellence	428	48	428	0	0%	→
Central Admin	263	143	297	34	13%	↓
Workforce CPD	345	102	352	8	2%	↓
Performance & Improvement	333	143	380	47	14%	↓
Education Development	1,029	375	1,027	(3)	0%	↑
Raising Attainment - Primary	0	0	0	0	0%	→
Raising Attainment - Secondary	0	0	0	0	0%	→
Pupil Equity	0	0	0	0	0%	→
Total Net Expenditure	88,763	31,065	88,804	41	0%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2017/2018
ENVIRONMENT AND NEIGHBOURHOOD

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Transport, Fleet & Maintenance Services	(163)	968	(381)	(218)	-134%	↑
Roads Operations	(883)	(55)	(903)	(20)	-2%	↑
Roads Services	4,440	1,073	4,447	7	0%	↓
Facilities Management	344	112	339	(5)	-1%	↑
Grounds Maintenance & Street Cleaning Client	7,277	2,426	7,277	0	0%	→
Outdoor Services	225	90	231	6	3%	↓
Events	123	84	123	0	0%	→
Office Accommodation	1,623	400	1,718	95	6%	↓
CPP Investments	225	10	226	1	0%	↓
Leisure Management	3,469	1,481	3,469	0	0%	→
Building Cleaning	1,467	449	1,443	(24)	-2%	↑
Building Cleaning PPP	(211)	(26)	(210)	1	0%	↓
Facilities Assistants	2,199	553	2,062	(137)	-6%	↑
Burial Grounds	(47)	(4)	(30)	17	-36%	↓
Crematorium	(937)	(193)	(891)	46	5%	↓
Waste Services	6,957	1,914	6,904	(53)	-1%	↑
Catering Services	4,042	1,112	4,053	11	0%	↓
Depots	0	(40)	0	0	0%	→
Ground Maintenance & Street Cleaning Trading A/c	(2,461)	(427)	(2,465)	(4)	0%	↑
Total Net Expenditure	27,688	9,927	27,412	(276)	-1%	↑

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2017/2018
 HOUSING AND EMPLOYABILITY

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Homeless Persons	83	346	89	6	7%	↓
Private Sector Housing	45	3	44	(1)	-2%	↑
Anti Social Behaviour	736	210	692	(44)	-6%	↑
Private Sector Housing Grants	(22)	100	(22)	0	0%	→
Working4U	2,615	851	2,625	10	0%	↓
Communities	806	197	842	36	4%	↓
Total Net Expenditure	4,263	1,707	4,270	7	0%	↓

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2017/2018
 REGENERATION

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18	Annual RAG Status	
Service Summary	£000	£000	£000	£000	%	
Housing Maintenance Trading A/c	(1,533)	(464)	(1,538)	(5)	0%	↑
Corporate Assets and Capital Investment Programme	(3,219)	(151)	(3,138)	81	3%	↓
Economic Development	482	144	480	(2)	0%	↑
Central Repairs & Maintenance	1,298	123	1,307	9	1%	↓
Consultancy Services	981	329	980	(1)	0%	↑
Total Net Expenditure	(1,991)	(19)	(1,909)	82	-4%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2017/2018
MISCELLANEOUS

APPENDIX 2

PERIOD END DATE

31 July 2017

Service / Subjective Summary	Total Budget 2017/18	Spend to Date 2017/18	Forecast Spend	Forecast Variance 2017/18		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Sundry Services	2,884	1,563	2,885	1	0%	↓
Members Allowances, etc	569	183	566	(3)	-1%	↑
CPP	27	9	27	0	0%	→
European Employability	510	170	510	0	0%	→
Chief Executive, Directors and Strategic Leads	1,277	440	1,325	48	4%	↓
Total Net Expenditure	5,267	2,365	5,313	46	1%	↓

WEST DUNBARTONSHIRE COUNCIL
 REVENUE BUDGETARY CONTROL 2017/2018
 ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

YEAR END DATE

31 July 2017

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

Resources

Finance	1,418	1,473	55	4%	↓
Service Description	The service provided by this area deals with Accountancy, Capital, Treasury, Reconciliations, Cash Office and Municipal Bank				
Main Issues / Reason for Variance	Main reason for adverse variance is full turnover savings are not being achieved and service charge to Municipal bank has been reviewed and is lower than anticipated in the budget				
Mitigating Action	Limited action can be taken but officers will continue to monitor the budget to minimise the overspend				
Anticipated Outcome	An overspend is likely				

Regulatory

Central Admin Support	1,872	1,818	(54)	-3%	↑
Service Description	This services deals with the administration functions and Democrtatic Services withn the Authority				
Main Issues / Reason for Variance	The main reason for the favourable variance is vacancies				
Mitigating Action	None required although the service will continually monitored throughout the year.				
Anticipated Outcome	It is anticipated that the underspend will continue throughout the year				

Planning	421	510	89	21%	↓
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	Main reason for the adverse variance is income expected to be less than budget				
Mitigating Action	Limited action can be taken to minimise this overspend.				
Anticipated Outcome	An overspend is anticipated.				

YEAR END DATE

31 July 2017

Budget Details	Variance Analysis			
	Total Budget	Forecast Spend	Variance	RAG Status
	£000	£000	£000	%
Education , Learning and Attainment				

Special Schools	14,572	14,739	166	1%	↓
Service Description	This service area covers all ASN Services.				
Main Issues / Reason for Variance	Employee Costs are showing an underspend mainly due to staff vacancies. Property Costs are overspent due to an expectation that electricity costs will outturn close to 2016/17 levels, gas costs will be higher (having replaced heating oil) and a further twelve month rent for Choices occupancy of Skypoint has been anticipated. Payments to Other Bodies are currently overspent due to more children being placed within Daycare Placements (19% higher than Q1 2016/17) though this has reduced the pressure on residential Placements. Daycare services are demand-led and can fluctuate throughout the year. The overspend within Daycare Placements is partially off set by underspends in Payments to Health Bodies and Payments to Other Local Authorities.				
Mitigating Action	The requirement for daycare placements are demand-led services taken jointly with HSCP following a joint 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	If current levels of demand continue then it is anticipated that the Daycare budget will overspend .				

Early Education	7,723	7,489	(234)	-3%	↑
Service Description	This services area includes all Early Years establishments within West Dunbartonshire.				
Main Issues / Reason for Variance	For various reasons there are delays in projects being implemented within Early Years. These projects are in relation to additional hours for 3-5 years and the implementation of the Young Persons Bill.				
Mitigating Action	No action is required				
Anticipated Outcome	Favourable variance within staffing is anticipated at year end				

YEAR END DATE

31 July 2017

Budget Details	Variance Analysis				RAG Status
	Total Budget	Forecast Spend	Variance		
	£000	£000	£000	%	
Environment and Neighbourhood					
Transport, Fleet & Maintenance Services	(163)	(381)	(218)	-134%	↑
Service Description	This service provides transport and courier for Council services				
Main Issues / Reason for Variance	The favourable variance is as a result of reduced vehicle leasing costs				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				
Office Accommodation	1,623	1,718	95	6%	↓
Service Description	Provision of shared office accommodation				
Main Issues / Reason for Variance	The office rationalisation project is ongoing and the most recent assumptions around closures/demolitions/ openings shows costs higher than originally anticipated when budget was set .				
Mitigating Action	Officers are continuing to progress the office rationalisation project and the cost benefits will be seen in future years				
Anticipated Outcome	A year end overspend is expected				
Facilities Assistants	2,199	2,062	(137)	-6%	↑
Service Description	This service provides janitors and cleaners throughout the public buildings				
Main Issues / Reason for Variance	The favourable variance is due to managed staffing vacancies within the service together with additional income for out of hours rechargeable				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				
Waste Services	6,957	6,904	(53)	-1%	↑
Service Description	Waste Collection and Refuse disposal services				
Main Issues / Reason for Variance	Income is higher than anticipated				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				
Regeneration					
Corporate Assets and Capital Investment Programme	(3,219)	(3,138)	81	3%	↓
Service Description	This service provides asset and estate management				
Main Issues / Reason for Variance	The majority of this overspend is due to lower income from property rents, primarily due to Clyde Regional Centre. There are also overspends in various property costs (e.g. water rates, electricity). This is partially offset by a favourable variance in payments to other bodies.				
Mitigating Action	Limited action can be taken to minimise this overspend.				
Anticipated Outcome	An overspend is anticipated.				

Efficiency reference	Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment	
2017/18	MA1	Staffing Structures - T&PSR Department	303,677	233,192	70,485	some savings have been delayed due to timing of leavers / restructure. However action is being taken to minimise
2017/18	MA2	Charge for work on statement claims for miscellaneous debt	5,000	5,000	-	
2017/18	MA3	Savings on postage	3,500	3,500	-	
2017/18	MA4	Clyde Valley elearn shared network	3,125	3,125	-	
2017/18	MA6	Implement lower cost alternatives to H&S publication	5,000	5,000	-	
2017/18	MA7	Decommission email archive	7,000	7,000	-	
2017/18	MA8	Restructure of libraries & culture	138,100	110,100	28,000	expected reduction of hours did not materialise and continuing pressures on casual expenditure
2017/18	MA9	Restructure Greenspace	90,000	90,000	-	
2017/18	MA10	Additional efficiencies from clerical & admin review	66,000	66,000	-	
2017/18	MA11	Review of vocational programme budget	90,000	90,000	-	
2017/18	MA12	Reduction of supplies and services - early years & ASN	55,700	55,700	-	
2017/18	MA13	Review of training across Education	50,000	50,000	-	
2017/18	MA14	Include all early years depute posts in adult / child ratio	85,200	85,200	-	
2017/18	MA15	Review learning community budgets	125,000	125,000	-	
2017/18	MA16	Implement standardised assessments for literacy & numeracy	20,000	20,000	-	
2017/18	MA17	Review of learning assistants	148,646	148,646	-	
2017/18	MA18	Review of staffing structures within Regulatory	26,287	26,287	-	
2017/18	MA19	Identify efficiencies within training budget	50,000	50,000	-	
2017/18	MA20	Correction of cost for Tenancy Sustainability to HRA	82,000	82,000	-	
2017/18	MA21	Correction of cost for Strategy Staff to HRA	38,000	38,000	-	
2017/18	MA22	Identify efficiencies within Working4U supplies and admin budgets	9,000	9,000	-	
2017/18	MA23	Reduction in fleet vehicle numbers	12,000	12,000	-	
2017/18	MA24	Additional postage efficiencies	40,000	40,000	-	
2017/18	MA25	Review of cleaning service to offices, staff rooms & non-public corridors	75,000	75,000	-	
2017/18	MA26	Assumption on staff turnover to include 1% on teachers & APTC pre 5 staff	173,000	173,000	-	
2017/18	MA27	Extend general staffing turnover by 1%	601,000	601,000	-	
2017/18	MA28	SPT requisition reduction	37,000	37,000	-	
2017/18	MA29	VJB requisition reduction	14,660	14,660	-	
2017/18	MA30	Leisure trust funding reduction	50,000	50,000	-	
2017/18	MA31	Review of Economic Development Team	85,000	85,000	-	
2017/18	MA32	Compliance team to carry out asbestos audits internally	20,000	20,000	-	

Efficiency reference		Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
2016/17		Shared services	500,000	13,000	487,000	this targeted saving will only be partially met from shared service with LLTNP for internal audit services. The transformational earmarked baance will be used to fund the shortfall
2016/17		pooled cars savings target	26,700	26,700	-	
					-	
TOTAL			3,035,595	2,450,110	585,485	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE

PERIOD

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	12	13.5%	16,102	13.5%	12	13.5%	459	4.5%
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	8	9.0%	12,598	10.6%	8	9.0%	827	8.1%
Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	69	77.5%	90,469	75.9%	69	77.5%	8,949	87.4%
TOTAL EXPENDITURE	89	100%	119,169	100%	89	100%	10,235	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	Re-Phasing £000	Over/ (Under) £000
Red Projects are forecast to be overspent and/or significant delay to completion	59,733	16,102	60,395	662	24,073	459	8,706	(15,367)	(14,032)	(1,335)
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	44,573	12,598	44,864	291	20,858	827	15,022	(5,836)	(6,127)	291
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	193,178	90,469	193,854	676	46,037	8,949	46,323	287	(539)	825
TOTAL EXPENDITURE	297,484	119,169	299,113	1,630	90,968	10,235	70,051	(20,917)	(20,698)	(219)
TOTAL RESOURCES	(297,484)	(119,169)	(299,113)	(1,629)	(90,968)	(10,235)	(70,051)	20,917		
NET EXPENDITURE	0	0	0	0	0	0	0	0		0

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF PROJECTS AT RED ALERT STATUS

APPENDIX 6

MONTH END DATE

31 July 2017

PERIOD

4

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

1 Choices Programme						
Project Life Financials	750	2	0%	750	0	0%
Current Year Financials	748	0	0%	10	(738)	-99%
Project Description	Bringing together Central Support Services which will include relocation of Choices Programme.					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Oct-19		
Main Issues / Reason for Variance						
Project is dependant on new Balloch Campus delivery dates, and cannot commence until Jamestown PS has been vacated. Plans have now been designed and bill of quantities are currently being worked up in conjunction with the service need of Choices. Planning application will be submitted by end of August, with work to commence early 2018. Remaining budget will be required to slip into 18/19						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
New modern facility for Choice delivering a saving of £0.049m per annum. As no mitigation is available then the project will slip as described.						

2 Schools Estate Improvement Plan						
Project Life Financials	20,000	0	0%	20,000	0	0%
Current Year Financials	5,000	0	0%	0	(5,000)	-100%
Project Description	Improvement of Schools Estate					
Project Lifecycle	Planned End Date	31-Mar-20	Forecast End Date	31-Mar-20		
Main Issues / Reason for Variance						
Options will be considered and reported to a future Council/Committee for consideration, however at this time it is unlikely that any spend will be incurred in 2017/18.						
Mitigating Action						
Options to be considered and report to be submitted at the earliest opportunity						
Anticipated Outcome						
Further enhancement to Schools Estate. As no mitigation is available then the project will slip as described.						

3 Clydebank Community Sports Hub						
Project Life Financials	3,001	155	5%	3,859	858	29%
Current Year Financials	2,646	24	1%	1,684	(962)	-36%
Project Description	Creation of a multi purpose sports hub in Clydebank					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Aug-19		
Main Issues / Reason for Variance						
The tender returns received from the five bidders on 28 February 2017 were all higher than the available budget. There is therefore currently a projected overspend in the region of £0.858m. The project requires to secure sufficient budget to deliver the scope of the project that formed the basis of the tender and meets the grant requirements of the external funders. The current funding available for this project includes the Council funding together with a range of other bodies providing funds, including £1m Scottish Government RCGF, £0.5m Sport Scotland and £0.3m from the Gaelic Athletic Association. The project budget secured to date is £3.015m and a report is being put to 30 Aug 2017 Council seeking approval for an additional £0.858m capital investment. The additional Council investment will allow the project to proceed as currently designed with all the Clydebank Community Sports Hub Business Plan objectives protected. Once the necessary budget is in place, the Council will seek to enter the construction contract by mid September 2017.						

MONTH END DATE

31 July 2017

PERIOD

4

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

Mitigating Action

A detailed options appraisal has been prepared in support of the report going to August Council. Senior Officers within the Council and the CSH Committee continue to meet frequently. On-going communication, updates and monitoring reports are provided to external funding stakeholders.

Anticipated Outcome

Assuming the additional funding require to progress this project is approved by Council, then the project can proceed, at a higher cost to the Council than originally anticipated and delayed by around 17 months.

4

Levensgrove Park

Project Life Financials	3,639	361	10%	3,639	0	0%
Current Year Financials	3,320	42	1%	1,660	(1,660)	-50%
Project Description	Restoration and Regeneration of Levensgrove Park					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-19		

Main Issues / Reason for Variance

Early delays due to timescales involved in securing external funding which impacted the procurement timescales have resulted in a requirement to re-phase £1.660m from 2017/18 into 2018/19. Officers have evaluated tender returns and selected a preferred contractor. The tender has now been awarded and the project has an anticipated start date of 30th September 2017 with forecast completion date of 31 March 2019.

Mitigating Action

Project has been rephased to meet original planned end date of 31st March 2019.

Anticipated Outcome

The project will be fully delivered and on time, despite initial delay.

5

Clydebank Crematorium

Project Life Financials	1,569	1,647	105%	1,681	112	7%
Current Year Financials	0	19	0%	53	53	0%
Project Description	Installation of two new cremators with associated mercury abatement equipment.					
Project Lifecycle	Planned End Date	30-Nov-16	Forecast End Date	30-Nov-16		

Main Issues / Reason for Variance

Project now complete. Project overspent due to purchase of memorial bookcases, asbestos issues found whilst carrying out upgrading works and also additional re-surfacing works to make the facility DDA compliant.

Mitigating Action

None available as project is complete

Anticipated Outcome

New cremators fully installed and functional and building DDA compliant, with a forecast project life overspend of £0.112m.

MONTH END DATE

31 July 2017

PERIOD

4

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

6 Posties Park Sports Hub						
Project Life Financials	1,699	31	2%	1,699	0	0%
Current Year Financials	1,675	7	0%	838	(838)	-50%
Project Description	Creation of a sports hub at Posties/Marinecraft to include a new changing pavilion/Gym, new all-weather 6 lane running track, conversion of blaze sports pitch to grass, new fencing, upgrade of existing floodlights and additional car parking. This combines the budget approved by the Council in February 2015 for Community Sports Facilities at Posties Park, draw down of budget from the generic sports facilities budget line and anticipated match funding from Sports Scotland.					
Project Lifecycle	Planned End Date	31-Dec-18	Forecast End Date	31-Dec-18		
Main Issues / Reason for Variance						
Early delays due to timescales involved in bidding for external funding. A stage 2 funding application was submitted to Sports Scotland for £0.5m. The initial outcome of this application advised that the Council was unsuccessful in the funding bid, however it is understood that Sports Scotland are currently reviewing their decision on this. Officers will work to identify other funding sources if required.						
Mitigating Action						
Officers will work to identify other funding sources to balance the budget if required.						
Anticipated Outcome						
Creation of sports hub by December 2018 pending confirmation of Sports Scotland funding bid or identification of alternative funding sources.						

7 New Play & Recreation at Radnor Park, including MUGA						
Project Life Financials	200	0	0%	260	60	30%
Current Year Financials	200	0	0%	260	60	30%
Project Description	New Play & Recreation at Radnor Park, including MUGA					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-18		
Main Issues / Reason for Variance						
Public consultation has commenced with anticipation of outcome by end September 2017. Anticipate facilities to be in place by 31st March 2018. The project is currently showing an overspend of £0.060m as this project encompasses works to Crown Avenue which is currently funded from the Community Capital Fund therefore a request is made to vire these funds between budgets to take cognisance of the overall works planned.						
Mitigating Action						
Virement request to be made to vire funds from the Community Capital Fund						
Anticipated Outcome						
New Play & Recreation at Radnor Park, including MUGA						

8 Integrated Housing Management System						
Project Life Financials	624	104	17%	418	(206)	-33%
Current Year Financials	546	26	5%	250	(296)	-54%
Project Description	This is a budget to support the necessary development and on-going requirements of implementing the Council's Integrated Housing Management System.					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Aug-18		
Main Issues / Reason for Variance						
The project was delayed by identifying potential shared service opportunities and finalising the contract documentation with the supplier. Project has been re-phased with go-live date planned at end of August 2018. Budget of £0.0.90m is required to be re-phased into 18/19. At this time we are anticipating an underspend of £0.206m.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project is to delivered in-line with rephased project timeline with an anticipated underspend of £0.206m.						

MONTH END DATE

31 July 2017

PERIOD

4

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

9	Leisure Energy projects						
	Project Life Financials	277	33	12%	277	0	0%
	Current Year Financials	246	2	1%	19	(227)	-92%
	Project Description	Measures to be installed at both Meadow Centre & Vale of Leven Swimming Pool; new pool hall Air Handling Units, upgrade lighting, circulating pumps Vale of Leven Swimming Pool, internal and external lighting and draught proofing.					
	Project Lifecycle	Planned End Date	31-Jan-17	Forecast End Date		31-Mar-18	
	Main Issues / Reason for Variance						
	Main reason for variance is due to Air Handling Unit (AHU) upgrades AT Meadow Centre/Vale Swimming Pool. This project has been delayed due to higher priorities within the Procurement service in relation to other required procurement activities.						
	Mitigating Action						
	None available at this time as the delay was due to prioritisation of resource.						
	Anticipated Outcome						
	A small number of projects will be complete by end of year with works to VOL and Meadow Centre Air Handling Units anticipated to be carried out in November 2018.						

10	Regeneration/Local Economic Development						
	Project Life Financials	2,911	23	1%	2,548	(363)	-12%
	Current Year Financials	2,911	23	1%	1,106	(1,805)	-62%
	Project Description	Budget to facilitate the delivery of Regeneration throughout West Dunbartonshire, aligned to the Economic Strategy 2015-20. External funding will be sought to maximise opportunities for redevelopment of these sites					
	Project Lifecycle	Planned End Date	31-Dec-17	Forecast End Date		31-Dec-18	
	Main Issues / Reason for Variance						
	The main reason for the variance in the current financial year is due to rephasing of £1.362m for works at the St Eunan's site. Currently the contract award is pending. A planning application will be required, which is anticipated to be submitted in October 2017. Works are expected to commence on site in February 2018. These dates may vary once the contractor is appointed and further discussions take place. Completion is now required by December 2018 rather than previously stated as March 2019, to comply with the external funder's requirements. With regards to works to Balloch Charette, design work is progressing for Balloch Village Square. It is anticipated that works to Balloch Village square will complete in 17/18 with the remaining £0.080m required to slip into 18/19 to complete Balloch Charrette works. Dumbarton Town Centre and Waterfront; Further studies along waterfront are being progressed. Developing land access agreements relating to the pathway anticipated to be resolved by end August 2017. Variety of charrette related projects currently being progressed with partners and developers, which will then be procured and anticipated to achieve full budget sub-allocation in 17/18. Bowling Basin; Report from Scottish Canals indicates a requirement of £0.035m to take a joint partnership development to be eventually funded from the Regeneration Fund. Alexandria Town Centre; public realm works at Mitchell Way to enable the regeneration of the site by CCG has been delayed due to conclusion of development appraisal. At this time we are forecasting an overall underspend of £0.363m. A virement has been requested to move £0.200m budget to Building Upgrades for works to Glencairn house. If this is approved the underspend would reduce to £0.163m.						
	Mitigating Action						
	St Eunan's - Strategic Disposals - key sites; The Regeneration Team have submitted a Proposal of Application Notice to Planning and Building Standards for the project which removes this requirement and potential 12 week lead from the contractor.						
	Anticipated Outcome						
	Significant progress with transformational projects including Dumbarton Waterfront, strategic disposal sites and Alexandria town centre and further progress with implementing Charrette Action Plans.						

MONTH END DATE

31 July 2017

PERIOD

4

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

11	Replace Elderly Care Homes and Day Care Centres						
	Project Life Financials	25,063	13,746	55%	25,263	200	1%
	Current Year Financials	6,781	316	5%	2,826	(3,955)	-58%
	Project Description	Design and construction of replacement elderly care homes and day care centres in Dumbarton and Clydebank areas					
	Project Lifecycle	Planned End Date	31-Jan-19	Forecast End Date	26-Apr-19		
	Main Issues / Reason for Variance						
	<p>Dumbarton Care Home achieved practical completion on 28th April 2017 with retention due April 2018. All residents now in new home with provision of day care from 7th July. Transition of staff and residents now complete. Clydebank Care Home is currently tracking an overspend based on latest cost estimate updates, however officers met legal and procurement in advance of July project board with the aim being to issue the tender for whole build by the end of August with anticipation that market tested pricing should be known by end of October. At this time there is also an anticipated overspend of £0.200m related to fixtures and fittings which is anticipated to be funded via virement request of £0.064m from Aids and Adaptations and £0.136m CFCR from HSCP. Planning consent was agreed on 31st May at Planning Committee with conditions which are currently being worked through. Currently revising cost plan for tender and further detail to specifications, which should be put out to tender in August. It is anticipated that work will commence on-site by February 2018. Delay in achieving planning consent (linked to Masterplan Phase 1 which had to be determined first) and finalising more specific detail to tender (taking account of lessons learned from Dumbarton Care Home and site-specific matters and district heating) has subsequently changed the forecast end date. Budgets will be required to be re-profiled due to amended programme of build, resulting in budget moved to 18/19.</p>						
	Mitigating Action						
	Progress with the preparation of the tender was acknowledged at the early August Project Board. Target for tender issue is the end of August 2017						
	Anticipated Outcome						
	New Care home provision in Clydebank, currently anticipated to be £0.200m over budget and delayed by around 3 months.						

WEST DUNBARTONSHIRE COUNCIL
 GENERAL SERVICES CAPITAL PROGRAMME
 ANALYSIS OF PROJECTS AT AMBER ALERT STATUS

APPENDIX 7

MONTH END DATE

31 July 2017

PERIOD

4

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

1	Kilpatrick School - New Build						
	Project Life Financials	10,487	10,474	100%	10,578	91	1%
	Current Year Financials	197	204	103%	288	91	46%
	Project Description	Design and build of construction of Additional Support Needs School					
	Project Lifecycle	Planned End Date	30-Jun-18	Forecast End Date	30-Nov-18		
	Main Issues / Reason for Variance						
	Phase 2 physical works completed however practical completion has not been achieved yet, due to outstanding information (includes Japanese Knotweed reliance letter). Final account (including final asbestos costs) is still outstanding and anticipated to exceed budget. An assumption for the additional asbestos costs has been included in the forecast spend, with an anticipated overspend of £0.091m.						
	Mitigating Action						
	Ongoing discussions between Project Team, Legal Services and HubWest Scotland to resolve issues regarding Japanese Knotweed in order to achieve practical completion.						
	Anticipated Outcome						
	Phase 2 practical completion before schools return.						

2	Kilmaronock Cemetery Extension						
	Project Life Financials	225	0	0%	225	0	0%
	Current Year Financials	225	0	0%	130	(95)	-42%
	Project Description	Extension of existing cemetery at Kilmaronock. Project not due to start April 2016. Procurement process anticipate starting August 2015.					
	Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-May-18		
	Main Issues / Reason for Variance						
	Initial project delay was due to the decision to appoint an external consultant with the necessary expertise to design the project and develop the tender documentation. The tender for this aspect of the overall project has now taken place and a meeting is scheduled to take place with the proposed design consultant mid August 2017 to discuss the appointment. Once appointed the consultant will develop tender documentation with a view to issuing the tender later this financial year. At this time it is anticipated that the main body of the project will commence at the start of February 2018 and will take approximately 4 months to complete resulting in rephasing of approximately £0.095m at this time.						
	Mitigating Action						
	Officers will monitor consultant progress with a view to accelerating any aspects of the project that are deemed appropriate to maximise spend in the current financial year.						
	Anticipated Outcome						
	Extension to Cemetery, around 2 months later than originally planned.						

MONTH END DATE

31 July 2017

PERIOD

4

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

3 Sports Facilities Upgrades

Project Life Financials	285	0	0%	285	0	0%
Current Year Financials	285	0	0%	210	(75)	-26%

Project Description Project is part of wider investment in sporting facilities and is dependent on match funding from Sport Scotland. Agreement in principle to wider WDC strategic priorities.

Project Lifecycle Planned End Date 31-Mar-18 Forecast End Date 31-Mar-18

Main Issues / Reason for Variance

At this time £0.075m has been allocated to construction of 3 All weather tennis courts at Argyll Park. This project is estimated to cost £0.150m in total with the remaining £0.075m subject to a funding application to the Lawn Tennis Association for match funding. At this time officers are hopeful of an outcome regarding this funding application by the end of September and if successful it is anticipated that works will start April 2018 with completion by December 2018 resulting in rephasing of this element of the overall Sports Facilities budget into 2018/19. Options for the remaining budget are currently being developed with full spend anticipated at this time.

Mitigating Action

None available at this time due to external funding application timescales

Anticipated Outcome

Improved sporting facilities

4 Vale of Leven Cemetery Extension

Project Life Financials	650	156	24%	650	0	0%
Current Year Financials	495	1	0%	130	(365)	-74%

Project Description Extension of existing cemetery in Vale of Leven

Project Lifecycle Planned End Date 31-Mar-16 Forecast End Date 31-Mar-19

Main Issues / Reason for Variance

As previously reported there has been difficulties purchasing the preferred site with officers working to identify alternative locations. While officers are hopeful of concluding the land purchase in this financial year the main body of the works will require to be rephased from 2017/18 into 2018/19.

Mitigating Action

Identify suitable alternative sites.

Anticipated Outcome

A suitable site is identified and purchased to provide a sustainable burial environment, albeit delayed by 3 years as a result of identifying a suitable site.

5 New Sports Changing Facility at Lusset Glen in Old Kilpatrick

Project Life Financials	150	0	0%	150	0	0%
Current Year Financials	150	0	0%	0	(150)	-100%

Project Description New Sports Changing Facility at Lusset Glen in Old Kilpatrick

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

Main Issues / Reason for Variance

New gas mains are being installed by Scottish Gas Networks in Autumn 2017 which will preclude construction works until 2018/19 resulting in rephasing of this budget.

Mitigating Action

None available due to gas works being carried out

Anticipated Outcome

Works to be carried out as planned

WEST DUNBARTONSHIRE COUNCIL
 GENERAL SERVICES CAPITAL PROGRAMME
 ANALYSIS OF PROJECTS AT AMBER ALERT STATUS

APPENDIX 7

MONTH END DATE

31 July 2017

PERIOD

4

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

6 Building Upgrades and H&S						
Project Life Financials	4,756	446	9%	4,956	200	4%
Current Year Financials	4,756	446	9%	4,544	(212)	-4%
Project Description	Lifecycle and reactive building upgrades					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date		31-Mar-18	
Main Issues / Reason for Variance						
Budget fully allocated. At this time it is anticipated that £0.413m slippage will be required which includes £0.028m (Balloch)						
Mitigating Action						
Virement request has been submitted to move £0.200m from Local Economic Regeneration .						
Anticipated Outcome						
Project delivered in-line with timescales and within budget.						

7 Queens Quay						
Project Life Financials	15,620	1,522	10%	15,620	0	0%
Current Year Financials	13,950	176	1%	9,720	(4,230)	-30%
Project Description	Queens Quay regeneration					
Project Lifecycle	Planned End Date	30-Jun-18	Forecast End Date		01-Nov-18	
Main Issues / Reason for Variance						
The project is reaching the key stage of where contracts will be issued related to Basin works during August 2017. Remediation ground works commenced on site in August 2017 and a number of packages of works around the basin infrastructure are being finalised to commence on site in the Autumn of 2017. The roads infrastructure works and other development preparations works will be delivered later in 2017, with some delays experienced in bringing the District Heating Network project and Queens Quay project in-line for the roads/utilities work, subsequently resulting in forecast end date being extended to November 2018 and £4.230m to be slipped into 18/19. . There will be an IRED paper in November 2017 updating members on the progress at Queens Quay and explaining the slippage into 2018/19.						
Mitigating Action						
A number of mitigating action are being monitored through the risk register by the Management Group. Fortnightly meetings with the development partner take place to progress the project an make every attempt to reduce delays and slippage. One key element of delay being experienced is in relation to the roads/utilities works which are being held up to ensure we integrate these works with the District Heating project pipework in particular.						
Anticipated Outcome						
Regeneration of Clydebank Waterfront in line with budget, but delayed to co-ordinate with District Heating project.						

WEST DUNBARTONSHIRE COUNCIL
 GENERAL SERVICES CAPITAL PROGRAMME
 ANALYSIS OF PROJECTS AT AMBER ALERT STATUS

APPENDIX 7

MONTH END DATE

31 July 2017

PERIOD

4

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

8	Regeneration Fund						
	Project Life Financials	12,400	0	0%	12,400	0	0%
	Current Year Financials	800	0	0%	0	(800)	-100%
	Project Description	Match funding for various regeneration projects currently in development					
	Project Lifecycle	Planned End Date	31-Mar-20	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	Project proposals have been developed for Dumbarton Walkway and Balloch Squares, agreement was secured at the IRED Committee on 16 August 2017 to move forward with procuring contracts for Balloch Village and Dumbarton Pathway projects. Connecting Clydebank is at detailed design stage and requires time allocated in its programme to allow input from funding partners Sustrans. The development appraisal is progressing for Bowling Basin. It is expected that project proposals for both these projects will be reported to November 2017 IRED Committee.						
	Mitigating Action						
	Development work has progressed and the approval of project proposals in 2017/18 will enable officers to make progress with procuring related project works during the remainder of 2017/18 with significant spend on projects beginning to happen during 2018/19.						
	Anticipated Outcome						
	Delivery of planned projects on time and within budget						

MONTH END DATE

31 July 2017

PERIOD

4

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

Match Funding / Other Grants and Contributions

Project Life Financials	(12,400)	(6,646)	54%	(11,820)	580	-5%
Current Year Financials	(5,774)	(70)	1%	(4,054)	1,720	-30%

Project Description This is match funding from various bodies with the main funding being anticipated for Levensgrove Park, Posties Park and Clydebank Community Sports Hub

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

Main Issues / Reason for Variance

At this time it is anticipated that funding of £1.640m will not be received in this financial year for Levensgrove Park

Mitigating Action

Officers to investigate funding source for Posties Park Sports Hub

Anticipated Outcome

Receipt of Match Funding as anticipated apart from Posties Park Sports Hub

Capital Receipts

Project Life Financials	(26,199)	(1,118)	4%	(28,535)	(2,336)	9%
Current Year Financials	(15,542)	(226)	1%	(11,241)	4,301	-28%

Project Description These are capital receipts that are anticipated from sales of land and buildings both as part

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

Main Issues / Reason for Variance

Capital receipts are anticipated to lower in the current financial year due to market conditions, however the longer term expectation is that this will improve and result in higher than anticipated capital receipts over the project life of the capital programme

Mitigating Action

Officers will seek to maximise capital receipts in the current financial year subject to market conditions

Anticipated Outcome

Over the programme life capital receipts are anticipated to exceed budget

Prudential Borrowing

Project Life Financials	(162,880)	(89,948)	55%	(162,753)	127	0%
Current Year Financials	(56,272)	(6,894)	12%	(41,376)	14,896	-26%

Project Description Prudential borrowing is long term borrowing from financial institutions that has been

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

Main Issues / Reason for Variance

Prudential borrowing in 2017/18 is likely to be less than budgeted due to programme re-phasing

Mitigating Action

Prudential borrowing is impacted by programme delivery therefore mitigating action is detailed in the red and amber analysis

Anticipated Outcome

While prudential borrowing requirement is likely to be less than budgeted in the current financial year this is anticipated to catch up over the programme life.

TOTAL RESOURCES

Project Life Financials	(297,484)	(119,169)	40%	(299,113)	(1,629)	1%
Current Year Financials	(90,968)	(10,235)	11%	(70,051)	20,917	-23%

MONTH END DATE

31 July 2017

PERIOD

4

Project Details	Project Financials		
Project Name	Budget £000	Virement £000	Revised Budget £000
Building Upgrades and H&S			
Project Life Financials	4,756	200	4,956
£0.050m has been allocated for Glencairn House within the Building Upgrades and it is requested that this budget allocation is moved from Local Economic & Regeneration to the already existing budget for Glencairn House in 2017/18 to consolidate into a single project.			
Regeneration/Local Economic Development			
Project Life Financials	2,911	(200)	2,711
As noted above, £0.050m has been allocated for Glencairn House within the Building Upgrades and it is requested that this budget allocation is moved from Local Economic & Regeneration to the already existing budget for Glencairn House in 2017/18 to consolidate into a single project.			
Replace Elderly Care Homes and Day Care Centres			
Current Year Financials	6,781	64	6,845
Requested virement of £0.064m from Aids & Adaptations to Replace Elderly Care Homes and Day Care for purchase of beds for Dumbarton Care Home.			
Special Needs - Aids & Adaptations			
Current Year Financials	719	(64)	655
As above, requested virement of £0.064m from Aids & Adaptations to Replace Elderly Care Homes and Day Care for purchase of beds for Dumbarton Care Home.			
Community Capital Fund			
Current Year Financials	1,843	(60)	1,783
Virement of £0.060m is requested from Community Capital Fund to Radnor Park project.			
New Play & Recreation at Radnor Park, including MUGA			
Current Year Financials	200	60	260
As above, virement of £0.060m is requested from Community Capital Fund to Radnor Park project.			
Total Virements Requested			
Current Year Financials	17,210	0	17,210

MONTH END DATE

31 July 2017

PERIOD

4

		One-off capital cost (17/18)	
		£000	
1 Bring Scaffolding in-house			716,830
Proposal to bring scaffolding in-house. There would be an initial cost to capital of £0.717m for the purchase of assets and an additional capital costs of £0.055m every 5 years for scaffolding boards. The current revenue cost of outsourcing scaffolding is up to £0.772m per annum. This proposal would show an annual revenue saving of up to £0.362m per annum from 18/19 and cumulative saving to 2021/22 of £1.385m.		Equipment	334,830
		Vehicles	132,000
		Property	250,000

Associated Revenue costs for spend to save proposal	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	Total Costs
		410,165	422,351	434,548	437,720	1,704,784
Equipment		16,350	16,350	16,350	16,350	65,400
Vehicles - running costs		4,000	4,000	4,000	4,000	16,000
Property		10,000	10,000	10,000	10,000	40,000
Staffing		292,794	304,980	317,177	320,349	1,235,300
Loan Charges		81,021	81,021	81,021	81,021	324,084
Other costc (inspections, accreditations, insurance)		6,000	6,000	6,000	6,000	24,000

Current Revenue Forecast costs	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	Total Costs
Annual Cost of contracting out Scaffolding		772,350	772,350	772,350	772,350	3,089,400

Annual Revenue Saving	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	Total Savings
Annual saving of bringing scaffolding in-house		362,185	349,999	337,802	334,630	1,384,616

WEST DUNBARTONSHIRE COUNCIL
 GENERAL SERVICES CAPITAL PROGRAMME
 SPEND TO SAVE PROPOSALS TO BE APPROVED

APPENDIX 10

MONTH END DATE

31 July 2017

PERIOD

4

		One-off capital cost (17/18) £000	
2	Purchase 3 Welfare Units		78,000
	Proposal is to purchase 3 Welfare Units. We currently rent 3 units at a cost of £0.078m per annum. There would be an initial cost to Capital in 17/18 of £0.078m for the purchase of 3 units. This proposal would show an annual revenue saving of £0.071m per annum from 18/19 and cumulative to 2021/22, the Council would make a revenue saving of £0.283m	Purchase of 3 Welfare Units	78,000

Associated Revenue costs for spend to save proposal	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	Total Costs
		7,329	7,329	7,329	7,329	29,316
Loan Charges		7,329	7,329	7,329	7,329	29,316

Current Revenue Forecast costs	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	Total Costs
Annual Cost of Renting 3 Units		78,000	78,000	78,000	78,000	312,000

Annual Revenue Saving	17/18 £000	18/19 £000	19/20 £000	20/21 £000	21/22 £000	Total Savings
Annual saving of purchase the welfare units		70,671	70,671	70,671	70,671	282,684

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Regeneration, Environment and Growth

Council: 30 August 2017

Subject: Housing Revenue Account Budgetary Control Report to 31 July 2017 (Period 4)

1. Purpose

- 1.1** The purpose of the report is to provide members with an update on the financial performance to 31 July 2017 (Period 4) of the HRA revenue and capital budgets.

2. Recommendations

2.1 Members are asked to:

- i) Consider and note the projected favourable revenue variance of £0.220m (0.5%).
- ii) Consider and note the position advised in relation to the capital budget which is currently projecting an in-year favourable variance of £7.624m (24.9%), of which £6.051m (19.8%) relates to project re-phasing and an in-year underspend of £1.573m (5.1%).

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 22 February 2017, Members agreed the revenue estimates for 2017/2018 and a total budget of £42.912m

Capital

- 3.2** At the meeting of Council on 22 February 2017, Members also agreed the updated Capital Plan for 2017/18 which has been augmented by re-phasing from 2016/17 to produce a total planned spend for 2017/18 of £30.578m. The funding of this is shown within Appendix 7.

4. Main Issues

Revenue Budget

- 4.1** The current budgetary position for HRA Revenue is summarised in Appendix 1 with information regarding projected variances valued at greater than £50,000 being provided as Appendix 2. The analysis shows the projected variance for HRA Revenue is a surplus of £0.220m

Capital Budget

- 4.2 The HRA capital summary position is shown in Appendix 3. Information on projects that are highlighted as being within the red and amber categories is provided in Appendices 4 and 5. Detail on projects within the green category that have variances over £50,000 are shown in Appendix 6. A summary of anticipated resources is shown in Appendix 7. The analysis shows that for the in-year planned spend there is currently a favourable variance of £7.624m, of which £6.051m relates to project re-phasing and an in-year underspend of £1.573m.

5. People Implications

- 5.1 There are no people implications.

6. Financial and Procurement Implications

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

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9 Consultation

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

10. Strategic Environmental Assessment

- 10.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the five strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council. This report is for noting and, therefore, does not directly affect any of the strategic priorities.

Peter Barry
Strategic Lead - Housing and Employability
Date: 16 August 2017

Person to Contact: Janice Rainey - Business Unit Finance Partner (HEED),
Garshake Road, Dumbarton, G82 3PU, telephone: 01389
737704, e-mail janice.rainey@west-dunbarton.gov.uk

Appendices: Appendix 1 - Budgetary Position (Revenue)
Appendix 2 - Variance analysis (Revenue)
Appendix 3 - Budgetary Position (Capital)
Appendix 4 - Variance analysis Red Projects (Capital)
Appendix 5 - Variance analysis Amber Projects (Capital)
Appendix 6 - Variance analysis Green Projects >£50K
(Capital)
Appendix 7 – Resources (Capital)

Background Papers: None

Wards Affected: All

HRA BUDGETARY CONTROL REPORT
MONITORING PERIOD : 1 APRIL 2017 to 31 JULY 2017

Appendix 1

2016/2017 Outturn		2017/2018 Estimate	Actual To Date	% actual to date	Forecast Outturn	forecast Variance (fav)/adv	% Forecast Variance
£000s		£000s	£000s		£000s	£000s	
	EXPENDITURE						
5,157	Employee Costs	5,506	1,673	30%	5,425	(81)	-1%
1,801	Property Costs	1,819	640	35%	1,837	18	1%
102	Transport Costs	105	34	32%	105	0	0%
424	Supplies, Services And Admin	327	116	35%	313	(14)	-4%
2,164	Support Services	2,141	722	34%	2,164	23	1%
257	Other Expenditure	157	90	57%	239	82	52%
11,542	Repairs & Maintenance	11,716	3,672	31%	11,504	(212)	-2%
999	Bad Debt Provision	1,113	371	33%	1,113	0	0%
349	Council Tax On Void Houses	326	114	35%	342	16	5%
924	Lost Rents	901	224	25%	815	(86)	-10%
17,942	Loan Charges	18,800	6,267	33%	18,800	0	0%
41,661	GROSS EXPENDITURE	42,912	13,922	32%	42,658	(254)	-0.6%
	INCOME						
39,641	House Rents	40,205	12,084	30%	40,157	48	0%
229	Lockup Rents	227	67	29%	229	(2)	-1%
1,119	Factoring/Insurance Charges	1,136	739	65%	1,119	17	1%
124	Other rents	143	42	29%	143	(0)	0%
70	Interest on Revenue Balance	46	0	0%	70	(24)	-51%
137	Miscellaneous income	143	21	15%	143	(0)	0%
1,085	Reallocated salaries	1,012	339	33%	1,017	(5)	0%
42,405	GROSS INCOME	42,912	13,292	31%	42,878	34	0%
(744)	NET EXPENDITURE	0	630		(220)	(220)	

MONTH END DATE 31 July 2017

PERIOD 4

Budget Details		Project Life Financials					
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Spend	forecast Variance	RAG Status
		£000	£000	%	£000	£000	%
Employee Costs		5,506	1,673	30%	5,425	(81)	-1% ↑
Subjective Description							
This budget covers all employees charged directly to the HRA including caretakers							
Variance Narrative							
Main Issues	Underspend in salary costs due to staff restructure savings and vacancies .						
Mitigating Action	No mitigating action is required as the variance is favourable						
Anticipated Outcome	A year end underspend of is anticipated.						

Budget Details		Project Life Financials					
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Spend	forecast Variance	RAG Status
		£000	£000	%	£000	£000	%
Other Expenditure		157	90	57%	239	82	52% ↓
Service Description							
This budget covers strategy expenditure as well as legal fees, bank charges, rent abatements,tenancy sustainment work and factor's commission							
Variance Narrative							
Main Issues	Tenancy Sustainment element of payment to Women's Aid is now being met from the HRA rather than the general fund following review of where it was appropriate to pay this from.						
Mitigating Action	Management will ensure that this overspend will be offset by underspends within other areas within the HRA						
Anticipated Outcome	An overspend will be incurred on this line						

Budget Details		Project Life Financials					
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Spend	forecast Variance	RAG Status
		£000	£000	%	£000	£000	%

Repairs & Maintenance		11,716	3,672	31%	11,504	(212)	-2%	↑
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Service Description

This budget covers all repair and maintenance expenditure to houses and lockups

Variance Narrative

Main Issues This favourable variance is mainly due to cost of gas/ ventilation/ lift repair and maintenance costs being less than budgeted . A large part of the budget for these costs are demand led so can fluctuate significantly from year to year.

Mitigating Action No mitigating action is required as the variance is favourable

Anticipated Outcome A year end underspend of is anticipated.

Budget Details		Project Life Financials					
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Spend	forecast Variance	RAG Status
		£000	£000	%	£000	£000	%

Lost Rents		901	224	25%	815	(86)	-10%	↑
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Service Description

Rents lost on void houses and lockups

Variance Narrative

Main Issues There has been an improvement in lost rental due to management action to improve processes around voids to achieve faster turnaround and improve the appeal of harder to let properties.

Mitigating Action No mitigating action is required as the variance is favourable

Anticipated Outcome A year end underspend of is anticipated.

MONTH END DATE 31 July 2017

PERIOD 4

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis					
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status		
Red Projects are forecast to be overspent and/or experience material delay to completion	4	13.8%	25,254	91.8%	4	13.8%	1,634	42.7%		
Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	2	6.9%	53	0.2%	2	6.9%	53	1.4%		
Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	23	79.3%	2,195	8.0%	23	79.3%	2,143	56.0%		
TOTAL EXPENDITURE	29	100%	27,503	100%	29	100%	3,831	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	Re-Phasing £000	Over/Under £000
Red Projects are forecast to be overspent and/or significant delay to completion	73,648	25,254	72,688	(960)	12,076	1,634	6,552	(5,524)	(4,261)	(1,263)
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	73,648	53	2,709	(70,939)	3,049	53	1,050	(1,999)	(1,659)	(340)
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	(48,995)	2,195	21,504	70,499	15,452	2,143	15,352	(100)	(130)	30
TOTAL EXPENDITURE	98,302	27,503	96,902	(1,400)	30,578	3,831	22,954	(7,624)	(6,051)	(1,573)
TOTAL RESOURCES	(98,302)	(27,503)	(96,902)	1,400	(30,578)	(3,831)	(22,954)	7,624		
NET EXPENDITURE	(0)	0	0	0	(0)	0	0	0		

MONTH END DATE

31 July 2017

PERIOD

4

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

None required at this time

Project to complete as planned and meet spend targets

None required at this time

Project to complete as planned and meet spend targets

1 Integrated Housing Asset Management

Project Life Financials	876	182	21%	591	(285)	-32%
Current Year Financials	765	71	9%	350	(415)	-54%

Project Description Integrated Housing Management System

Project Lifecycle Planned End Date 31-Aug-18 Forecast End Date 31-Aug-18

Main Issues / Reason for Variance

The project was delayed by identifying potential shared service opportunities and finalising the contract documentation with the supplier. Project has been re-phased with go-live date planned at end of August 2018. Budget of £0.130m is required to be re-phased into 18/19. At this time we are anticipating an underspend of £0.285m.

Mitigating Action

None available at this time.

Anticipated Outcome

Project is to delivered in-line with rephased project timeline with an anticipated underspend of £0.285m.

2 Targeted EESSH compliance works

Project Life Financials	4,062	101	2%	4,062	0	0%
Current Year Financials	4,062	101	2%	800	(3,262)	-80%

Project Description Low Rise Works

Project Lifecycle Planned End Date 31-Mar-18 Forecast End Date 31-Mar-19

Main Issues / Reason for Variance

Building Services continue to experience problems in resourcing sufficient skilled operatives for this workstream (despite the recruitment drive) which has impacted severely on their ability to deliver the level of work required. Back-up contractors for this type of work have been procured, however there is a limitation within the tender award on the value of work they can undertake which is far below the level we would need them to deliver to meet the programme. At this stage a reasonable projection of spend in this financial year would be £0.800m which is approximately 20% of budget. It is anticipated that this projection will change positively over the next few months as work progresses.

Mitigating Action

Building Services will continue to drive recruitment to increase the number of appropriately skilled operatives whilst progressing the programme via current resources and existing back-up contractors. Building Warrants have been received now allowing the scheduling of 4 project areas representing 117 addresses. A new process has begun to procure via the Scotland Excel framework for additional contractor support to deliver the level of work desired - following a meeting with procurement officers on 3 August, after initial scoping of the framework parameters, they anticipate to be in a position to advise suitability of this route by the end of August.

Anticipated Outcome

Building Services and current back-up contractors will progress the workstream to deliver as much as possible. Progress the procurement of additional support via Scotland Excel to bolster and increase the programme delivery significantly.

MONTH END DATE

31 July 2017

PERIOD

4

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

3 Regeneration/Demolition of Surplus Stock						
Project Life Financials	8,774	7,461	85%	8,176	(598)	-7%
Current Year Financials	1,550	64	4%	549	(1,001)	-65%
Project Description	Regeneration/Demolition of Surplus Stock					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-19		
Main Issues / Reason for Variance						
Overall project-life underspend of £0.598m is anticipated at this time. In year, this includes unallocated budget of £0.639m being deemed as not required at this time, project underspend of £0.141m for Glenside / Muir Road (noted below), slippage of £0.100m (Creveul Court) and £0.130m (Homeloss and Disturbance). In relation to 17/18 projects the following updates should be noted:						
O'Hare/Alexander St - Property clearances, asbestos surveys and service disconnections are currently being arranged followed by tender preparations and issue which is anticipated for September. Spend in this financial year is anticipated to be £0.200m.						
Creveul Court - Officers are working to re-house remaining tenant. Slippage of £0.100m anticipated at this time.						
Homeloss and Disturbance Payments - At this time re-phasing of £0.130m is anticipated						
Second Avenue / Singer Street / Crown Avenue - Project is complete and final payments are under review.						
Glenside / Muir Road - There are no issues to report. Project is complete and is subject to processing of final payment. The project has completed under budget and has resulted in a project saving of £0.141m.						
Mitigating Action						
In relation of Creveul Court legal officers are following procedures to re-house remaining tenant working with other Council departments. Officers are following procedures to bring the contract to a close in connection with Second Avenue / Singer Street and Crown Avenue.						
Anticipated Outcome						
Tenant will be re-housed and demolition contractor will be procured during 2018/19.						

MONTH END DATE

31 July 2017

PERIOD

4

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

4 New house build						
Project Life Financials	59,936	17,511	29%	59,858	(78)	0%
Current Year Financials	5,699	1,399	25%	4,852	(847)	-15%

Project Description New house build
Project Lifecycle Planned End Date 31-Mar-23 Forecast End Date 31-Mar-23

Main Issues / Reason for Variance

Fees and Enabling Costs - There are no issues to report at this time and budget is projected to complete and meet spend target.

Second Avenue - There are no issues to report, projected to complete and meet spend target. Remaining balance projected at £0.074m to carry into 18/19 for retention.

St Andrews - The current year budget is in relation to the provision of design services, acquisitions, planning applications, building warrant, site investigations, enabling and remediation works. Spend is dependent upon a number of key objectives being met including the Development Agreement being signed off by both WDC and the Wheatley Group. Full spend anticipated in year.

Creveul Court Officers working to re-house remaining tenant resulting in re-phasing of £0.300m from 2017/18 into 2018/19.

Haldane Acquisition - This spend is dependent upon completion of new Balloch Campus, school transfer and clearance of existing Haldane PS site to allow asset transfer. Budget was initially set at £0.480m for this, however valuation has resulted in a transfer value of £0.395m and a current year underspend of £0.085m. This budget is fully funded by the Scottish Government therefore although the project will show an underspend this will be offset by an adverse variance in grant income. For reasons above this spend is unlikely to complete by year end resulting in re-phasing of £0.395m into 2018/19

Central Bellsmyre - This project is complete with current year spend being for retention payment. Final claim settled slightly higher than projected resulting in an adverse variance of £0.005m.

Mitigating Action

In relation to St Andrews officers are working to complete the legal and development agreement to allow appointment of the consultant while at Creveul Court officers are following procedures to re-house remaining tenant working with other Council departments. At Haldane site officers are working to keep the new build on programme to progress to clearance of existing site as soon as possible.

Anticipated Outcome

In relation to Second Avenue the anticipated outcome will be that the contract will fully complete following agreement. In relation to Creveul Court the tenant will be re-housed and demolition contractor will be procured during 2018/19. There is an overall forecast underspend of £0.085m which is a combination of £0.085m underspend in relation to Haldane acquisition and overspend of £0.007m in relation to Bellsmyre New Build houses.

Project Life Financials	73,648	25,254	34%	72,688	(960)	-1%
Current Year Financials	12,076	1,634	14%	6,552	(5,524)	-46%

MONTH END DATE

31 July 2017

PERIOD

4

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
None required at this time						
Project to complete as planned and meet spend targets						
None required at this time						
Project to complete as planned and meet spend targets						
1 Modern facilities and services						
Project Life Financials	590	45	8%	250	(340)	-58%
Current Year Financials	590	45	8%	250	(340)	-58%
Project Description	Bathrooms and Kitchens					
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-18		
Main Issues / Reason for Variance						
Condition information identifies addresses for bathroom and kitchen renewals. Tenant agreement and uptake is less than needed to meet the programme and remains a challenge, however officers continue to contact tenants by letter and telephone call in efforts to encourage uptake with brochures having been developed to show the range of options and finished examples to try and persuade them to agree. In addition the Housing Improvement Board has agreed to add showers to the bathroom specification and it is hoped that this will increase desirability and uptake. At this time a reasonable projection of numbers would be 60 bathrooms and 40 kitchens.						
Mitigating Action						
Officers are contacting tenants with new brochure information and shower inclusion in efforts to increase uptake. Tenants are offered additional support and assistance if required to help and mitigate with the disturbance e.g. packing up kitchens, ensuring water and cooking facilities available as soon as possible, etc.						
Anticipated Outcome						
Number of completions to be less than programme resulting in an anticipated underspend of £0.340m against budget.						
2 Non Traditional and Traditional Improvement Works						
Project Life Financials	2,459	8	0%	2,459	0	0%
Current Year Financials	2,459	8	0%	800	(1,659)	-67%
Project Description	Risk Street Overclad					
Project Lifecycle	Planned End Date	31-Mar-19	Forecast End Date	31-Mar-19		
Main Issues / Reason for Variance						
This project has taken considerable time to liaise and negotiate with owners to take this forward. Owners voting process has now concluded with the majority of owners in each block (including WDC owned shares) having voted in favour of the external insulation improvement. The result has been communicated to owners. Officers are now progressing the project in terms of contract acceptance and necessary permissions to commence work (tender has been returned and was placed on hold). At this time it is anticipated that the site start will be in October/November with the contract being completed over an 18 month period resulting in re-phasing of £1.7m into 2018/19. Although significant re-phasing is required at this time the main issues surrounding the ability to start this project have been resolved therefore this project is awarded Amber Status to inform of project update rather than Red Status to indicate material project concerns.						
Mitigating Action						
Communications have been issued to all owners with result of vote and next steps. Officers are working to complete the building warrant process. Tender acceptance and contract confirmation will be taken forward upon BW receipt. Customer Liaison officer and Project Team are coordinating the open drop in session for residents with project design details and information presentations.						
Anticipated Outcome						
Project to be taken forward and anticipate a start in October/November following receipt of the building warrant. At this time it is anticipated that this will be completed over 2017/18 and 2018/19 with estimated for completion by end of 2018/19 delivering an major external upgrade of 6 blocks in Risk St, Dumbarton for 72 tenants and 63 owners.						
Project Life Financials	73,648	53	0%	2,709	(340)	0%
Current Year Financials	3,049	53	2%	1,050	(1,999)	-66%

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
ANALYSIS OF PROJECTS AT GREEN STATUS > £50,000

APPENDIX 6

MONTH END DATE

31 July 2017

PERIOD

4

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

1 Contingencies							
Project Life Financials	100	0	0%	0	(100)	-100%	
Current Year Financials	100	0	0%	0	(100)	-100%	
Project Description	0						
Project Lifecycle	Planned End Date	31-Mar-18	Forecast End Date	31-Mar-18			
Main Issues / Reason for Variance							
This is a contingent budget for unforeseen matters which may arise during the year.							
Mitigating Action							
None required							
Anticipated Outcome							
Budget to be utilised for unforeseen matters during the year.							

Project Life Financials	(48,995)	2,195	-4%	21,504	(100)	0%
Current Year Financials	15,452	2,143	14%	15,352	(100)	-1%

MONTH END DATE

31 July 2017

PERIOD

4

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

1 New Build Grant						
Project Life Financials	(26,095)	(7,196)	28%	(26,490)	(395)	2%
Current Year Financials	(2,996)	0	0%	(2,996)	0	0%

Project Description Grant to facilitate the building of new build housing

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-22

Main Issues / Reason for Variance

Grant income relating to the Haldane acquisition £0.480m was received late 2016/17 and has been held on the balance sheet. It will not be applied until 2018/19 when the transfer of the site will take place, however the transfer value has been agreed at a value of £0.395m resulting in an underachievement of grant income of £0.080m (although this is offset by purchase cost being £0.080m less than budgeted). The surplus £0.080m will be returned to Scottish Government. Grant income anticipated to be received in 17/18 includes £1.716m (Singer Avenue/Second Street), £0.500m (St Andrew's High School site) and £0.300m (Creveul Court).

Mitigating Action

None Required as income has already been received and this is purely an accounting/timing adjustment

Anticipated Outcome

Grant income will be applied in 2018/19

2 Prudential Borrowing						
Project Life Financials	(64,907)	(18,659)	29%	(62,145)	2,763	-4%
Current Year Financials	(23,762)	(2,183)	9%	(15,171)	8,591	-36%

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

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

Main Issues / Reason for Variance

Prudential Borrowing is impacted by the both the total level of capital spend and the level of other capital resources. The level of prudential borrowing in 2017/18 and overall is likely to be less than anticipated for reasons identified within each project that shows re-phasing requirements in the red and amber analysis

Mitigating Action

Mitigating actions are detailed in the red and amber analysis

Anticipated Outcome

Prudential Borrowing overall likely to be less than anticipated.

3 Capital Receipts						
Project Life Financials	0	(950)	100%	(950)	(950)	100%
Current Year Financials	0	(950)	100%	(950)	(950)	100%

Project Description Capital receipts from the sale of land or application to purchase houses under Right to Buy Legislation prior to end of scheme

Project Lifecycle Planned End Date 31-Mar-18 Forecast End Date 31-Mar-18

Main Issues / Reason for Variance

Capital receipts were not anticipated to be received due to the closure of the Right to Buy Scheme, however receipts are still being received for applications submitted prior to the end of the scheme resulting in unbudgeted income being received.

Mitigating Action

None required due to favourable variance

Anticipated Outcome

Unbudgeted income received

TOTAL RESOURCES						
Project Life Financials	(98,302)	(27,503)	28%	(96,901)	1,400	-1%
Current Year Financials	(30,578)	(3,831)	13%	(22,954)	7,624	-25%

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Director – Transformation & Public Service Reform****West Dunbartonshire Council: 30 August 2017**

Subject: Collaboration to Deliver Excellence and Equity in Education**1. Purpose**

- 1.1** To agree additional governance arrangements for Education in the Glasgow City Region to ensure greater collaboration whilst maintaining local democratic accountability.

2. Recommendations

- 2.1** It is recommended that Council approve the recommendation from the Glasgow City Region Cabinet that the recommendations in the attached paper are taken forward with updates being provided regularly to the appropriate Council Committee.

3. Background

- 3.1** The Directors/Heads of Service with responsibility for education in the eight local authorities which make up the Glasgow City Region have been meeting and exploring ways in which they can share practice and improve. This grouping has been known as the West Partnership.
- 3.2** The West Partnership has been in existence in its current form for just under 12 months, but already has seen some successes from its activities. These are set out in the attached paper.

4. Main Issues

- 4.1** The Scottish Government published its Education Governance: Next Steps paper in June 2017, which offered the Partnership an opportunity to revisit their vision of collaboration to bring about excellence and equity across the region.
- 4.2** The attached paper was discussed and approved at the Glasgow City Region Cabinet on 15 August 2017. It sets out how through working as a Collaborative the eight authorities will raise attainment and achievement, how they will maintain local democratic accountability, contribute to the growth of the regional economic strategy and the national thrust for excellence and equity, drawing on the expertise and strengths of each of the partners to bring about improvement for all.

4.3 Under the proposed new arrangements, West Dunbartonshire Council will remain accountable and responsible for the delivery of education. Each Council in the Glasgow City Region is asked to agree the recommendations as outlined in Appendix 1 to this report.

5. People Implications

5.1 West Dunbartonshire's Education staff will collaborate with the other Councils in Glasgow City Region to deliver excellence and equity.

6. Financial and Procurement Implications

6.1 The actions taken as a result of the report would be funded from within existing budget.

6.2 There are no procurement implications with this report.

7 Risk Analysis

7.1 Agreeing the recommendations at Appendix 1 will contribute to reducing impacts on economic growth and employability.

8. Equalities Impact Assessment (EIA)

8.1 An equalities screening has been carried out and there are no issues at this time arising from this report

9. Consultation

9.1 Legal Services and the Section 95 Officer have been consulted in relation to the content of this report.

10. Strategic Assessment

10.1 The report contributes to the Council's Strategic Priorities and in particular towards economic growth and employability.

Angela Wilson

Strategic Director

Date: 21 August 2017

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e-mail: laura.mason@west-dunbarton.gov.uk

Appendices: Appendix 1 – Glasgow City Region Education Improvement Collaborative

Background Papers:

Wards Affected: All Wards



Glasgow City Region

Glasgow City Region Cabinet

Report by Chief Executives

GLASGOW CITY REGION EDUCATION IMPROVEMENT COLLABORATIVE

Collaboration to Deliver Excellence and Equity in Education

Purpose of Report:

In support of the Regional Economic Strategy and Action Plan and in response to the Governance Review - next Steps report by Scottish Government, the purpose of this report is to propose additional governance arrangements for Education in the Glasgow City Region to ensure greater collaboration, whilst maintaining local accountability.

Recommendations:

It is recommended that:

- Cabinet supports the governance arrangements as set out in the report;
- Leaders seek agreement for the governance arrangements from their respective Councils;
- Chief Executives take forward the proposals in discussion with Scottish Government and Education Scotland and report back to the next Cabinet on the detailed governance arrangements, including the terms of reference for the Regional Education Committee and Education Improvement Collaborative, and the academic research plan that will underpin the Collaborative; and
- Chief Executives work with the Collaborative to develop the first annual regional plan for agreement by Cabinet and Councils.

1. Background

1.1 The Glasgow City Region is home to:

- 33.6% of Scotland's population;
- 34.5% of Scotland's school population;
- 35.1% of Scotland's secondary school population;
- 55.9% of Scotland's ASL school population; and
- 63.2% of Scotland's most deprived communities (SIMD Bottom 10%)

1.2 Whilst there remain a number of different local issues, there are opportunities to review how education support is delivered across the Glasgow City Region. The purpose of this report is to set out how, as a partnership, the Glasgow City Region will work together to raise attainment and achievement, how we will maintain local democratic accountability, contribute to the growth of the regional economic strategy and the national thrust for excellence and equity, drawing on the expertise and strengths of each of the partners to bring about improvement for all.

1.3 A number of recent publications will have a material impact on the delivery of education at a local level. Firstly, the Glasgow City Region Economic Strategy and Action Plan highlights the fundamental role of our education system in driving forward the regional economy. The eight local authorities which make up the City Region have already been operating a partnership approach through the 'West Partnership' which has been in existence in for just under 12 months and has already delivered a number of notable successes.

1.4 Secondly, the Scottish Government's Enterprise and Skills Review (ESR) has noted the role that the education system plays with separate papers on Skills Alignment and the Learner Journey. These papers have been complementary to the ESR's recommendation that Regional Partnerships are developed to drive regional economic growth.

1.5 Finally, in June 2017, the Scottish Government published its Education Governance: Next Steps paper. This paper focuses on the empowerment of schools and communities to deliver excellence and equity for all learners and recommends the establishment of new Regional Improvement Collaboratives.

1.6 Taken together, these offer the 'West Partnership' and City Region an opportunity to revisit its vision of collaboration to bring about excellence and equity across the entire City Region.

2. Glasgow City Region

2.1 In February 2017, Glasgow City Region published its Economic Strategy and Action Plan. The vision for 2035 is to create **“a strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential**

2.2 Eleven objectives have been identified which include:

Create a skills and employment system that meets the current and future needs of Glasgow City Region businesses and supports our residents to access jobs and progression opportunities.

2.3 The challenge is to ensure that the skills system is effective in supporting people and businesses to reach their full potential, including those who are currently in work to progress. This requires a responsive and flexible city region approach that works with employers to design courses that deliver employer ready residents.

2.4 The Action Plan includes:

“3.1 Building on the existing West Partnership (8 education authorities), we will link education and training, with the needs of employers, through collaboration with Enterprise and Skills agencies, colleges and other partners.”

2.5 Education is key to the success of our economy. Our schools need to create confident, resilient learners who have the skills to become ‘employer ready residents’.

3 ‘West Partnership’

3.1 The ‘West Partnership’ is made up of eight local authorities: East Dunbartonshire; East Renfrewshire; Glasgow City; Inverclyde; North Lanarkshire; Renfrewshire; South Lanarkshire; and, West Dunbartonshire. It has been supported throughout its early work by Education Scotland. The profile of each council area is diverse with East Dunbartonshire and East Renfrewshire being two of the most affluent areas in Scotland and with many of the country’s least affluent areas in Glasgow, North Lanarkshire, West Dunbartonshire, Inverclyde and large areas of Renfrewshire – all of which are ‘Challenge Authorities’ within the Scottish Attainment Challenge. The Partnership sits across three regions as defined by the Developing the Young



Excellence and Equity in Education

Workforce – Scotland’s Youth Employment Strategy (DYW) and across three college regions; Glasgow City; West College Scotland; and, Lanarkshire.

- 3.2 The Partnership’s early work has focused on establishing the principles and practice of collaboration. It has made a good start, relationships are positive and commitment to the benefits of collaboration is strong.
- 3.3 Good progress has been made with the work on moderation of assessment in the broad general education which was evaluated very positively; the Early Learning and Childcare group has made excellent progress on cross border funding and work is progressing around professional learning and the expansion to 1140 hours of childcare by 2020; and, the group focusing on improving Mathematics has made a promising start to addressing the recommendations from Making Maths Count. There has also been some joint work with Skills Development Scotland, the Regional Invest in Young People groups and with college partners. There is agreement in principle that there is opportunity to collaborate further to progress the DYW agenda across the Glasgow City Region, sitting well with the aims and objectives of the City Region’s Economic Strategy and Action Plan.
- 3.4 Throughout this early work of the Partnership, it has been recognised that there will be aspects of work which all local education authorities will collaborate and gain benefit from, but it has also been acknowledged that there will be times when work will only involve some of the local education authorities. The Partnership, however, offers the opportunity for learning and sharing best practice for all its partners.

4 The Way Forward

- 4.1 On 15th June 2017, the Deputy First Minister published the government’s response to the governance review, focusing on the empowerment of schools and communities to deliver excellence and equity for all learners. The main thrust of the document is to empower head teachers to make more localised decisions on learning and teaching and the curriculum to meet the needs of their communities. In addition, the document states that up to seven Regional Improvement Collaboratives will be created.

“Regional Improvement Collaboratives will:

- *Provide excellent educational improvement support for head teachers, teachers and practitioners through dedicated teams of professionals. These teams will draw on Education Scotland staff, local authority staff and others;*

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- *Provide coherent focus across all partners through delivery of an annual regional plan and associated work programme aligned with the National Improvement Framework;*
- *Facilitate collaborative working across the region, including sharing best practice, supporting collaborative networks and pursuing partnership approaches; and*
- *Led by a Regional Director, to be appointed by the Scottish Government and to report to the HM Chief Inspector/Chief Executive of Education Scotland.”*

4.2 The Scottish Government published the *National Improvement Framework* (NIF) in 2016 and in its *Education Governance: Next Steps* paper indicates that Regional Improvement Collaboratives should align their plans with the Priorities and Key Drivers set out in the NIF:

4.3 NIF Priorities:

- improving attainment, particularly in literacy and numeracy;
- closing the attainment gap between the most and least disadvantaged children and young people;
- improving children and young people’s health and wellbeing; and,
- improving employability skills and sustained positive school leaver destinations for all young people.

4.4 NIF Key Drivers:

- School leadership;
- Teacher professionalism;
- Parental engagement;
- Assessment of children’s progress;
- School improvement; and,
- Performance information.

4.5 ‘West Partnership’ is committed to the National Improvement Framework and its purpose will be to find and work on areas where collaboration will enhance each individual education authority’s existing and future plans to implement the priorities and key drivers as set out above.

4.6 These priorities, key drivers and aims set out above sit well with the work of the Partnership to date and the three areas we have agreed to focus on which will also contribute to the Regional Economic Strategy and Action Plan are:

- Early Learning and Childcare

- Improvement
- Learner Journey

- 4.7 **Early Learning and Childcare** is key to improving outcomes for children and families. It offers the prospect of intervening at the earliest opportunity to ensure the poverty related attainment gap does not open in the first place and establishing a solid foundation in the acquisition of literacy and numeracy skills. It offers parents the chance to enhance their own skills to support their children's learning and can also contribute to economic growth through high quality childcare which allows parents to access employment, education or training. It also marks the start of the learner journey, laying the foundations for lifelong learning and the beginning of the broad general education. 'West Partnership' will focus on plans for expansion from 600 hours to 1140, cross-border charging and quality of early learning and childcare.
- 4.8 Intelligence-led **Improvement** is the basis upon which we will raise attainment and achievement. As stated in the Education Governance: Next Steps paper local authorities will retain the duty to bring support to schools to continuously improve: *'Local authorities will focus on delivering excellent educational support services for children and young people – their role will be key in supporting schools and establishments to drive improvement and deliver better outcomes for children.'* ; and will *'be responsible for improvement through their provision of education support services, their regional collaboration and securing leadership in their schools.'* As such the 'West Partnership' offers schools the opportunity to look inward, outward and forward and will support and challenge schools and nurseries through the formation of specialist curriculum support; approaches to self-evaluation and quality assurance; data analysis to establish baselines and set targets for improvement across the region; career long professional learning (CLPL) to support improvement planning; sharing practice to raise attainment and close the gap, for example, through effective use of Pupil Equity Funding (PEF); and HR support to ensure high quality and consistent guidance support to Head Teachers. Each of the above will enhance and complement each local education authority's existing practices and plans for future development.
- 4.9 Vital to improvement in outcomes and promoting excellence and equity is the **Learner Journey**. Curriculum design is, and should be, devised at the most local level and, some might argue, at an individual learner level, but the Partnership can offer schools the opportunity to share and learn from each other, especially where curriculum design has led to improved attainment and school leaver destinations. The 'West Partnership' has already made a very strong start to sharing and understanding standards through the work on moderation of assessment in the BGE, but there is room for further collaboration in areas such as widening access to Higher Education,



Excellence and Equity in Education

especially for those from the least affluent areas of Glasgow City Region, and in the senior phase, working with partners in colleges across all three areas and Skills Development Scotland (SDS) to ensure our young people leave school, college or university with the appropriate skills to meet the demand from employers.

5 Governance

- 5.1 To secure local democratic accountability it is proposed that a **Glasgow City Region Education Committee** is established as a sub-committee of the Glasgow City Region Cabinet, which is a Joint Committee established under the Local Government (Scotland) Act 1973. Membership will consist of Education Conveners or equivalent from each of the local education authorities. The Chair will be decided by its membership. This Committee will set the priorities for the year ahead, approve improvement/action plans and will receive reports on the progress of the plans and their impact. The Directors /Heads of Service with responsibility for education of each council will attend meetings.
- 5.2 The associated actions and improvement plans of each local education authority will continue to be overseen through existing governance arrangements, maintaining local government accountability for the delivery of education services to each community and council area. This approach also allows for the very good partnership working already established in each council for children's services to continue to contribute positively to the wellbeing of children and families and in so doing, support educational improvement.
- 5.3 It is proposed that 'West Partnership' be renamed the **Glasgow City Region Education Improvement Collaborative**. It will be made up of the Directors/Heads of Service with responsibility for education from each partner council and a representative from Education Scotland. This will be the key officer leadership group agreeing priority areas for collaboration, commissioning workstreams and receiving reports from workstream leads.
- 5.4 The Collaborative will commission and commit officers to collaborate to undertake specific tasks, with Heads of Service, senior officers or Head Teachers taking the lead as appropriate to levels of expertise. Such delivery groups will meet as appropriate to the commissioned tasks and the agreed Improvement Plans. Wider participation from other council services and partner agencies will be added when required, e.g. employability, financial inclusion, social care, and health services.
- 5.5 Figure 1 sets out the proposed new structure:

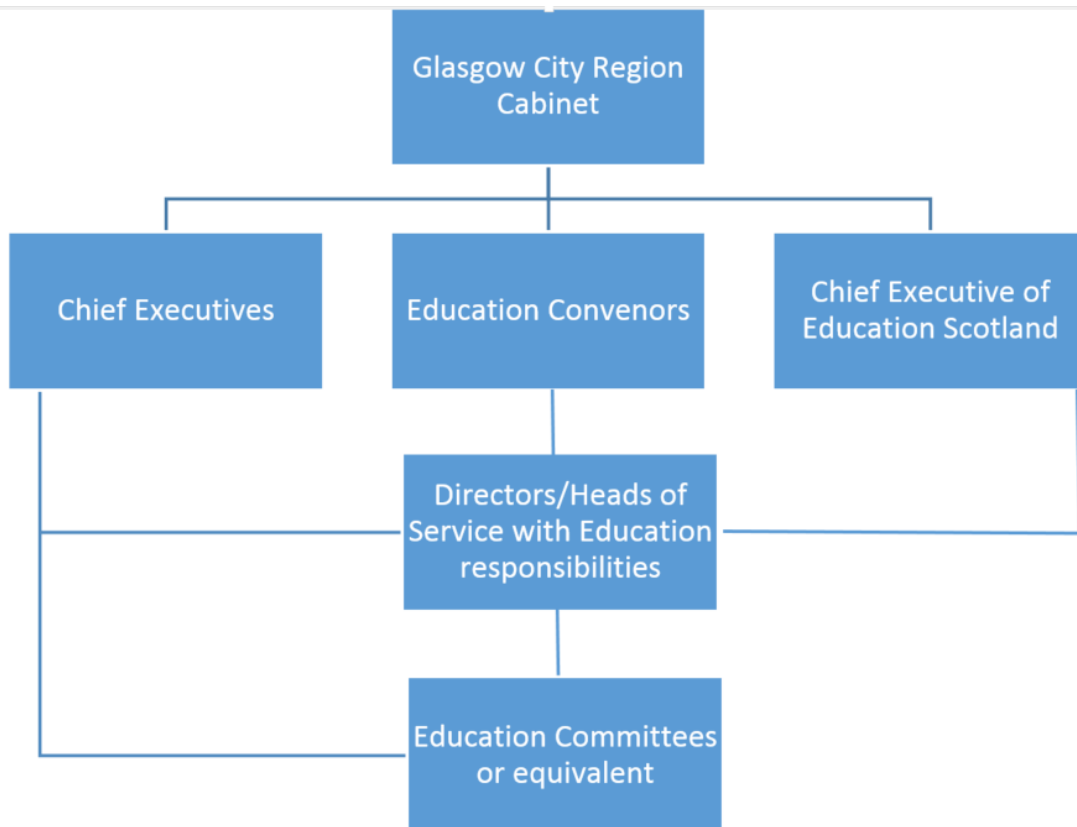


Figure 1 – Proposed new governance arrangements

- 5.6 The Collaborative will be chaired by a **Region Lead Officer** to be appointed by Chief Executives from among the existing Directors/Heads of Service/Chief Education Officers in the eight local authorities. This will not be a substantive position but will be a leadership role for a fixed term. The Region Lead Officer (RLO) will also report to the Chief Executive of Education Scotland. This arrangement will be reviewed as the Government’s plans become more shaped.
- 5.7 The support for the RLO will be agreed by Chief Executives and may take different forms dependent on existing operational structures within the employer council and agreed priority areas for focus.
- 5.8 The RLO will engage with Education Scotland to consider the best way in which Education Scotland will support the Collaborative. For example, this could be through a link senior officer, similar to their Area Lead Officer role.

6 Reporting

- 6.1 The Collaborative will report to the Glasgow City Region Education Committee. The RLO and the Chair of the Glasgow City Region Education Committee will report to the City Region Cabinet.
- 6.2 The RLO will report on progress to the Chief Executive of Education Scotland.
- 6.3 Each Director/Head of Service will continue to report to each Council's Education Committee or equivalent and Chief Executive, as appropriate to current local governance arrangements.

7 Research

- 7.1 Given the importance of education as part of our economic strategy, a proposal will be developed for academic research to underpin this work and to inform future developments.

8 Recommendations

- 8.1 It is recommended that:
 - Cabinet supports the governance arrangements as set out in the report;
 - Leaders seek agreement for the governance arrangements from their respective Councils;
 - Chief Executives take forward the proposals in discussion with Scottish Government and Education Scotland and report back to the next Cabinet on the detailed governance arrangements, including the terms of reference for the Regional Education Committee and Collaborative, and the academic research plan that will underpin the Collaborative; and
 - Chief Executives work with the Collaborative to develop the first annual regional plan for agreement by Cabinet and Councils.