

# Supplementary Agenda



## Meeting of West Dunbartonshire Council

**Date:** Wednesday, 24 June 2020

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**Time:** 18:00

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**Format:** Video Conference

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**Contact:** Christine McCaffary, Senior Democratic Services Officer,  
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Dear Member

### ITEMS TO FOLLOW

I refer to the agenda for the above meeting that was issued on 11 June and now enclose copies of **Items 10, 11 and 12** which were not available for issue at that time.

Yours faithfully

**JOYCE WHITE**

Chief Executive

Note referred to:-

**8 DRAFT STATEMENT OF ACCOUNTS 2019/20**

Due to the considerable work involved in the preparation of the Draft Accounts and officers' involvement in urgent business related to the COVID-19 pandemic, the Draft Accounts will not be presented to Council until the next Council meeting which remains within the legislative timescale.

**10 COVID-19 UPDATE 89 - 115**

Submit report by the Chief Executive on the above.

**11 ESTABLISHMENT OF THE ENERGY SUPPLY COMPANY (ESCo) FOR THE WEST DUNBARTONSHIRE DISTRICT HEATING NETWORK 117 - 129**

Submit report by the Strategic Lead – Regeneration proposing the establishment of a Limited Liability Partnership as the Energy Services Company (ESCo) that will be responsible for the commercial operation and ongoing management of the heat network and highlighting the requirement for a further capital spend in the necessary infrastructure works of £1.058m and for a £1.0m working capital facility which will enable the ESCo to begin operations.

**12 EXXONMOBIL COMMERCIAL AGREEMENT 131 - 145**

Submit report by the Strategic Lead – Regeneration seeking Council's agreement to complete the transfer of the land owned by Esso Petroleum Company Limited and their affiliates at Bowling to the ownership of the Council and to note the refreshed timetable for the procurement of a lead contractor to deliver the City Deal project and the expected overall project completion timeline.

Distribution:-

Provost William Hendrie  
Bailie Denis Agnew  
Councillor Jim Bollan  
Councillor Jim Brown  
Councillor Gail Casey  
Councillor Karen Conaghan  
Councillor Ian Dickson  
Councillor Diane Docherty  
Councillor Jim Finn  
Councillor Daniel Lennie  
Councillor Caroline McAllister

Councillor Douglas McAllister  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Iain McLaren  
Councillor Marie McNair  
Councillor John Millar  
Councillor John Mooney  
Councillor Lawrence O'Neill  
Councillor Sally Page  
Councillor Martin Rooney  
Councillor Brian Walker

Chief Executive

Strategic Director - Transformation & Public Service Reform

Strategic Director - Regeneration, Environment & Growth

Chief Officer - West Dunbartonshire Health & Social Care Partnership

Date of issue: 17 June 2020



## WEST DUNBARTONSHIRE COUNCIL

### Report by Chief Executive

**Council: 24 June 2020**

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**Subject: Covid-19 – Update**

#### **1. Purpose**

- 1.1** To provide Members with an update in relation to actions and decisions taken under the revised governance arrangements put in place following the Government lockdown on 24 March 2020.
- 1.2** To provide Members with an update on the organisational and financial impact of covid-19.
- 1.3** To provide Members with information on the additional support the council is delivering to communities and businesses across West Dunbartonshire to help alleviate the impact of covid-19.
- 1.4** To provide Members with information on future service provision through the recovery phases.
- 1.5** To provide an outline on the recovery plans and approaches.

#### **2. Recommendations**

- 2.1** Members are asked to:
  - (a) Note the actions and decisions taken under the revised governance arrangements put in place following the Government lockdown on 24 March 2020;
  - (b) Note the update on the organisational and financial impact of covid-19;
  - (c) Agree the provision of a letter of comfort to the West Dunbartonshire Leisure Trust;
  - (d) Note the information provided in relation to the approach to future service provision through the recovery phases and the strategic objectives in recovery; and
  - (e) Note that further reports will be provided to Members on impacts of covid-19 both in financial terms and in relation to service recovery, including weekly briefings and the opportunity to post questions via the Covid FAQ facility.

### **3. Background**

- 3.1** The covid-19 pandemic and the impact of the lockdown of society and services represents an unprecedented challenge for delivery of council services and, as part of this, it is evident that there will be material financial implications for the council.
- 3.2** Following the Scottish Government lockdown effective from 24 March 2020 all Council services have been affected and the most significant changes have been:
- Closure of all learning establishments other than remaining hub provision;
  - Significant changes to ways of working in social care services and closure of some such services;
  - Closure of almost all Council offices;
  - Shutdown of almost all face to face citizen services; and
  - Shutdown of almost all environmental and works style services;
- 3.3** The Council has been required by Scottish Government to deliver new support services to local people and to businesses in order to mitigate the risk of unwanted implications arising from the lockdown.

### **4. Main Issues**

#### **4.1 Changes to Governance Arrangements and decisions made**

- 4.1.1** Shortly after the lockdown was imposed senior Members agreed to a set of changes to governance arrangements with additional powers delegated to senior officers. In addition most Council Committees to the period to end of June 2020 were agreed to be cancelled.  
The decisions noted in Appendix 1 have been taken by the Strategic Resilience Group. Notwithstanding the developing situation, a clear audit trail of all decisions has been maintained and minutes of the SRG recorded.
- 4.1.2** In addition to the regular Elected Member briefings and summary FAQ's being reported to all 22 Elected Members there have been regular cross party meetings to further share updates on the developments as a result of the Covid – 19 pandemic.
- 4.1.3** It has to be noted that, as there continues to be many operational demands on the Council by reason of the emergency, weekly briefings will continue to be shared with elected members through July and August including the opportunity to post questions through Covid FAQ's. These and the dashboard will be reported to all elected members weekly.
- 4.1.4** Although a significant number of decisions have been taken across the range of Council services, the key issues are identified and summarised as ongoing items for Members' information and for future business-planning within this report.

**4.1.5** It was agreed at the Cross Party Group that given the government guidance indicating a danger to life in gatherings as well as the lockdown, and until a satisfactory solution for remote meetings could be prepared that committee business would be kept to a minimum with only necessary and urgent papers being considered by Committee. A small number of temporary delegations have been agreed to enable services within Regulatory to continue, assist the preparation of the annual accounts and deal with taxation matters.

**4.1.6** Specifically the temporary delegated powers have been used to authorise officers within Regulatory to enforce the Coronavirus Regulations in relation to businesses, to determine two taxi drivers licence applications (in consultation with the Chair of the Licensing Committee), to delay Non-Domestic Rates billing due to Scottish Government changes in policy and reliefs, to delay issuing Council tax reminders in May/June and to write off approximately £0.060m in former tenant rent arrears and £0.040m in sundry debts (after consultation with the Convener of Corporate Services and opposition spokesperson).

**4.1.7** The Council's existing Scheme of Governance was also used to enable decisions to be taken which would normally have been taken by Committee, in particular:

- Additional spend to maintain service provision not budgeted:
  - £0.454m - additional employees and overtime;
  - £0.581m - has been spent on PPE;
  - £0.055m - additional ICT costs;
  - £0.020m - additional hand sanitizer; and
  - £0.165m - homelessness provision.

It is expected that the majority of the homelessness spend will be recovered through Housing benefit payments.

- Education purchased Farmfood Vouchers to the sum of £0.500m to enable those families entitled to free school meals to continue to receive food support during lockdown – this being funded by the Scottish Government's (SG) Food Fund; and
- Additionally technical changes which had been agreed with the unions to terms and conditions were implemented following discussion with the Corporate Services Convener and Vice Convener as described below.

**4.1.8** In the absence of Tender Committees being held a number of contract awards were made by the relevant Strategic Director in consultation with the Chief Executive. This is permitted in terms of the Scheme of Governance and necessary to enable services. In particular awards were made for:

- processing and treatment of residual and bulky waste (£1.811m);
- treatment of Comingled Recyclate (£0.213m);

- treatment of waste wood (£0.003m income);
- domestic boiler maintenance (£4.872m); and
- replacement of boiler at Braehead Primary (£0.150m).

All the awards were in respect of spend previously approved and were made after a proper evaluation.

**4.1.9** The Strategic Lead of People and Technology submitted revised Terms and Conditions to the Convenor and Vice Convenor of Corporate Services Committee in April 2020. In accordance with the Council's revised scheme of delegations and the Council's agreed Policy Framework, the terms and conditions had several technical changes, resulting from changes in organisational practice or agreed policy changes (such as special leave, annual leave entitlement now in hours). The trade union convenors agreed the revised terms and conditions at the last (physical) convenors meeting on 17<sup>th</sup> March 2020. These changes were required urgently to ensure the terms aligned with all relevant policies and practices.

## **4.2 Key Current Live Issues**

### **4.2.1 Finance and Resourcing**

The restrictions imposed on businesses, including the Council, by the Scottish Government arising from the pandemic has resulted in a significant operational and financial impact. The financial impact is not currently clear in totality as recovery processes and approaches develop and how the stages of the SG route map for reducing lockdown will actually affect Council services and finances is not clear as yet. This report provides detail on the financial position and SG funding to date at Financial Implications section below. There is also likely to be a cost implication to the capital plan in terms of delay and resultant cost increases, the value of this is not yet known.

### **4.2.2 Residential Care Homes**

Care Homes have very much been at the centre of our work throughout the pandemic and this has been challenging in a number of ways. Firstly, inherently, care homes have been supporting the most vulnerable in our population in terms of the impact of the virus.

This has meant that across approximately half of the care homes in West Dunbartonshire, there have been outbreaks and a number of people have died as a result of contracting Covid 19. The guidance around care homes changes often on a weekly, and at times on a daily basis. So, as with Home Care, we keep up to date with the changing guidance and share this directly with care home workers. This includes:

- Guidance on infection control;
- Closing to visitors;
- Suspending day services;
- Use of PPE;
- Testing of employees and residents;
- Release of information; and



- Monitoring requirements.

Another challenge around our work with care homes is to ensure that those working in care homes, where in some cases they are experiencing the loss of well-loved residents, feel our full support.

At the same time we need to ensure that we have sufficient assurance that our services and those we commission are of the highest standard. We have established a series of infection control visits to our care homes to review infection control practices including the use of PPE.

These were further augmented when the Cabinet Secretary for Health and Sport released further guidance in May requiring a daily oversight / huddle meeting to review the situation in every care home on. Part of this approach includes nurse-led assurance visits to every home which have been completed and which found a high level of quality care.

A major area of focus for care homes has been the implementation of rapidly changing guidance in relation to testing of residents and employees. We have had to ensure that we are able to move quickly as this guidance changes, so that employees and residents are tested at the earliest opportunity.

We have moved through four phases of testing in care homes so far. Initially we were testing employees or family members of employees who were symptomatic. We then moved to mass testing of all residents and employees (where consent was provided) where an outbreak was suspected and have now introduced surveillance testing where we test all employees and residents (with consent) even where no outbreak was suspected. Currently, in response to a ministerial directive on 4<sup>th</sup> June, we have established regular weekly testing of all employees.

#### **4.2.3 Public Protection Chief Officers Group**

The multi-agency Public Protection Chief Officers Group (PPCOG) is chaired by the Council Chief Executive and includes senior officers from NHS GGC, Police Scotland, Council Education Services, the Locality Area Reporter as well as the HSCP Chief Officer and the Chief Social Work Officer.

The PPCOG is responsible for the strategic co-ordination of public protection services including scrutinising service performance for child protection, adult protection and multi-agency public protection arrangements (MAPPA) for the management of high risk offenders. The group also oversees the activity around the Alcohol & Drugs Partnership and violence against women.

During lockdown, the PPCOG has been meeting more frequently to provide scrutiny and oversight of services and has developed a specific risk register focussed on the impact of Covid-19 upon multi-agency services to protect the most vulnerable and manage risk. This also reflects the mitigating actions being taken by services including increased use of technology to maintain contact with families, face-to-face supervision appointments with individuals managed under MAPPA and our joint hub which progresses all adult at risk and vulnerable adult referrals. The PPCOG is also informed by a range of

weekly data provided for the Scottish Government public protection Covid-19 dataset.

#### **4.2.4 Education**

The Covid Education Recovery Group continues to be developed and significant developments have taken place to ensure schools are in a position to provide the agreed blended model learning from 11<sup>th</sup> August 2020. Financial resources to support changes required to make this possible – physical changes, additional employees, additional transport etc. are being calculated and actively discussed. Schools reopening guidance will be outlined to Elected Members in a Briefing to advise of the developed plans and the continued ambition to deliver educational services to ensure that children and young people do not lose out on their education nor have their life chances damaged.

#### **4.2.5 Shielding**

Shielded individuals have been asked to remain so until 31<sup>st</sup> July. COSLA work is ongoing with support from SOLACE and Directors of Finance to determine the costs to date and the expected costs given this extension.

#### **4.2.6 Test and Protect**

Work on going to ensure Isolate and Support elements are delivered within the overall policy context and that the costs are funded to ensure sustainable access to isolate and support over the extended period of time the program is expected to run. There continues to be concern around the role of, and potential cost to, local government to provide additional supports to those who may require isolation and potentially temporary accommodation.

#### **4.2.7 Decision Making Framework**

COSLA and SOLACE continues dialog with Scottish Ministers on the framework to support local decision making around easing or locking down of areas across Scotland to support public health interventions.

#### **4.2.8 Data Analysis**

An internal data dashboard has been developed and shared with Elected Members. There have been significant requests through Scottish Government to report on wide ranging information and work continues on developing robust and relevant data for comparison across the country.

### **4.3 Specific updates**

The following updates will further enhance Elected Members understanding of specific developments as previously outlined in the Elected Members briefings.

#### **4.3.1 HSCP - Personal Protective Equipment**

Prior to the Covid-19 pandemic social care employees had an established business as usual supply chain for PPE. However, the demand for PPE was negligible in comparison to the levels of use within the pandemic period. Elements of the service used PPE as part of their business as usual processes, for example Care at Home and District Nursing. This was in compliance with National Infection Control Precautions which mandated

single use plastic apron and gloves when delivering personal care in a client's home or within care home setting. Face masks were not routinely worn as part of PPE in business as usual activities pre the COVID-19 pandemic.

At the onset of the pandemic the initial guidance from Health Protection Scotland regarding PPE directed social care workers to undertake a dynamic (self) risk assessment where possible before entering any client's premises.

When employees identified they would be working with people, or entering the homes of clients who had symptoms or were infected with COVID-19. They were required to adopt additional transmission based droplet infection control precautions. Employees required to wear a single use water resistant surgical face mask and other essential PPE i.e. disposable gloves, aprons and use eye protection if there was a risk of splashing when in the same room delivering personal care to a person showing symptoms or confirmed, by a doctor, as being infected with COVID-19, to reduce the risk of transmitting this virus.

This resulted in the need to order increased supplies of aprons and gloves (particularly in care homes) and introduced the ordering of face masks and goggles to meet COVID-19 transmission based PPE requirements.

Work was initiated in March 2020 to identify secure supply chains and procure immediate supplies of PPE to ensure services could function effectively and sustainably ensuring business continuity across priority services.

Revised guidance was published on 2 April 2020 produced by UK and Scottish Governments, NHS, Health Protection Scotland (HPS) and Corporate Health and Safety. The guidance was updated to reflect pandemic COVID-19 evolution and the changing level of risk of healthcare exposure to in the UK. The rationale for change to the guidance was that COVID-19 was circulating in the community at high rates, and health and social care workers could be subject to repeated risk of contact and droplet transmission during their daily work. It was also recognized that in routine work there were challenges in establishing whether patients and individuals met the case definition for COVID-19 prior to a face-to-face assessment or care episode. The guidance was also updated to reflect the need for enhanced protection of patients in vulnerable groups undergoing shielding.

Consequently the demand for all PPE increased substantially with essentially employees required to wear PPE (gloves, apron, water resistant surgical face mask) for all episodes of personal care delivery to clients and not only those who were symptomatic or known to be Covid positive. This immediately changed the requirement and the demands on the supply chain.

At this stage there was no national guidance on how to access items of PPE.

The two West Dunbartonshire Social Care PPE stores opened on 2 April 2020.

NSS provided the HSCP with a list of around 60 local Care Inspectorate registered services including around 13 HSCP social care services which were eligible to access one off preventative packs of PPE of 100 masks, 200 aprons and 200 gloves by calling the National Social Care Triage. These packs did not correlate with the size of the requisitioning service.

This preventative push was repeated twice in April with all the HSCP social care services from Care at Home, Residential Older Peoples Service, Residential Child Care, Throughcare and Aftercare and Learning Disability services accessing these preventative packs directly particularly in the first two weeks of April in line with the change of Health Protection Scotland guidance.

In addition the local PPE social care hubs have provided support to the range of commissioned services including the independent older peoples residential care homes, independent care at homes services, a range of learning disability and mental health support services. NHS NSS confirmed with customers that the local Hub stocks at this time could be accessed as supplementary to business as usual supplies.

To improve the sustainability of this service a local agreement was reached that would source and procure stocks of PPE through the local authority procurement route and distribute via a Council stores. This decision has successfully ensured continuity of supply and in turn continuity of service delivery.

Given the circumstances outlined above the demand for PPE across all West Dunbartonshire HSCP services is significant. Our initial figures for the modelling being carried out for the 6 HSCPS across NHSGGC suggests that the totality of the primary (main) social care providers (HSCP and Independent) across West Dunbartonshire requires, on a weekly basis, 170,600 gloves; 110,000 aprons and 86,250 masks.

#### **4.3.2 Care at Home**

Within our Care at Home services we worked quickly at the early onset of the pandemic to contact all clients who were receiving Care at Home, to ascertain whether they wanted to continue to receive care from us, or whether they wished to be cared for by their family.

In addition, for those clients who received visits to provide a daily meal, it was arranged that this service would now be provided by the Humanitarian Hub, allowing the Care at Home team to focus on delivering care to those clients who have critical needs.

It was and remains of critical importance that we keep up to date with any changes to guidance relating to delivering home care as the pandemic progresses. As new guidance emerges, this is shared with every home care worker via their mobile phones.

Keeping up with guidance around Personal Protective Equipment and ensuring supply of that equipment continues to work well. Where guidance is unclear, we seek support from NHS GGC Public Health.

Previously, a number of webinars were arranged where employees could ask Public Health consultants directly any questions they had about the appropriate use of PPE, and the science behind it. In addition a webinar with Public Health consultants was made available for trade union representatives. Making videos of how to use PPE and sharing these with all employees has also proved useful in ensuring employees are fully and quickly informed.

The Council have supported Care at Home to pilot Microsoft Teams and this has proved invaluable in keeping a dispersed workforce well connected.

Currently Care at Home continues to prioritise and ensure those with the most critical needs are cared for.

#### **4.3.3 Children and Families**

During lockdown, services have continued to support the most vulnerable children & families in our communities. Activity is prioritised around support to our most vulnerable children and families and teams are working in close partnership with Education colleagues and the Children's Reporter. Child protection work includes maintaining face-to-face visits with children on the child protection register, whilst joint investigative interviews are continuing with Police Scotland colleagues. Following a national trend, child protection referrals reduced significantly in the initial weeks of lockdown, however this continues to increase gradually. Our Fostering & Adoption Panels have recommenced virtually and training for prospective foster carers will soon be provided virtually too. Our Champions Board young people, meanwhile, continue to provide support to our care-experienced young people and our Alternative to Care Team has expanded their out of hours support to kinship carers and foster carers during the lockdown.

#### **4.3.4 Education - Engaging with Stakeholders and Schools Re-opening Programme**

On 21 May 2020 the Scottish Government and Local Government, with support from key partners across the education system jointly developed a strategic framework for the phased reopening of schools. Meetings with the chairs of parent councils were held on the 28 May 2020 and 17 June 2020.

There are ongoing weekly discussion meetings with Head Teachers and with TU representatives. A survey of pupil views has been conducted. Models of blended learning for in school and at home have been developed for Early Learning and Childcare (ELC) Primary and Secondary establishments. ELC provision will comprise the entitlement of 600 hours delivered over 2 weeks; primary children will be in school 2 days each week and the secondary schools have bespoke solutions.

#### **4.3.5 Childcare hubs**

Over the summer period our Hubs will continue to run in each of the secondary schools as the venue within a local learning community. They will

support the children of key workers where there is no other childcare option; provide families with support over the summer holiday; support some groups of children and young people with additional learning or transition back to school and a packed lunch will be provided to all participants.

#### **4.3.6 Registrars**

According to data published by National Records of Scotland on 10 June 2020, the weekly number of deaths from COVID-19 within WDC has slowed significantly compared to mid – April with an average of 3 deaths per week in the period 18 May 2020 to 7 June 2020 and only one death noted in the week commencing 1 June 2020. The total number of deaths where COVID-19 was mentioned on the death certificate was 121 up to and including Sunday 7 June 2020 of which 58 deaths were in care homes (47.9%).

#### **4.3.7 Space Allocation Study**

Officers have been preparing for the future phases of recovery involving the return to the workplace for employees. Whilst respecting the guidance on home working, plans required to be made for the phased return to work by employees that is anticipated through the phasing of the Scottish Government's Route Map. There has been a detailed review of the Council's operational property to ensure compliance with the governmental guidance and to ensure a safe environment for employees and customers.

At appropriate locations, building alterations will be required and this will include installation of hand sanitisers, signage, floor markings, and screens to protect customers and employees. Room lay-outs and capacities for safe working will change and officers have been reviewing these details. These alterations will affect all of the Council's main public buildings, libraries and museum, educational estate, offices and depots and plans will be finalised as soon as possible. At this stage of estimates, it is noted that orders for equipment, signage and screens have to be made to secure necessary items for this phase of recovery. Additionally the number of employees able to be accommodated in offices will be significantly reduced at least in the short to medium term.

#### **4.3.8 COVID-19 Testing**

##### **(i) Mobile Testing Units**

On 19 May 2020 Scottish Government COVID19 testing capacity was expanded to those in Scotland aged 5 or over, self-isolating and showing symptoms. Priority for testing appointments is being maintained for key workers and their household members to support return to work where it is safe to do so.

The mobilisation of Mobile Testing Units (MTU) will be managed by the Army until the end of summer. The MTU is deployed in West Dunbartonshire on the 12<sup>th</sup>, 19<sup>th</sup> and 26<sup>th</sup> June and 3<sup>rd</sup> July.

## **(ii) COVID19 Care Home Testing for Residents & Employees**

In accordance with the Cabinet Secretary Ministerial direction instruction to commence weekly regular testing on all care home workers, all West Dunbartonshire care homes have access to testing, either through the Social Care Hub (care home employees register and self-test) or through the aforementioned MTUs. In addition, surveillance testing commenced in care homes resulting in no suspected outbreaks. West Dunbartonshire has now successfully completed testing in all care homes, in excess of 1100 employees and residents were tested, the vast majority of results returning negative.

## **(iii) Testing for Council Employees and the Wider Community**

COVID-19 'drive through' centres have been positioned throughout Glasgow where employees and members of the public can go to be tested. The Council are continuing to publicise and promote testing with 12 employees referred for testing from the wider workforce and 42 tested in the home care teams, with 2 testing positive.

# **4.4 Support provided by the Council to residents and to businesses**

## **4.4.1 Community based approach**

The Crisis Support Team has established a food insecurity group for Covid-19 that builds on previous work to address food insecurity emerging as a result of Brexit. The group consists of representation from Working 4U and the two main foodbanks in West Dunbartonshire: Community Foodshare and Food 4 Thought. Funding has been provided to purchase additional supplies of food, and where necessary, to meet additional costs associated with increased scale of operation and diversification of services into new areas.

The target for support include households with additional barriers preventing them from securing food and to provide emergency food supplies for those identified as shielded or vulnerable because of additional health conditions. Referral is made through the crisis support team and is additional to the households that the food banks would normally support.

Since 23 March 2020 the Crisis Support Team has referred 660 households for support with food supplies (up to three weeks food supplies). In addition, the team has assisted 136 families who were able to pay for food, but couldn't collect to secure food supplies, and a further 536 have been helped to register with the Scottish Government care box scheme and provided with food supplies until the care box arrived.

## **4.4.2 Support for pupils – Free School Meals**

Free school meals have continued to be delivered within the Childcare Hubs; however the majority of free school meals provision over the summer term has been done through the distribution of food vouchers to parents to allow them to access food to provide the equivalent of a free school meal over this period.

#### 4.4.3 Humanitarian Assistance Centre (HAC) – approach and impact

A HAC with two key components was established to provide support for residents in West Dunbartonshire who were worst affected by covid-19 and the impact of national policy designed to control the spread of the virus. The two elements are Crisis Support Team and Volunteer Management Team. This included:

- Crisis Support Assessment and specialist support, in addition to the provision of information about Covid-19, support included advice and guidance on benefits, debt, employability, utilities, employment rights (furlough) and availability of grants; and
- Volunteer assistance in the form of food and medicine deliveries, befriending services, dog walking and support with top-up cards, etc.

To date the teams have supported 1,715 households of which:

<b>Crisis support</b>	<b>Numbers</b>
Total cumulative referrals	1,715
Shielded residents	1,124
Volunteer Management Practical Support	723
Foodbank referrals	652
Able to Pay Service	136
Supported to connect SG care box submissions	526
Supported to connect SG supermarket support submissions	177

The Volunteer team has supported over 800 households with a range of interventions including food shopping, prescription collection, befriending and dog walking.

#### 4.4.4 Housing and Homelessness Services

The Council's Homelessness and Housing Options team has provided a 24/7 service ensuring all Council residents have a safe and secure home within the period of the pandemic avoiding any incidences of rough sleeping and destitution. The service has increased the provision of homeless supported accommodation by 30% to meet the increased demand and a snapshot of service contacts to date is provided in the table below:

Number of Homeless Presentations	193
Number of Households Provided with Temporary Accommodation	174
Number of Homeless Presentations (Domestic Abuse)	45
Number of Young People Presenting as Homeless	56
Number of Prison Leavers accommodated	8

As lockdown restrictions continue to ease we anticipate an increase in homelessness presentations, already since the introduction of Phase 1 we



have experienced a 34% increase in presentation levels. The service is responding with an increased preventative focus.

Council tenants have also been supported through the period of the lockdown, with Housing Officers contacting over 6,000 tenants and providing a welfare check prioritising, elderly and vulnerable tenants.

#### **4.4.5 Business Support Grants**

The Scottish Government Coronavirus Business Support Fund (CVBSF) is being administered by Local Authorities and commenced on Tuesday 24 March 2020.

Importantly these grants are aimed at helping keep companies in business and keep productive capacity so that they can recover. Their intention is to:

- Protect jobs;
- Prevent business closure; and
- Promote economic recovery.

The ratepayers of businesses located in a non-domestic property on 17 March 2020 could apply to access a support fund and receive a one-off small business support grant of £10,000. These properties have rateable values of up to £18,000. A separate one-off grant of £25,000 is available to the ratepayers of businesses in the Retail, Hospitality, Leisure sectors operating in premises with a rateable value of £18,001 or up to £51,000.

A number of phases of the grant have emerged from SG over the last 12 weeks including support for additional properties with a 75% grant being provided. The final phase has been the ability for Bed and Breakfast accommodations to apply for a £3,000 grant which commenced on 15 June 2020. A Self-Employed Hardship (SEHF) fund for those individuals who commenced their business after 6 April 2020 and are not registered with HMRC can receive £2,000 commenced 5 May 2020.

To date the Council has received 1,400 grant applications and paid out 1,132 grants totalling £12.7m to our business community. In addition the SEHF has so far received 90 applications and paid out 70 individual grants equating to £140,000. It is the intention of the Scottish Government to close the fund on 10 July 2020.

#### **4.4.6 Debt Collection**

The Council has taken a more relaxed approach to the pursuit of debt and has agreed where requested to delays to payment due dates and rephrasing of payment plans. This will have the effect of increasing debt, though the expectation is that such assistance and delayed payments will result in payments actually being received in the future. The rate of recovery of such delayed payments will depend of the ongoing impact of covid-19 on the local economy and the ability of people to make payment. The annual accounts earmark funds to recognise the risk of non-payment.

**4.4.7** Appendix 2 provides a summary of the key Council responses so far in managing the impacts of covid-19.

## **4.5 The Recovery and Renew Phases**

### **4.5.1 Structured Approach**

The Strategic Resilience and Recovery Group (SRRG) will provide support and guidance in the restoration to Services that can reasonably, financially and safely be restored or redesigned to restart. This will involve working with Strategic Leads to ascertain physical, financial, support and resource requirements and resources. As we move into recovery the SRRG will also seek to align themselves with regional and national guidance.

The SRRG will continue to support Operational Resilience Group (hereafter morphing into the Operational Recovery and Renewal Group (ORRG) through monitoring processes and sharing information where required. This group will be chaired by the Citizen and Digital Services Manager.

The SRG will support all aspects of the organisation by providing a Strategic over sight in the form of decision making throughout Response, Recovery and Renew phases of covid-19 ensuring the Council responds effectively and rebuilds.

### **4.5.2 Strategic Objectives**

In order to meet this aim, the key strategic objectives for the SRRG are:

**(i) The protection, wellbeing and health and safety of our employees and our communities**

ACTION: We will continue to provide relevant supports to employees and communities in return to the 'new normal'

**(ii) To protect the local economy and seek new opportunities**

ACTION: We will continue to engage with local groups, community and local agency partners and ensure they are part of WDC recovery/renew strategy with a focus on community wealth building

ACTION: Continue to develop working relationships with multi-agency partners to enhance our situation awareness and information sharing to help us make better informed decisions.

ACTION: Maintain and review reflective learning logs to learn from incidents

**(iii) To influence and shape the definition of the 'new normality'**

ACTION: The Council will consider key factors of coordination, inclusiveness, sustainability, flexibility and new polices across the Council and seize opportunities to improve Council Services, employee wellbeing and community empowerment

ACTION: To develop a recovery/renew document that remains flexible to adapt, short, medium- and long-term horizon scanning

**(iv) Continue to develop and invest in technologies and support to facilitate the required way of new working**

ACTION: We will continue to assess new ways of working to support employees and ensure flexible and sustainable working is achieved

ACTION: Identify those who can maximise remote/home working for an extended period/permanently

ACTION: Expedite MS365 project to best support online collaboration and public meetings

**5. People Implications**

- 5.1** The COVID-19 pandemic has resulted in significant changes for the workforce from widespread mobilisation of remote working, extensive volunteering programme securing assistance for the most vulnerable in the community, to a digital by default approach that has successfully enabled more processes and transactions to be delivered online and remotely.
- 5.2** As the Council moves further into the 'Recovery Phase', further workplace and working style changes are inevitable to facilitate vastly reduced building capacity across the Council estate. These changes, including removal of furniture, access to food prep areas and minimising employee numbers are essential for the safety and wellbeing of all. Discussion on the implications for employees, service users and the community will be had in the appropriate forums, supported by appropriate guidance.
- 5.3** Officers from across the organisation provide a range of workforce statistics, information on those shielding and being supported by the Humanitarian assistance Centres to COSLA as frequency dictates. This information is collated from all Councils, HSCP and NHS Boards and thereafter informs discussions between senior leaders and the Scottish Government in respect of COVID-19 impact on service provision, and the key resource issues requiring national consideration.
- 5.4** In respect of the workforce impact, as at 17/06/20 there were 286 working from home and 181 absent/isolating as a result of COVID-19. These numbers are now falling as managers mobilise workers as services restart.

Absence data is available in real time from the Council's Workforce Management System (WMS) and, excluding isolation cases, absence is down 34% compared to May last year. Further analysis is required but home working survey suggests that better work/life balance is having a positive impact.

- 5.5** Recovery planning, as described in 4.5, is focused on the resumption of services in different ways, with digital by default as a guiding principle and supporting employees to work in new ways or, for the minority, back into the workplace.

- 5.6** Sick Pay and Death in Service in Social Care – Cabinet Secretary for Health announced death in service benefit for social care employees and augmented sick pay for those who work in social care. COSLA, sector representatives and trade union colleagues in continued dialog with SG around the parameters that will support this and the mechanisms to provide the financial support.

## **6. Financial and Procurement Implications**

### **6.1 Financial Implications**

The lockdown has had clear implications in terms of service delivery and in relation to the Council's planned budget for 2020/21 as a result of additional spend requirements, lost income offset by some cost savings due to services reducing/stopping. The SG has provided additional funding to support Councils. The key aspects are as follows:

- 6.1.1** As it became obvious that the Council (including social care services run through the HSCP) would require to incur additional, non-budgeted costs new cost centres and approval processes were implemented to ensure robust governance and recording of spend incurred that is identified as being additional and directly related to managing the service implications of covid-19.
- 6.1.2** In terms of the financial implications to the General Fund an assessment of the projected impact has been undertaken based on an assumption that the current lockdown restrictions will largely remain in place until the end of June 2020. These cost projections were produced initially to assist COSLA to provide evidence to the SG of the financial impact in order to secure funding to Councils. There were two iterations of this return: 24<sup>th</sup> April and 15<sup>th</sup> May 2020 and these were specifically about projected impact to the end of June 2020. In the most recent return the financial impact was estimated as £6.350m, comprising of:
- Additional costs           £0.974m;
  - Lost income               £7.269m; and
  - Reduced Costs           -£1.893m.

It must be stressed that the above projections are estimates and the actual financial impact will certainly be different from this, but will not be known until actual budget impacts are known and analysed.

- 6.1.3** Within the above projection it can be seen that the most significant area of risk relates to lost income and within that grouping the most significant issue is in relation to an assumption that Building Services cannot continue to charge the HRA for works that are currently not being done due to lockdown restrictions. This is an area that COSLA has been reviewing with SG and it is likely that guidance on this will be issued to assist with this position. In addition the Strategic Resilience Group (as noted above) has agreed that the Council will submit claims to UKG scheme for furloughed employees within Buildings

Services not actually in work during the lockdown period. This will also assist the financial position.

- 6.1.4** Also included within the above is an estimate of the value of delayed rent collection for the HRA house rents due to relaxed collection regimes being agreed with tenants who advise that they have been financially impacted by covid-19. However the figure above does not include any estimate for delayed council tax collection for this reason (as COSLA dealing with that in a different way). An assumption of delayed rent and council tax collection won't necessarily have an impact in 2020/21 as the expectation is that the delayed payments will be paid in the future, however there is a risk that some of this won't get paid and may require to be written-off at a future point. For this reason (and as will be seen in another report to this Council meeting on the annual accounts for 2019/20 a sum of £0.250m has been earmarked in the General Fund and £0.100m in the HRA to recognise this risk.
- 6.1.5** As stated the above cost implication estimates are to the end of June 2020 and it is clear that there will continue to be significant restrictions to be followed as the country progresses through the SG route map for recovery. This is anticipated to run over a number of months and perhaps the remainder of this financial year. It is very difficult to predict with any certainty what the financial impacts for the remainder of the year are going to be.
- 6.1.6** In addition to the above it is likely that as services begin to be re-started as lockdown restrictions are eased additional costs will require to be incurred. Such costs have not yet been calculated but are likely to include:
- Additional costs of providing education from 11 August 2020 under the ongoing lockdown guidance around safe distancing, etc., including additional costs to transport pupils to schools;
  - Additional building cleaning during normal running of service provision;
  - Additional building cleaning, i.e. deep cleans, in the event of an infected person attending a building; and
  - Redesign of other face to face services, including community services around safe distancing and appropriate health and safety guidance.
- 6.1.7** The above cost excludes financial implications in terms of social care services a provided by the HSCP. The SG has required HSCTPs to provide cost estimates on a regular basis via Mobilisation Plans. These cost projections are annual and there is an expectation that these additional costs will be fully funded by the SG. The cost estimates for WDC HSCTP indicate additional spend of around £9.6m, of which social care elements is valued at £9.0m. There is a risk that these costs are not fully funded by SG and that all or some of these costs fall on IJBs to fund. If that was the case our HSCTP will require to consider which elements of reserves could be utilised initially with any resulting deficit requiring to be funded, per the partnership agreement, between the constituent partner bodies – WDC and the Health Board.
- 6.1.8** The above cost implication estimate does not include anything in relation to the Leisure Trust (WDLT). Current information from WDLT indicates that due

to reserves held and the furloughing of around 95% of their workforce there is no funding assistance required from the Council in the period to the end of June 2020. It will be clear however that, under the planned SG routemap approach, there will continue to be restrictions on the WDLT in how it operates in the coming months and possibly the remainder of this financial year. It is anticipated that any financial shortfall within the WDLT may require financial support from the Council in the current financial year. . The WDLT has requested a letter of comfort from the Council confirming the Council's ongoing financial support and it is recommended that this letter is provided.

## 6.2 Scottish Government Funding to Councils and Communities linked to COVID-19

6.2.1 Since the imposition of lockdown the SG has implemented a number of approaches to mitigating the impact of covid-19 on citizens of Scotland, businesses, charities and Councils. The majority of the funding that the SG has distributed for various purposes has been derived from Barnett consequential from UKG funding provisions, though some will have come from re-prioritised SG funds. In addition to distribution of funds the SG has also implemented changes to the Non-Domestic Rates regime in 2020/21 to seek to provide funding assistance to ratepayers. Funding provided is summarised in the following table:

	<b>Total £000</b>	<b>Local Gov't £000</b>	<b>Retained for future allocation £000</b>	<b>Currently allocated £000</b>	<b>WDC allocated £000</b>
<b>Hardship Fund (£350m) comprising:</b>					
Local Government	50,000	50,000		50,000	<b>880</b>
Social Welfare Fund	45,000	45,000	23,000	22,000	<b>532</b>
Benefits & CTRS	50,000		50,000		<b>TBC</b>
Food Fund	70,000	30,000		30,000	<b>684</b>
Third Sector	110,000				<b>0</b>
Retained by SG	25,000				<b>0</b>
Hardship Fund - totals	<b>350,000</b>	<b>125,000</b>	<b>73,000</b>	<b>102,000</b>	<b>2,096</b>
<b>£155m from Barnett consequential</b>	<b>155,000</b>	<b>155,000</b>			<b>2,729</b>
<b>Totals</b>	<b>505,000</b>	<b>280,000</b>	<b>73,000</b>	<b>102,000</b>	<b>4,825</b>

- 6.2.2** In addition the SG has also allocated funds of £1.188b to support businesses through Business Support Grants which has seen £16.5m allocated to WDC, though initially £13.2m has been distributed, the remainder being subject to demand/spend. To date spend is more than £12.7m. The SG also allocated additional funds to support self-employed people with WDC being allocated £0.263m (from a total of £20.4m) and spend to date being more than £0.140m.
- 6.2.3** In order to assist Councils manage cash flow over the initial lockdown period and recognising the demand for business support grants the SG agreed to front-load additional grant funding and the funding for the business support grants.
- 6.2.4** In relation to the various aspects of the Hardship Fund that have been allocated to the Council or are retained for potential use the use and demand for services supported by these are as follows:
- i) LG Hardship Fund - £0.880m – to be used to meet costs and financial impact of covid-19 on WDC;
  - ii) Social Welfare Fund (SWF) - £0.532m – this is additional funding on top of existing SG funding for SWF of £0.858m. Of the total available of £1.390m as at 15 June 2020 spend was £0.220m – which would indicate sufficient funding to cover demand over the year, based on current rate of demand – this will be monitored. The SG has retained around half of the available funding to be distributed should demand require it;
  - iii) Benefits and CTR – nothing has been distributed as yet as SG awaiting evidence of additional demand/costs on Councils arising from covid-19. Demand to date in WDC has increased from 2019/20 levels though is currently within the 2020/21 annual budget; and
  - iv) Food Fund - £0.684m – is intended to allow Councils to provide food to communities and residents impacted by covid-19 and experiencing difficulties in accessing food either due to shielding / other capability issues or in financial terms. The main use of the fund is to cover the additional cost of providing free school meals to the end of the summer school term 2020 together with supporting the community-based food insecurity among disadvantaged, shielded and vulnerable in partnership with local food banks. The SG also recently announced an extension to shielding period to 31 July and this will mean some ongoing food support to this group of people. It is anticipated that this funding will be sufficient to cover these costs.
- 6.2.5** In relation to the £155m additional funding arising from UK consequential - £2.729m, it is anticipated that this will require to be used to meet costs and financial impact of covid-19 on WDC.
- 6.2.6** In relation to additional costs being incurred by HSCP, indications have been provided by the SG that such costs will be funded. To date SG has

allocated £50m to support social care costs of which the WDC share was £0.898m. It is clear that this sum is insufficient to cover costs that have been projected for 2020/21.

**6.2.7** The SG wrote to Councils on 15 May 2020 providing guidance and allowing flexibility in the use of three Education ring-fenced funding streams, as follows:

- Attainment Challenge Fund - apply flexibility to schools and Local Authorities in receipt of Challenge Authority and Schools' Programme funding;
- Pupil Equity Fund - relax current guidance on Pupil Equity Funding in order that head teachers can support our most vulnerable children; and
- Early Years expansion to 1,140 hours - allow Local Authorities to deploy early learning and childcare funding flexibly to deliver critical provision for children and families.

Education and Finance employees are currently reviewing plans to determine the potential flexibility available.

### **6.3 Considerations of 2020/21 financial risk – General Fund**

**6.3.1** Total net cost implications of covid-19 on the General Fund will not be clear for some time, as described above, the financial implications as the Council moves through the phases of easing of lockdown often won't be clear until they happen.

**6.3.2** As described above there is a risk that the level of funding provided to support the Council from the SG is insufficient. As detailed above COSLA is involved in discussion with SG as to potential financial flexibilities to allow Councils to manage the impact of the pandemic and to seek to protect service provision. Without sufficient funding/flexibilities there is a risk that Council will require to reduce service levels.

**6.3.3** As described above there is a risk that the financial impact of the pandemic on the HSCP is not fully funded by SG and potential for a financial impact on the Council. It will be important that the SG provides the funding aligned to the agreed Mobilisation Plans.

**6.3.4** As advised above the WDLT position will depend on speed of easing of lockdown and the capacity for reopening of services and the level of uptake of services by residents. There is a potential that the Council will require to provide financial assistance to WDLT.

**6.3.5** As advised above the majority of capital projects will have been delayed due to covid-19 and it is very likely that this will result in additional cost and slippage in the majority of the capital programme. The extent and value of this has not been able to be identified as yet.



## **6.4 Considerations of 2020/21 financial risk – Housing Revenue Account**

**6.4.1** Housing Officers have reviewed the HRA budget and have identified that there is a low level of risk to the HRA within 2020/21. As advised above an earmarked fund for risk of unpaid rents has been set within the 2019/20 annual accounts recognising that there has been a slow-down in rent collection rates as tenants have been financially impacted by covid-19.

**6.4.2** The main risk identified is in relation to the HRA capital plan where projects have been delayed with the resultant risk of cost increase. In addition this is likely to impact future year revenue budgets as the timing of new build houses becoming tenanted will be delayed resulting in lower rental income over the next two financial years as the build projects complete.

## **6.5 Financial Review**

**6.5.1** Officers have been reviewing spend requirements for 2020/21 and will clearly seek to control costs as far as possible in order to mitigate the financial impact.

**6.5.2** Officers will continue to monitor the financial implications across revenue and capital budgets for General Services and the HRA and an update will be provided to the August Council. Consideration will be required as to what further financial planning actions and agreements will be required.

## **6.6 Procurement Implications**

Other than the procurement processes described above in relation to contracts completed and urgent spend required to support Council service provision due to covid-19 issues.

## **7. Risk Analysis**

**7.1** In accordance with the Council's Risk Management Framework, a Strategic Risk has been developed in response to the COVID-19 pandemic. This, along with the organisation-wide, operational risks sitting beneath, will be reported in the bi-annual risk updates to Corporate Services and Audit Committees.

**7.2** The most significant risk remains the financial impact of covid-19 on the Council and the potential shortfall in funding support from the SG. COSLA is working on approaches to evidencing to SG the effects on Councils and the need for further financial support or financial flexibilities, which will be also required to be advised to the UK Government. The outcome of this will be important in terms of the future financial position of the Council.

**7.3** There remain risks, as described above, around how the UK exits the European Union. The current budget assumptions are based on the UK budget announced in the autumn of 2018 which stated that in the event of a "no deal" Brexit it was likely that the UK Government would require to reset the country's finances. Such a move or any other impact of Brexit could have

a significant impact on the Council and its financial position for 2020/21 and subsequent years.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** Equality impact screening or assessment of decisions taken is complete and available on request.

## **9. Consultation**

- 9.1** Discussions on the issues herein have been had with the Trades Unions on an ongoing and regular basis and a copy of this report provided in advance of the publication.

## **10. Strategic Assessment**

- 10.1** All actions and additional spends incurred have been done in order to continue to achieve the Council's strategic objectives.
- 10.2** Sound financial control and good governance remains a key approach in minimising the risk to the Council and the ongoing capacity of the Council to continue to deliver its strategic objectives in the longer term.

**Joyce White**  
**Chief Executive**  
**Date: 17 June 2020**

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**Appendices:**

1. Actions taken in lockdown for noting to Elected Members
2. Council Response so far

**Background Papers:** 1. Member Briefings and FAQs on covid-19 issues;

2. Budget Report – Council, 4 March 2020;
3. Minute of Council meeting – 4 March 2020;
4. Equalities Impact Screening/Assessments; and

**Wards Affected:** All



Decision Details	Decision owner	Rationale	Approved By	Date Approved	Resulting Action/Comments
Purchase 280 laptops to replace those laptops out on loan due to increase in home working re COVID-19 and to replace obsolete Windows 7 devices at a cost of £117,600.	Victoria Rogers	It is now very likely that period of home working will be extended for those employees who are able to do so. The original stock of laptops was purchased for the implementation of Windows 10 project and there are still a number of Windows 7 devices which will need to be replaced. The stock has been depleted and now requires to be replenished to replace all out of date Windows 7 devices and any faulty devices as and when the need arises.	SRG	03/06/2020	Laptops to be purchased and costs coded to COVID-19 expenditure.
Re-open household waste recycling centres in Dumbarton and Clydebank (Subject to Scottish Government approval of this activity).	Gail Macfarlane	In response to public concerns about flytipping and in interests of public safety, etc. Service will only be available to household users not businesses.	SRG	20/05/2020	Trades Unions have been informed. Elected members to be informed and communications team to prepare social media campaign. Scottish Government approved activity on 21 May 2020 as part of recovery road map.
Fly-tipping and Public Health Nuisance Service to recommence and that the trades unions be informed in accordance with the agreed process.	Peter Hissett	In response to public concerns and in the interests of public safety.	SRG	15/05/2020	Implemented.
Re-introduce grass cutting (18 May) and care of garden scheme (1 June) subject to safety measures re social distancing being in place and taking into account biodiversity where appropriate.	Gail Macfarlane	In response to concerns raised by public and elected members and to reduce risk of fire in areas of long dry grassland.	SRG	06/05/2020	Implemented.
Delay issue of council tax reminders for one month.	Stephen West	To help residents deal with financial pressures of COVID-19.	SRG	06/05/2020	Implemented.
All committee meetings up to the recess will be cancelled other than June Council, June Audit Committee and a number of regulatory meetings.	Joyce White/ Peter Hissett	Decision taken in response to Scottish Government decision to lockdown and ban public gatherings. Those meeting which had been called would either meet to conclude urgent business or would be inquorate.	Jonathan McColl and Martin Rooney in consultation with Joyce White, Peter Hissett and Sally Page.	01/05/2020	Instruction passed to Committee Admin. June committee and council meetings will be conducted via video-conferencing.
Inform trades unions that the stray dog service had recommenced.	Peter Hissett	In response to public concerns about the damage stray dogs can do if let run wild in towns and countryside.	Peter Hissett	27/04/2020	
Recommence bin collection service and inform trades unions.	Gail Macfarlane	Recycling and garden waste collections was suspended due to resources available. A weekly residual waste collection was in place. Service now in position to recommence from 18th May to collect recycling and garden waste to reduce the waste going to landfill.	SRG	29/04/2020	
Schools to be opened for short periods of time to allow teachers to access essential materials.	Laura Mason	Teachers will need access to essential paperwork to prepare for new term and evidence assessments of pupils who were due to take exams.	SRG	27/04/2020	
All suppliers temporary payment terms should be set to 14 days for a period of 6 months initially	Stephen West	In response to the request by the Housing and Communities Minister for local authorities to support the construction industry to recover.	SRG	24/04/2020	
Grass cutting to recommence in crematoriums and cemeteries subject to consultation with trades unions and appropriate arrangements being in place for social distancing and PPE	Gail Macfarlane	This will ensure safety for council operatives such as grave diggers who are required to access with machinery. It is also anticipated to have heavy footfall from users during this period.	SRG	17/04/2020	
14 Hubs to continue to operate until the Summer holiday period at which point the decision would be reviewed.	Laura Mason	Current operation working well. Lockdown likely to continue for some time yet and decision on school closures unlikely to change.	Joyce White	14/04/2020	Hubs continue to operate in current locations.
Council workers who had not had a PVG check to continue to work as volunteers during the period when their PVG was pending subject to an assessment of suitable duties being identified.	Peter Barry/ Victoria Rogers	To ensure continuity of voluntary cover for absent key workers throughout the pandemic. The SRG noted that there was a small level of risk attached to the decision but that control measures had been put in place.	SRG	10/04/2020	
24/7 service - out of hours calls to be captured by the emergency controller and passed to the relevant service for action on the following morning.	Malcolm Bennie/ Peter Barry	To provide a proportionate response to the concerns expressed by Scottish Government on support for the vulnerable groups identified via the shielding exercise.	SRG	10/04/2020	
Financial Support to the Leisure Trust – approve the draft letter of support in principle and inform Convener and Leader of Council.	Malcolm Bennie	To ensure leisure trust staff have same protections as council employees throughout the pandemic subject to seeking confirmation from the Leisure Trust Board.	SRG	08/04/2020	15/4/2020 - It was agreed that the Leisure Trust should be asked to provide details of its financial projections and thereafter a teleconference meeting take place with the Leader of the Council, Convener of Corporate Services, Joyce White, Stephen West and Malcolm Bennie, prior to the letter being issued.
Guidance of payment of key providers – follow the Cosla guidance on payment of key suppliers.	Stephen West	To ensure business continuity and protection for key suppliers.	SRG	06/04/2020	Completed

Decision Details	Decision owner	Rationale	Approved By	Date Approved	Resulting Action/Comments
That a local variation be made to conditions of service to allow for payment only to be made during the public holiday period where Toil will cause operational issues.	Victoria Rogers	To ensure that essential cover is provided over Easter Weekend without impact on future operation of the service.	SRG	03/04/2020	Implemented
Crematorium - Increase attendance to be 10 members if immediate family.	Gail Macfarlane	To ensure parity of practice with other crematoriums.	SRG	01/04/2020	Implemented
In the absence of committees, reports which would normally be reported to committee for information during, should be reported in the form of a briefing to elected members.	All	To ensure elected members are fully informed as possible during the pandemic.	SRG	01/04/2020	Implemented. First issue on 3 April.
In relation to the proposed soft launch of helpline 2 by the Scottish Government on 14 April 2020 and the suggestion that local councils should provide a 24/7 service	Malcolm Bennie/ Peter Barry	It was agreed that due to the type of services being offered by the Council that any such calls would be passed on to the emergency controller for the relevant service for action on the following morning	SRG	10/04/2020	Emergency controller will pick up
Crematorium – all future services should be restricted to only 5 attendees and social distancing to be maintained.	Gail Macfarlane	In response to Scottish Government advice on public gathering.	SRG	23/03/2020	Decision reviewed on 1 April 2020 - See action 38.
CCCF – Issue guidance to non care staff re requirements for PPE i.e. no additional PPE needed for staff not dealing with patients but keep under review in accord with national guidance.	Malcolm Bennie	In compliance with national guidelines.	SRG	23/03/2020	Implemented but national guidance reviewed and further guidance issued to staff and managers via safety flash. (noted on 10/4/2020)
Support local Businesses - decision to grant local council tax and rent holiday.	Stephen West	To protect local businesses.	SRG	18/03/2020	Implemented.
Cancel all non essential committees until 1 May and reduce non-essential business items for pre-summer committees	Joyce White/ Peter Hissett	Decision taken in response to Scottish Government decision to lockdown and ban public gatherings. Those meeting which had been called would either meet to conclude urgent business or would be inquorate.	CE in consultation with Leaders.	17/03/2020	Decision taken in consulting with political leaders at cross party working group. Planning and Licensing Committee will only meet to make essential decisions. Council will meet in June to make essential decisions. Consideration being given to telconference.
Closure of Council Offices	Richard Cairns	Key reason was to use available reduced FM resource as efficiently as possible. Focus cleaning and other services on building that were essential for specific services, whilst allowing social distancing. It also allowed us to accelerate working from home.	Richard Cairns	24/03/2020	SRG informed on 24 March. Decision communicated to all elected members via briefing.
To open 14 educational Hubs in West Dunbartonshire	Laura Mason	Decision by Senior Education T eam to choose the 14 specifically to ensure a Hub in each area/neighbourhood; thus children and families would have easy access for lunch and various other supports.	Laura Mason	20/03/2020	SRG and Convener informed of decision. Hubs were up and running by 25 March 2020.
Closure of all schools	Laura Mason	Scottish Government decision to reduce/delay spread of virus. All schools to be closed with effect from Monday 23 March 2020.	Scottish Government	18/03/2020	All Schools and Early Learning Centres instructed on Wednesday 18 March 2020 to close on Friday 20 March 2020. Arrangements put in place for studying to continue for home. Some schools to remain open as Hubs to support most vulnerable and enable key workers to continue working.

# CORONAVIRUS

West Dunbartonshire Council's response so far...

**1,200**

hours of home care provided every week



**640**

tonnes of household waste per week collected from 45,000 properties



**1,687**

referrals to the Crisis Support Centre

**624**

provided directly with food supply

**706**

provided with practical support

**513**

assisted to register with the Scottish Government Care Box Scheme



**5,677**

school lunches provided per week since hubs opened in March



**5,254**

children have accessed hubs



**148,996**

google classrooms posts by teachers

**1,473**

business grants applications received

**£12.4m**

paid out to 1,105 firms



**£30,000**

invested in new online books and magazines

**600%**

increase in digital magazine use

**15,000**

digital newspaper articles read

**4,500**

eBooks and eAudio books issued

**20,000**

online Early Years sessions including Bookbug



**1,255**

Crisis Grants applications

- **1,170** granted
- **£80,018** paid out



**376**

Community Care Grants applications

- **198** granted
- **£41,152** paid out

**500**

calls a day to the contact centre



**1,400**

new followers on social media

**5,000**

interactions across the channels



**145**



homeless assessments

**139**

households provided with temporary accommodation

**5,500**

welfare calls made to our tenants

**912**

people on shielding list contacted for additional support and provided with an action plan

**808,709**

items of PPE distributed



**2,500**

emergency repairs responded to



West  
Dunbartonshire  
COUNCIL





## **WEST DUNBARTONSHIRE COUNCIL**

### **Report by Strategic Lead for Regeneration**

**Council: 24 June 2020**

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**Subject:      Establishment of the Energy Supply Company (ESCo) for the  
West Dunbartonshire District Heating Network**

#### **1.      Purpose**

- 1.1**      The report proposes the establishment of a Limited Liability Partnership as the Energy Services Company (ESCo) which will be responsible for the commercial operation and ongoing management of the Heat network. In addition, the report highlights the requirement for a further capital spend in the necessary infrastructure works of £1.058m and for a £1.0m working capital facility which will enable the ESCo to begin operations.

#### **2.      Recommendations**

- 2.1**      It is recommended that Council:

- Approve the establishment of “West Dunbartonshire Energy” as a Limited Liability Partnership (LLP) with Clydebank Property Company (CPC) as the other partner as described in the report;
- Agree the management structure of West Dunbartonshire Energy identified in Paragraphs 4.4 - 4.15 of this report;
- Agree that the Administration and Opposition groups be requested to nominate Members to the Strategic Management Board in accordance with the proposal in Paragraph 4.12 of this report;
- Agree to provide a further £1.058m capital funding to the project to enable the completion of the Energy Centre;
- Agree that the Council provides the ESCo with up to £1.0m working capital and allow the project to begin operations with appropriate funds through Council’s approved Treasury Strategy through temporary investment in the company; and
- Note that any future expansion plans that require capital financial support from the Council will be subject of future reports to Council.

#### **3.      Background**

- 3.1**      At the meeting of Council on the 23<sup>rd</sup> November 2016, Council approved the establishment of a District Heating Network at Queens Quay, Clydebank subject to funding and also subject to the project establishing that it would, as

a minimum, cover its costs whilst providing low carbon energy for decades to come.

- 3.2** Additionally Council approved the establishment of an Energy Supply Company (ESCo) to be wholly owned between the Council and a wholly owned nominee of the Council. It was noted that the likely legal form for the ESCo was a Limited Liability Partnership because of its perceived advantages in terms of the retention and application of any surpluses.
- 3.3** As has been subsequently reported, the Council was successful in obtaining Scottish Government Funding in the form of Low Carbon Infrastructure Transition Programme (LCITP) funding and has now largely built out the network.
- 3.4** Together with £6.1m from Scottish Government, the Council will have invested £14.358m in this project, if the recommendations are approved in the delivery of the necessary physical infrastructure to deliver low carbon /low cost heat as outlined in previous reports.
- 3.5** As noted in previous reports the management of the District Heat Network will be undertaken by the ESCo which will be responsible for the day to day management of the Energy Centre Operator and Network Operator contractors (both currently awarded to Vital Energi Utilities Limited) to ensure that the system operates within optimal parameters and that the supply of heat is maintained to customers.
- 3.6** It is envisaged that the proposed ESCo will require to perform the following primary roles:
- Commercial management of the District Heating business;
  - Approval of tariff structure, pricing and heat sale;
  - Performance monitoring of the Energy Centre Operator and Network Operator;
  - Procurement of metering and billing arrangements;
  - Customer relations;
  - Network development;
  - Regulatory compliance; and
  - Negotiation of terms for new customers.
- 3.7** At present the UK heat market is unregulated although this is under review. Accordingly, it is proposed that the ESCo operates under a voluntary quasi regulatory framework such as the Heat Trust Rules. This has already been agreed in terms of the arrangement with the Wheatley Group for heat offtake.
- 3.8** As a requirement of LCITP funding the governance structure will include community representation. This is incorporated into the proposals for the management structure of the ESCo. Discussions will take place between the ESCo and the Council Communities Team to identify a suitable representative to be invited onto the Strategic Board of the ESCo.

#### **4. Main Issues**

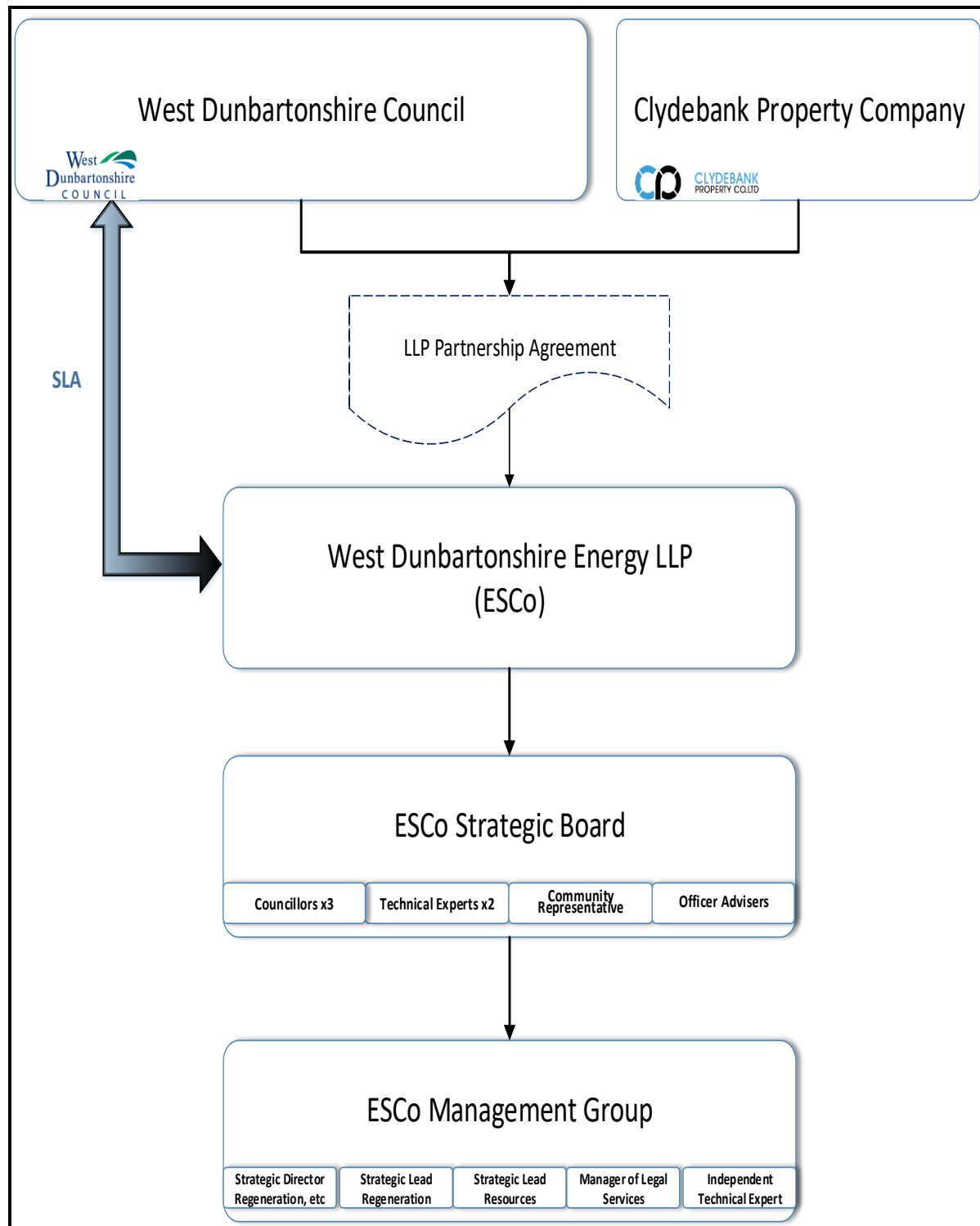
- 4.1** To date the priority has been to deliver the physical infrastructure necessary to allow the heat network to operate successfully. It is anticipated that all works will be completed by October 2020 at which point the system will be commissioned and become operational.
- 4.2** The Council has now established the final capital costs of the creation of the District Heating Network infrastructure, and revised assumptions around the cost of energy and the savings District Heating will be able to deliver in both carbon tax and energy tariffs, it can be demonstrated that the District Heating Network will, on its current projections (and under a range of scenarios), be on course to repay the Council's capital spend within 30 years.
- 4.3** The formation of a dedicated Energy Services Company (ESCo) was an integral part of the original District Heating Network Business Case and the project has now reached a stage where this entity can be properly established. It is proposed that ESCo will operate as an external organisation within the Council's ownership with its own Strategic Governance and Operational Management structure.
- 4.4** The proposed corporate structure for the ESCo has been considered at length and following finance, tax and legal advice, the following conclusions were reached:
- a) Trading entity - to provide customer confidence this should be Council owned and backed.
  - b) Governance - the governance requirements should meet the objectives defined during the LCITP bid, namely:
    - Composition - The ESCo should primarily comprise Council representation with specialist advisory provision.
    - Responsibility - The ESCo will require to ensure that the Energy Centre Operator and Network Operator achieve Key performance metrics
    - Transparency - Whilst Operating as a business and thus having to consider its commercial interests and confidentiality, the ESCo should strive for transparency and openness in its dealings with heat consumers
    - Community - Appropriate representation should be sought from community bodies having an interest in the successful operation of the District Heating Network.
  - c) The most appropriate corporate structure would be an LLP (Limited Liability Partnership) to provide a tax efficiency.

- d) Management of the ESCo will be provided by Council Officers supported by specialist advisers.
- 4.5** Subject to Companies House approval, it is proposed that the new entity would be called West Dunbartonshire Energy LLP.
- 4.6** As an LLP cannot be solely owned by one party, it is proposed that the minority share in the partnership be held by the Clydebank Property Company Limited – itself wholly owned by the Council.
- 4.7** It is proposed that the relevant rights as owner and participant in any profits etc. would initially be in the ratio of 99.9 to 0.1 with the Council owning a 99.9% interest in the LLP and thereby any surplus, and Clydebank Property Company owning the remaining 0.1%.
- 4.8** The Council would enter into a Service Level Agreement with the ESCo to cover the delivery of services to the ESCo by Council officers as the Council has with other arms length bodies.
- 4.9** The Council and Clydebank Property Company Limited would enter into an LLP Partnership Agreement to constitute the ESCo. This document would regulate the relationship between the partners and also contain the overarching rules for the operation of the LLP in much the same way that a Memorandum and Articles of Association regulate a Limited Company at a high level.
- 4.10** As the principal partner, the Council, will largely remain liable for the performance of the LLP's responsibilities and it is this covenant that has, to date, proven attractive to parties wishing to take heat from the District Heating Network.
- 4.11** All major investment decisions involving additional capital sums or amendments to the fundamental principles underlying the finance model would be taken at Partnership level (following appropriate decision making at Council / CPC level). Additionally, the Partners would meet at least annually formally to deal with Statutory Business.
- 4.12** The next level of management would be the ESCo Strategic Board. It is proposed that this Board would comprise 3 Elected Members and a Community Representative and would be supported by 2 Technical Experts and Council Officer Advisers. The Board will set strategic objectives within the boundary of the Business Plan and would provide scrutiny and performance monitoring for the ESCo management Group. The Board will be likely to meet twice a year – once to approve the Budget and annual accounts and once to monitor performance and spend against targets. Additional meetings to address extraordinary events would be scheduled as required, for example large scale extension of the network to other consumers outwith Queens Quay. Members may wish to note that where multiple nominations

have been invited to boards and organisations they have tended to follow, so far as possible, the makeup of the Council.

- 4.13** Day to day decision making for the ESCo and oversight of the officers managing the Energy Centre Operator and Network Operator contracts will be provided through the ESCo Management Group comprising the Strategic Director of Regeneration, Environment & Growth, The Strategic Lead – Regeneration, the Strategic Lead – Resources, the Manager of Legal Services and an external Independent Expert.
- 4.14** The necessary oversight of the Energy Centre Operator and the Network Operator will be undertaken by existing Council Officers with appropriate skill sets.
- 4.15** The ownership and management structure for the LLP will be in accordance with Figure 1 below.

Figure 1



**4.16** Vital Energi Utilities Limited will provide necessary technical and expertise both in the delivery and operation of the Energy centre and in the maintenance of the Network, connection of new customers and the ongoing supply of heat. These contracts would be by the Council to the ESCo once

established with the Council retaining appropriate rights to allow it to assume direct control.

- 4.17** Using the financial modelling information gathered at the outset of the project, the original financial model has been updated to reflect the current position. A business plan is being developed for the ESCo to demonstrate its economic viability.
- 4.18** The projected capital costs as agreed at the October 2019 Council meeting was £19.4m which was calculated to cover the known project costs to completion at that time and as noted above this is projected to now be £20.458m.
- 4.19** The additional spend required since October 2019 can be attributed to the following areas;
- Muir Construction Claim for Delay - £233,000;
  - Water Ingress Insurance Claim - £146,000;
  - Site Enabling Works - £160,000;
  - Vital Energi Delay Claims in commencing works - £151,000;
  - Gaps in Scope - £168,000; and
  - Contingency - £200,000.
- 4.20** Council was made aware at the October 2019 meeting that officers were considering challenging certain claims made by Contractors of CRL. In conjunction with our advisors Turner and Townsend, we have identified a number of areas of costs incurred, including those identified above, that we are seeking further information and clarity from our development partners CRL. The Council will actively pursue all potential claims following receipt of final certificates from CRL in line with the processes within the Development Agreements. The outcome of these claims may reduce the final cost.
- 4.21** The projected costs to completion including a contingency of £200,000 are £20.458m against a current available budget of £19.4m. A further £1.058m is therefore required to conclude the contract including the contingency amount which will only be used if required. Costs will be mitigated at every opportunity and will be monitored closely as the fit out program draws to a close and the project nears completion.
- 4.22** As with most new businesses the ESCo will require some working capital in order to get up and running and, based on the financial modelling it is anticipated that the ESCo will require funds initially of up to £1.0m for this purpose. It is recommended that this would be provided by the Council via the Council's approved Treasury Strategy through a temporary investment in the company at the appropriate competitive interest rate.
- 4.23** As the ESCo expands its customer base as new housing is developed on the site etc. there will be further capital spend required to fund the costs of connection to the network. It is currently anticipated that such future costs will

be initially funded as capital spend by the Council and recovered through the ongoing lease payments by the ESCo. As these options are developed this will be considered by the ESCo Board and any such further capital spend would be sought through an appropriate report to Council.

- 4.24** It should be noted that the revised Financial model takes into account the need for additional Capital funds of £1.058m to complete the build element of the project and the need for a £1.0m working capital advance and remains in a cash positive position over the life of the project and the Council will see any capital spend paid back in 30 years.

## **5. People Implications**

- 5.1** It is proposed that the continued monitoring of the Network Operator as part of the ESCo will be carried out by the Energy & Compliance Team within Corporate Asset Management. These duties will be predominately be carried out by the Energy, Compliance and Sustainability Team and be absorbed into the existing remit of the team.

## **6. Financial and Procurement Implications**

- 6.1** It is estimated that the final capital cost of the build out of the project will be £20.458m. This sum comprises the infrastructure (the Energy Centre, the Pump Chamber and the Core Pipe Network) as well as the equipment situated within these structures, with all works under the build stage being completed by October 2020.
- 6.2** As advised above, the ESCo will also require initial working capital funding in it's early operation as customers start to come on-stream over time of £1.0m to permit operations to commence. It is recommended that this is provided from the Council in the form of investment up to this level as required by the ESCo under the Council's agreed Treasury Strategy.
- 6.3** The District Heating Network assets have been funded by the Council and grant from Scottish Government through the LCITP fund. It is proposed that the ESCo will be responsible for the commercial management of these assets through a lease under which the net revenues would be used to pay the Council payment which would be sufficient to recover the Council's capital spend together with interest.
- 6.4** In order to demonstrate the financial viability of the proposed ESCo and the capital spend made by the Council a revised finance model has been developed from the original finance model. The finance model looks at the detailed costs associated with the running and maintenance of the ESCo and projected income streams. The key elements includes:
- **Income from Heat Sales**  
It is expected that the heat sales and revenue will be realised following connection of the heat network to each heat customer. The first heat



sales are expected to begin in October 2020. It is proposed that the heat sales will be based upon the heat charges tariff set out in the signed Customer Supply Agreements with each connected customer. The charges will be made up of:

- a) Variable charge which will multiply the metered consumption of heat recorded via a heat meter by the agreed heat rate (p/kWh); and
- b) Standing charge which will be charged monthly (£/month) and will cover the cost of plant operation and performance.

In terms of heat sales to social housing tenants on commencement of West Dunbartonshire Energy, the ESCo will benchmark pricing against the average cost of the lowest 5 suppliers of energy in Clydebank. The overall charge will take account of usage and lifecycle maintenance costs.

- **The Renewable Heat Incentive (RHI)**

The renewable heat incentive is a Government incentive paid to all registered renewable generation plant. This RHI payment will be claimed by the ESCo and it will receive a quarterly revenue equating to the amount of heat generated by the renewable heat source technology, the water source heat pump, and the RHI tariff applicable to it. The RHI payment is expected to be £29m over 20 years.

- **Connection Charges**

The third revenue stream to the ESCo will come from the connection charges. These are the charges that will be levied against all the customers connecting to the heat Network. The level of the connection charge will depend upon each customer and will largely equate to the avoided cost for building and installing their own heating plant and equipment. The connection charge is a one-off charge for the connection to the heat network.

- **Utility supply costs for input energy**

The electrical load for the heat pumps is significant and therefore the business is sensitive to fluctuations in the price of electricity. The use of heat storage will allow heat generation out with peak times and overnight when differential tariffs are available and lower night time electricity costs incentivise off peak use. The gas boilers primarily provide system resilience but could be used to support heat supply during peak times.

- **Operating and maintenance costs for Energy Centre and Heat Network**

The plant and equipment responsible for abstracting water from the River Clyde, producing heat and distributing heat to homes and businesses is complex and requires to be operated and maintained efficiently and effectively. The initial "Operate and Maintain" contract will be awarded to Vital Energi Utilities Limited, following the original tender

process but will be retendered at regular intervals during the life of the project.

- **Lifecycle replacement**

Provision has been made for future replacement of plant when it reaches the end of its useful life. The moving parts and motors in the heat pumps and throughout the network will be repaired and replaced as required under the maintenance regime.

- **Business rates and Insurance**

Annual allowances for Non-Domestic Rates and for Network Equipment and Buildings Insurance have been made. No account has yet been included for specific concessions or allowances that District Heat Networks may be entitled to claim under Non-Domestic Rates relief provisions. Annual insurance premiums for the network should be reviewed regularly to assess cost/risk relationship and to capture potential savings.

- 6.5** It is expected that revenue will build over the lifetime of the project which will enable the ESCo to make further investment in network expansion as commercial opportunities become apparent. The potential to add a connection to serve the Golden Jubilee Hospital is actively being assessed with the potential of further support from LCITP. Feasibility work is presently being carried out in order to assess the commercial impact on the ESCo's income streams and the benefits such a connection could bring to the hospital and the surrounding Dalmuir area. Any further proposed capital investment may require further Council spend to expand the asset in which case, will be subject to a future report to Council by the ESCo.

## **7. Risk Analysis**

- 7.1** In relation to the ongoing operation of the District Heat Network business the following risks have been identified and summarised as follows.

- The Council continues to be at risk funding the build and implementation of the District Heating Network and will also be at additional risk in covering the commitments made by the ESCo to customers in guaranteeing access to Heat. The demand side from the local market and income generation potential indicates that the risk of the Council underwriting the costs and commitments of the ESCo is low and the financial model has been subject to significant scenario planning to seek to ensure the risk to the Council is minimised;
- Increasing energy costs for the ESCo could have a negative effect on the financial costs of running the network. Projected costs of electricity is indexed using the U.K. Department of Business, Energy and Industrial Strategy guidance on valuing energy use and greenhouse gas emissions and has been tested under a range of scenarios. In addition, under such

circumstances it is likely that the ESCo will also be able to increase charging tariffs;

- Covid-19 impact, whilst not critical to the overall financial model, creates a risk of a slowdown in the housing market and uptake of heat from new houses. It is anticipated that this will be a timing issue and the financial model indicates that such delays can be accommodated; and
- Insufficient demand – the base load of the network is heavily supported by public sector presence on Queens Quay and the expectation is that all new house development will be connected to the network.

**7.2** The heat tariffs in all cases will be calculated with reference to a “business as usual” counterfactual where the cost for District Heating heat supply are referenced to the existing (gas fired) equivalent, taking into account full lifecycle costs and, where appropriate, carbon taxes. After 2025, new build housing installations of domestic gas fired boilers will be banned and therefore a new counterfactual approach will need to be developed. However, this is unlikely to have an adverse impact on revenues.

**7.3** After 20 years of operation Renewable Heat Incentive (RHI), which only relates to heat supplied by water source heat pumps, will cease which may then require a future modification in the primary generation of heat supply. This will be subject to ongoing review as the deadline approaches and as new technology and approaches to generating green heat are developed.

## **8. Equalities Impact Assessment (EIA)**

**8.1** Following an initial screening there are no potential negative impacts identified in terms of equality and the proposed establishment of the ESCo does not change that position.

## **9. Environmental Sustainability**

**9.1** The district heat network at Queens Quay will make a valuable contribution to achieving Carbon reduction targets in West Dunbartonshire.

**9.2** Connection of existing and new Council buildings including the proposed 1,200 planned homes would in the absence of the District Heating Network be provided by traditional gas fired boilers. The centralisation of generative capacity and the use of water source heat pumps as the primary source of heat being distributed in the network will represent potential carbon savings. The District Heating Network at Queens Quay only is expected to remove over 4,000 tonnes of carbon from the environment each year over the next 40 years.

**9.3** The creation of the proposed ESCo will ensure that the primary aims and objectives for the heat network (carbon reduction and addressing fuel poverty) will be remain under the control of the Council.

**9.4** Once established trading surpluses generated by the District Heat Network can be reinvested in network expansion to further share the benefits within the district and/or returned to owners.

**9.5** As a Demonstrator project the District Heat Network at Queens Quay will provide an exemplar for other local authorities and, through an active dissemination strategy, allow acquired project knowledge to be shared widely to assist in achieving a net carbon zero target in Scotland.

## **10. Consultation**

**10.1** Regeneration, Corporate Asset Management, Legal, Finance and the Corporate Procurement Unit were consulted in the preparation of this report.

## **11. Strategic Assessment**

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

- A Strong local economy and improved employment opportunities.
- Supported individuals, families and carers living independently and with dignity.
- Meaningful community engagement with active empowered and informed citizens who feel safe and engaged.
- Open, accountable and accessible local government.
- Efficient and effective frontline services that improve the everyday lives of residents.

This project delivers on the first, third fourth and fifth of these priorities.

**Jim McAloon**  
**Strategic Lead Regeneration**

**Date: 13 June 2020**

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**Appendix:** None

**Background Papers:** Report to IRED Committee, 21 November 2018 entitled "Regeneration Fund Update"

Report to IRED Committee, 17 January 2018 entitled  
“Regeneration Fund - Queens Quay District Heating  
Network, Energy Centre land purchase”

Report to IRED Committee, 16 August 2017 entitled,  
“Regeneration Fund- Project Proposals for Dumbarton  
Waterfront Pathway and Balloch Village Square Projects”

Report to IRED Committee, 21 June 2017 entitled,  
“Regeneration Fund Update”

Report to Council, 23 November 2016 entitled,  
“District Heat Network for Queens Quay and Clydebank”

Report to IRED Committee, 14 September 2016 entitled,  
“Regeneration Fund”

Report to IRED Committee, 16 March 2016 entitled,  
“Regeneration Fund”

Equalities Impact Assessment Initial Screening Nov 2016

**Wards Affected:**

Clydebank Waterfront  
Clydebank Central



## **WEST DUNBARTONSHIRE COUNCIL**

### **Report by Strategic Lead for Regeneration**

**Council: 24 June 2020**

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**Subject: ExxonMobil Commercial Agreement**

#### **1. Purpose**

- 1.1** To seek Council agreement to complete the transfer of the land owned by Esso Petroleum Company Limited and their affiliates at Bowling to the ownership of the Council. In addition the Council is asked to note the refreshed timetable for the procurement of a lead contractor to deliver the City Deal project and the expected overall project completion timeline.

#### **2. Recommendations**

- 2.1** It is recommended that Council:

- Agree to the transfer of ownership of land currently owned by Esso Petroleum Company Limited and its affiliates, at Bowling to the Council. The Council also give Delegated Authority to the Strategic Lead Regeneration and the Strategic Lead Regulatory to agree final terms for the transfer of the land to the Council on terms commensurate with this report.
- Note that Officers will re-examine and assess the Environmental Insurance market and propose possible solutions to Council prior to the completion of the land transfer.
- Note the refreshed timetable for the procurement of the lead Infrastructure Contractor for the overall project.
- Note the refreshed overall project completion timeline.
- Note that the additional £6.153m funding requested by the Council has yet to be approved by the Glasgow City Region City Deal Cabinet.

#### **3. Background**

- 3.1** The Glasgow City Region City Deal Infrastructure programme equates to £1.13b of investment for 20 projects over a ten year period. These projects are progressing and have reached various stages from Strategic, Outline and Full Business cases stages of approval.
- 3.2** In August 2014 the Council accepted an offer from the Scottish and UK Governments to participate in the Glasgow City Region City Deal. The offer was based on the project submitted by the Council for the re-development of

the site at Bowling, currently owned by Esso Petroleum Company limited and their affiliates (effectively referred to as ExxonMobil hereafter).

- 3.3** The approval process set by both Scottish & UK Governments for City Region City Deal projects requires Councils to follow a 3 stage approval. The first stage is the submission and approval of a Strategic Business Case outlining the Economic need locally for a project of this nature. The next stage is the submission and approval of an Outline Business Case. This case should provide the detail and clarity of what the Project will deliver and the expected timeline and costs. The last stage is the successful submission of a Final Business Case which provides the detail of the procurement route, final expected costs involved in delivering the project and a detailed timeline.
- 3.4** The Strategic Business Case was developed and submitted to Council on the 24 June 2015 and subsequently approved by the City Region City Deal Cabinet on the 18 August 2015.
- 3.5** The Strategic Business Case identified costs of £27.897m. The basis of City Deal funding is that there is an expectation the City Deal would support 86% of the costs (£23.991m) and the Council will fund the other 14% (£3.906m).
- 3.6** On the 22 February 2017 the Council approved the Outline Business Case for the project. The plan was submitted to the City Region Cabinet and was approved on the 11 April 2017.
- 3.7** Following scrutiny by the Scottish and UK Governments through 2017/18 it was felt that all Outline Business Cases should meet the rigour of the UK Governments Treasury Green Book criteria. All Glasgow City Region City Deal projects were asked to submit a refreshed Outline Business Case taking account of the criteria set out in the Treasury Green book. The opportunity to revisit the outline case allowed for the re-appraisal of the project, the complexity of the site and the likely costs to be incurred.
- 3.8** The Council subsequently approved a refreshed Outline Business Case on 28 November 2018 with updated cost estimate of £34.050m. This additional sum of £6.153m has had to be covered by Council funding due to the absence of funding support from the Glasgow City Region City Deal. It was agreed that officers would make every effort to try and secure additional City Deal funding from projects which though approved may be withdrawn by other Councils. The Programme Management Office (PMO) and the Chief Executives Group of the City Deal are aware that our Council is looking to take advantage of any City Deal funding which becomes available to cover our additional costs. As previously, any funds issued would be dispersed recognising the 86%-14% split. Therefore the Council would be expected to fund £0.861m of the requested £6.153m should this funding gap be identified by the PMO and approved by the Glasgow City Region City Deal Cabinet.
- 3.9** As the Council has been progressing the project through the Glasgow City Region City Deal diligence process, Council officers have been in regular



dialogue with ExxonMobil to ensure that the site will be remediated to a level acceptable to the regulatory standards governed by the Council's Environmental Health team and the Scottish Environmental Protection Agency (SEPA) and will be remediated to enable future industrial use on the site.

- 3.10** ExxonMobil have been considering their approach to remediation over a number of years and subsequently submitted their planning application (DC18/013) in January 2018 and received approval to proceed on the 20 March 2019.
- 3.11** Council previously agreed that officers were to submit a further report for consideration of a commercial agreement when the terms of the agreement were known and also, that it was to be accompanied by an Environmental Impact Assessment (EIA) of the site. This could only be done once ExxonMobil had settled on their approach. The EIA is an assessment of future land conditions after remediation has been carried out. The full Environmental Impact Assessment, due to its size, can be accessed by following the hyperlinks listed in Appendix 3. The EIA can also be accessed through the Council's planning portal and the hyperlink can be found in the background papers section of this report.

#### **4. Main Issues**

- 4.1** The Commercial negotiations have been ongoing throughout the last 2 years. ExxonMobil have made it clear from the outset of these negotiations that any agreement regarding the transfer of ownership of their site at Bowling following completion of their remediation works to a generic commercial - industrial standard must include a provision which protects ExxonMobil in the future from any liability which may occur after the transfer of the land to the Council including any events caused by underlying conditions at the time of transfer. As a condition of sale and in order to prevent any likelihood of claim arising as a result of inappropriate end uses, the future use of the site will be restricted to commercial - industrial uses together with public open space, and with specific restrictions e.g. residential development.
- 4.2** This life time protection clause places all responsibility in the future for any Environmental damage arising from the site upon the Council once the land ownership transfer has taken place. Such indemnity provisions, whilst onerous, are not uncommon in transfers of land having a contaminative history where subsequent development is proposed. However this conditionality is compensated for by the financial provisions narrated in the following paragraph. ExxonMobil have committed to undertake remediation at the former oil storage facility to clean up the site by addressing levels of contaminants that would be unacceptable in a commercial - industrial developed environment. This is to facilitate the purchase by the Council and redevelopment of the site for commercial and industrial use and the construction of a road through the site and to protect the water environment before the land transfer is completed.

- 4.3** The financial aspects of the commercial proposal put forward by ExxonMobil to the Council includes the transfer of all the sites owned by them at Bowling, running from Eastfield adjacent to the former Scotts Yard at Bowling Harbour, to Westfield and Sheepfold adjacent to Glasgow Road at Milton, comprising 150 acres in total including 45 of the developable land and a further 2 acres for the proposed new road (see Appendix 1), remediated to the standards agreed by the Council's Environmental Health team and the Scottish Environmental Protection Agency (SEPA) as suitable for generic commercial use to the Council at nil cost. In addition the Council will receive from ExxonMobil the sum of £1m on the day the transfer of land ownership to the Council is completed. The Council will also acquire the Jetty Structures adjacent to the site under lease.
- 4.4** It should also be noted that following extensive discussion with the Council and its representatives, synergies between the remediation works proposed to be carried out by ExxonMobil and the Council's own works will allow the Council to realise an estimated cost reduction to the works required of approximately £0.630m on the Council's estimated costs contained in the Outline Business Case previously approved by Council on the 28 November 2018.
- 4.5** The extent of remediation has been agreed with the statutory regulators and this is further being overseen by independent consultants (Stantec) acting for the Council.

The remediation is based on extensive ground investigation, sampling, laboratory testing and field monitoring that has identified the types of contamination and its extent across the site. The most significant form of contaminants are as expected, comprising middle and some light distillate hydrocarbons. Other contaminants such as heavy metals and asbestos are present as is commonplace on brownfield sites with an industrial history. These latter contaminants are less mobile and can be readily remediated including through the standard technique of development design whereby such materials captured and safely sealed during the development process. The extent of unacceptable contamination has been defined from this investigative work and forms the basis for the extent of the remediation work. If any unexpected contamination is found during their planned remediation works this will be explored further and also remediated by ExxonMobil.

- 4.6** In order to mitigate risk to the Council, our appointed Environmental advisors have been examining the overall approach ExxonMobil has adopted in developing their remediation plan. Stantec have looked at the detail of the various ground investigations, laboratory testing and field testing and their results. During this process Stantec have actively challenged, the interpretation of the information and successfully made the case to test more often and in more areas. They have suggested to ExxonMobil and their advisors how they could best achieve the requirements of both the regulator and the Council, as acquiring party, by considering a number of issues put forward by them. It has been our finding that ExxonMobil have been

responsive to this approach, understanding that such a co-operative approach brings dividends in terms of time and certainty.

- 4.7** The remediation strategy submitted by ExxonMobil was approved by Planning Committee on 20 March 2019. Following such approval but before ExxonMobil had completed the procurement for an Environmental Contractor to carry out the remediation of the site a sheen was discovered at the water edge at the Centrefield area of the site. After investigation by ExxonMobil a decision was taken by them that the cause of the sheen would have to be removed from the site. This meant that a new wall approximately 150 metres in length which was going to be constructed outside the old wall could no longer be built. To overcome this issue ExxonMobil have elected to put in a revetment solution and have acquired land from the Crown Estate to enable this.
- 4.8** As a result of this investigation ExxonMobil agreed to Council officers' request to re-test other key water edge locations throughout the site. These tests were monitored jointly by ExxonMobil's advisors and Stantec, on behalf of the Council. These tests showed that these areas did not show any unusually high level of contaminants.
- 4.9** As stated previously, ExxonMobil had their Remediation Strategy approved on 20 March 2019. The approach adopted to meet the environmental targets agreed with the Regulators was by a Thermal process which sees contaminated soil exposed to extremely hot temperatures which in turn breaks down the contaminants until the soil is remediated.
- 4.10** The deliverability of this approach was called into question by the logistics of bringing in the technical equipment to carry out this process and the fact that the contractors who bid for the work during ExxonMobil's procurement process all preferred more traditional methods of remediation. As a result ExxonMobil requested that the regulators allow them to change the method of remediation to a "soil washing" solution. This change would not lessen the remediation targets set by the Regulators and approved within their initial application to remediate their site.
- 4.11** ExxonMobil, at the request of the regulators, produced an evidence based report detailing for the regulators that this alternative process of soil washing will be capable of achieving the Environmental targets previously set by the regulators when the approach included a thermal process. The end outcome will be the same or better but achieved by using a different method than that originally proposed.
- 4.12** The Environmental Health team within the Council and SEPA have considered the evidence showing clearly that an improved treatment target than previously agreed can be achieved by soil washing and therefore have agreed to the change in approach in the delivery of the original remediation strategy.

- 4.13** In addition to the improved treatment target the soil washing approach has been shown to be physically and technically suitable, whilst having a significantly reduced net environmental impact relative to thermal treatment.
- 4.14** Based on the approved remediation strategy for the site by ExxonMobil and taking account of the all the factors affecting the Council's proposed development on the site the Council's advisors have been able to produce an application for Planning Permission in Principle (PPiP) and an Environmental Impact Assessment for the entire site.
- 4.15** The PPiP application was submitted on behalf of the Council by Stantec at the end of April 2020. The application clearly shows the significant ambitions the Council has for the site and highlights the deliverables of the Masterplan which includes:
- up to 44,550m<sup>2</sup> commercial and light industrial development, comprising a mix of Storage, Distribution, Industrial, Business and Office space;
  - 1.95km of new spine road with associated drainage and lighting infrastructure;
  - 1.32km of upgraded existing public road (A814);
  - a new junction on the A82 at Dumbuck with closure of the existing junction;
  - a remodelled junction on the A82 at Dunglass;
  - an enhanced routing of 475m of the National Cycle Network Route 7 in the vicinity of the site;
  - a new underbridge of the Glasgow – Dumbarton Railway at the western access to the site;
  - a new railway overbridge at the eastern access to the site;
  - flood mitigation works;
  - environmental mitigation works
  - site drainage works; and
  - establishment of platforms for development across the site.
- 4.16** The site masterplan layout (see Appendix 2) identifies the areas to deliver the commercial - industrial floorspace by the construction of platforms for development. Office and Industrial development is proposed to be located in Eastfield, with Business in Centrefield and Storage and Distribution in the Westfield areas. In addition to the above, landscaping, open space, green corridors and public spaces have also been incorporated throughout the development, in many cases overlapping between these zones.

The masterplan also includes a new link road with upgraded A82 and A814 access junctions alongside a railway underpass and overbridge. A heritage area has been identified around Dunglass Castle and this will comprise of a protection zone to ensure the listed structure and its setting are not compromised as the site develops and evolves. Council ownership of the Heritage assets; the Castle and the Obelisk provides an opportunity to allow public access in the future. The City Deal funding is focussed on the infrastructure works required to create an attractive location for businesses.

Every effort will be made by Council officers to seek Heritage type funding to promote the Historic assets.

Details regarding green infrastructure, flood defence, drainage, and utilities infrastructure also accompany the masterplan proposals.

**4.17** Planning Officers are considering the application and it will be presented to the Planning Committee in the near future for decision. Based on that approval being given by July/August 2020, the following timetable highlighting key milestones can be put in place which shows members the expected timeline from Planning Permission in Principle to delivery of the City Region's City Deal project:

- PPI Approval by end July/August 2020;
- Geotechnical Investigations can re-start in July 2020 and conclude reporting early October 2020;
- Preliminary Designs and Approvals – May 2020 – December 2020;
- Detailed Designs and Approvals – December 2020 – October 2021;
- Finalise Construction Costs (requires earlier appointment of Contractor) – December 2021;
- Submit Final Business Case (FBC) – December 2021;
- Mobilise Contractor/Prelim works – from January 2022; and
- Construction of Roads, Bridges, Platforms, Drainage and Flood Mitigation February 2022 – December 2025

**4.18** Throughout the development of the Council's City Deal project ambitions for the ExxonMobil site, the Council has been aware that land holdings either surrounding or near to the site were going to be required to come into Council ownership to effectively develop the plan outlined in the Outline Business case.

**4.19** A number of discussions have taken place with the six affected third party land owners. Council officers have discussed and explained the proposed development to these owners and the reasons why the Council would wish to conclude a commercial negotiation to purchase the land required by the Council.

**4.20** The discussions, in themselves, have been useful but Council officers have been restricted in making any financial offer until the Council has agreed to accept the commercial agreement proposed by ExxonMobil. If the commercial agreement is approved by Council, Council officers will be able to put forward terms to all land owners and hopefully progress quickly in securing the land ownerships on behalf of the Council. In the event of there being an unwillingness to sell or unrealistic commercial expectations of any owner then, the Council may have to consider action under the Compulsory Purchase Order process. Officers will do all they can to avoid this process and would expect to conclude all land transfer negotiations on terms acceptable to all parties. A further report would be brought back to members to approve such terms.

## **5. People Implications**

- 5.1** There will be a requirement for the Council to closely manage this project. The Capital Investment team continue to lead on the project and will be assisted by the Regeneration Team in ensuring the various project milestones are met.

## **6. Financial and Procurement Implications**

- 6.1** The overall cost estimate for the project is £34.050m. As was agreed in November 2018 by Council, this sum which was a £6.153m increase on the previous estimate at Strategic Business Case of £27.897m would require to be funded by the Council if no other external funding became available. Council officers have notified the Project Management Office of the City Region of our requirement for additional funding. In turn this request has been shared with all the Chief Executives of all eight Local Authorities which make up the City Region. To date the additional funding request has not been approved.
- 6.2** The Council's Procurement team together with officers from Regeneration have been involved in a market testing exercise to identify potential main contractors for this project. This exercise was very productive and identified 3 companies with the past experience who could be suitable for the role.

The Council's procurement team have identified a 46 week procurement timetable for developing the Contracting strategy to Main Contractor start. We would intend to commence that procurement process immediately on approval of this report.

## **7. Risk Analysis**

- 7.1** Even though the site will be fully remediated to the required national standards by ExxonMobil, large scale development on a site such as the ExxonMobil site at Bowling has many environmental risks for the Council which cannot be fully anticipated. The size and complexity of the site with numerous underground water courses running through it and the scale and complexity of the proposed civil engineering works makes it susceptible to changing environmental conditions which could produce new risks. In order to mitigate against this potential eventuality Council officers have been investigating the possibility of purchasing insurance under an Environmental Impairment Liability (EIL) cover.
- 7.2** Using the Council's existing insurance broker, the Environmental Insurance market was tested for a policy designed to protect the Council against:
- potential claims in relation to Pre-existing contamination associated with the site; and
  - pollution that could be caused/released during the site's redevelopment.

Environmental Impairment Liability (EIL) cover for this type of large-scale brownfield site and development is a very specialist area and suitable cover is only available from a limited number of insurers.

The broker approached 12 insurers capable of being able to satisfy the minimum criteria of providing:

- A 10 year duration Environmental Damage & Pollution Legal Liability Policy (EDPLL policy) to protect the Council against clean-up costs and third party liability arising from pre-existing (historic) pollution conditions; and
- 10 year duration of cover to include Contractors Operational Loss to cover future site development works.

The method on which insurers were selected was based on the following criteria:

- A. Fundamental coverage requirement, as agreed with WDC - 10-year duration Property Pollution Liability policy for pre-existing contamination and Contractors Pollution Liability policy for the development works (as described above)
- B. Breadth of cover, conditions exclusions etc.
- C. Cost competitiveness
- D. Experience and ability of underwriting team to service the policy over the 10 year duration
- E. UK Track record of insurer on EIL for large brownfield development  
Standard of policy coverage offered projects
- F. Credit rating

**7.3** The Market testing exercise identified 5 companies who may be able to provide cover for such insurance. On requesting that the Insurers submit more detailed proposals based on a 10 year £25m and £40m cover two insurers did not submit and of the three others one was clearly more experienced and provided the lowest cost for the cover. This an insurer would provide, subject to due diligence, a 10 year cover meeting the Council's requirements as specified in para 7.2 at a cost of £0.465m for £25m or £0.659m for a £40m cover.

**7.4** The quote is conditional on the Insurers being able to assess all information held by the current owner. As the quote cannot be guaranteed so far in advance of the site acquisition (approximately 2 years time) the current quote would need to be accepted in advance of site transfer. Officers will consider the options in this respect further before reverting back to Council.

**7.5** The project also has a number of other key risks which are directly linked to the actual delivery of the infrastructure development proposed:

- 1) Third party land acquisition cannot be achieved or creates delays:

All of the six landowners will be made an offer for their land ownership rights for the projects required land requirements. This will be based on market land value information. If land owners have an unrealistic value for their land the Compulsory Purchase Order process may be required to be considered.

- 2) Network Rail approvals cannot be secured:  
The Council is developing and refining its approach through Network Rail's Governance for Railway Investment Projects (GRIP) which is a management and control process developed by Network Rail for delivering projects on the operational railway. Issue 2 of the GRIP Policy Standard (NR/L1/INI/PM/GRIP/100) was published on 3 March 2012. We have already achieved approval up to GRIP 3 of a 4 stage process.
- 3) Delay in completing the remediation works:  
ExxonMobil are waiting on the Council's agreement and lifting of Covid restrictions before commencing their remediation strategy. Their contractor is awaiting instruction to commence.
- 4) Programme slippage resulting in increased costs and also taking into account the effect COVID 19 may have on the speed of delivery:  
The programme is being considered in detail and key milestones have been identified which require to be achieved. A constant review of speed of progress will be in place by appointed Project Managers. COVID 19 has had an initial effect of delay in works over the past months. A review of the longer term effects on timelines will need to take place once the situation becomes less fluid. The programme budget includes contingencies which aim to mitigate against this risk.
- 5) Agreement on technical approach with key stakeholders cannot be achieved:  
Our pre design works are being shared and agreed upon with all current stakeholders and this approach will continue to be adopted as we move into more detailed design works.
- 6) No additional City Deal funding becoming available:  
As explained in Para 6.1 every effort will be made to secure additional monies from the Glasgow City Region or Scottish Government. In the event that this is not possible, the Council has already taken the decision to meet any remaining funding gap.

## **8. Equalities Impact Assessment (EIA)**

- 8.1 The Equalities Impact Assessment was updated in November 2018 is relevant and aligns with the position of the project. It noted potential short and longer term equality impacts. It will continue to be revised and updated to inform the project at all key stages.



## **9. Environmental Sustainability**

- 9.1** In addition to the extensive contaminated land remediation program to bring this important brown field site back into use and in line with national energy policy, the new developments should seek to increase energy efficiency and reduce energy demands through sustainable design and construction.
- 9.2** A review of the suitability of various renewable and low carbon technologies for the Site has been undertaken, at both a 'multi-plot' level and 'building-specific' level, to identify a 'suite' of technologies that could potentially be deployed in ensuring the proposed development meets the Climate Emergency as declared under the Climate Change Act (Scotland) 2009.

## **10. Consultation**

- 10.1** This project has been in the public domain for a number of years and has been consulted upon with the public at a number of stages, most recently in connection with the Council's own Planning Permission in Principle application which was submitted to Planning at the end of April 2020.
- 10.2** ExxonMobil carried out a number of public consultations when they were developing their planning application for their Remediation Strategy.
- 10.3** All necessary consultations with regulatory bodies have taken place as appropriate.
- 10.4** Discussions have been ongoing at each stage between the Council's Asset's Team and all third party landowners to keep them informed.

## **11. Strategic Assessment**

- 11.1** At its meeting on 25 October 2017, the Council agreed that its five main strategic priorities for 2017 - 2022 are as follows:
- A Strong local economy and improved employment opportunities.
  - Supported individuals, families and carers living independently and with dignity.
  - Meaningful community engagement with active empowered and informed citizens who feel safe and engaged.
  - Open, accountable and accessible local government.
  - Efficient and effective frontline services that improve the everyday lives of residents.
- 11.2** This report is directly related to and will underpin the Council's approach in the strategic priority;
- A Strong local economy and improved employment opportunities

**Jim McAloon**  
**Strategic Lead Regeneration**

**Date: 16 June 2020**

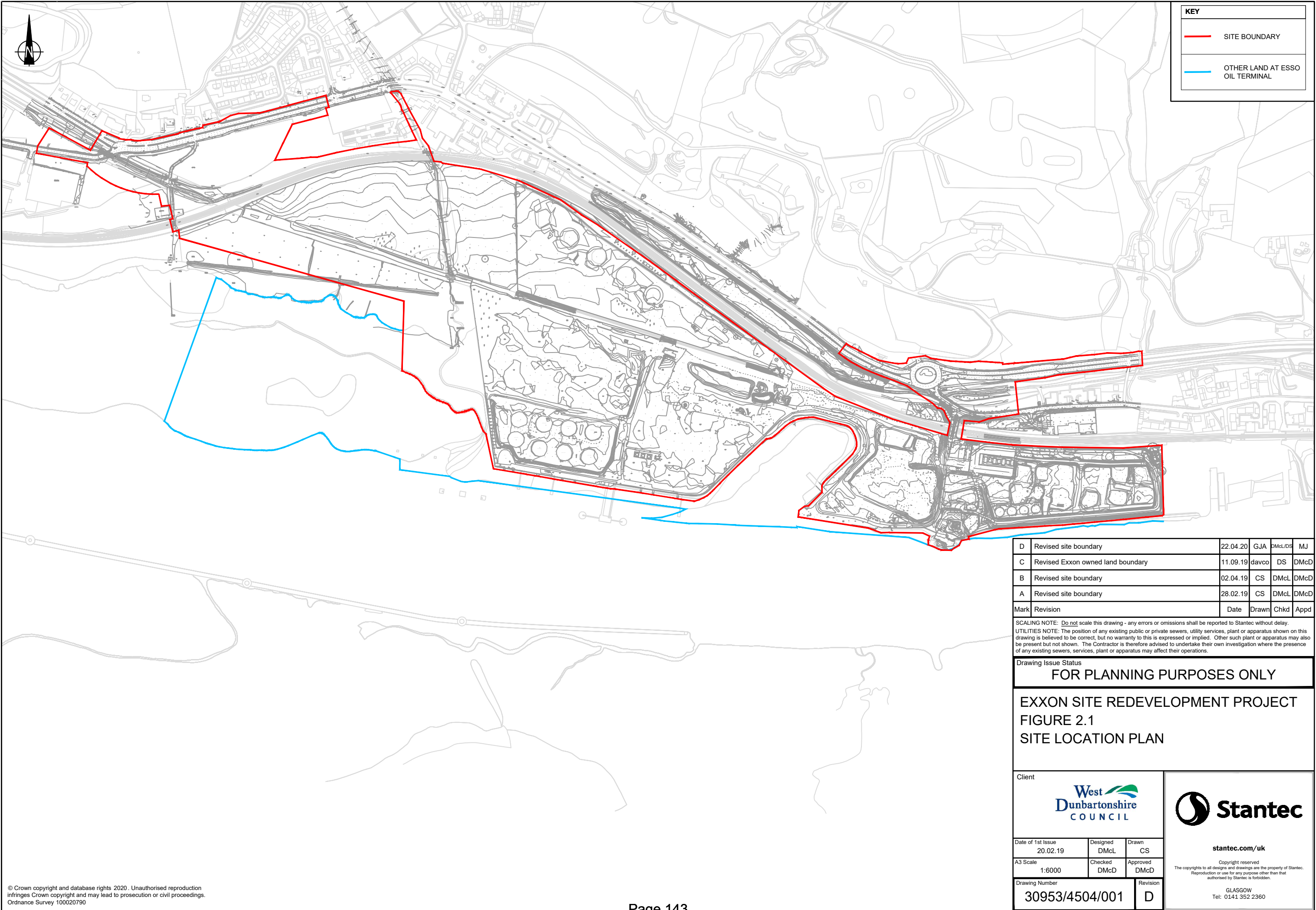
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Email: [jim.mcaloon@west-dunbarton.gov.uk](mailto:jim.mcaloon@west-dunbarton.gov.uk)

**Appendices:** Appendix 1 – Site Location Plan  
Appendix 2 – Site Masterplan  
Appendix 3 – EIA Environmental Statement

**Background Papers:** Glasgow City Region City Deal - Council updates on the following dates: 26 February 2020, 30 October 2019, 28 August 2019, 29 May 2019, 14 February 2019, 29 August 2018, 27 June 2018, 31 May 2018, 5 March 2018, 20 December 2017, 25 October 2017, 30 August 2017, 28 June 2017, 26 April 2017, 21 December 2016, 26 October 2016, 31 August 2016, 29 June 2016, 27 April 2016, 24 February 2016.  
Glasgow City Region City Deal - Exxon Site Refreshed Outline Business Case 28 Nov 2018  
Glasgow City Region City Deal - Update and Exxon Site Outline Business Case 22 Feb 2017  
Clyde Valley City Deal - Update and Strategic Business Case- Council 24 June 2015  
Clyde Valley City Deal Update - Council 16 December 2015  
Clyde Valley City Deal Update - Council 25 August 2015  
Appointment of Strategic Services to Support West Dunbartonshire Council's City Deal Project- IRED 18 March 2015  
Clyde Valley City Deal- Governance- Council 17 December 2014  
Glasgow City Region City Deal- Council 13 August 2014  
“City Deal Initiative” Clyde Valley Investment Fund- Council 30 April 2014 (Memorandum of Understanding)  
Clyde Valley Community Planning Partnership – City Deal Initiative – Council 28 August 2013  
Equalities Impact Assessment November 2018  
Environmental Impact Assessment - [DC20/088 – Planning Application – Documents](#)

**Wards Affected:** All









<a href="#">Environmental Statement: Non-Technical Summary Pt1</a>	40 pages
<a href="#">Environmental Statement: Non-Technical Summary Pt2</a>	3 pages
<a href="#">Environmental Statement: Volume 1 - Main Text</a>	307 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 1 - Cover Sheet, Introduction &amp; Pen Profiles)</a>	8 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 2 - Site &amp; Surrounding Area)</a>	4 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 3 - The Proposed Development)</a>	6 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 4 - Assessment Methods)</a>	105 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 5 - Legislative &amp; Policy Context)</a>	1 page
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 6 - Ground Conditions)</a>	1022 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 7 - Hydro)</a>	283 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 8 - Ecology)</a>	392 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 9 - Traffic &amp; Transport)</a>	252 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 10 - Air Quality)</a>	14 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 11 - Noise &amp; Vibration)</a>	29 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 12 - Landscape &amp; Visual)</a>	74 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 13 - Archaeology &amp; Cultural Heritage)</a>	72 pages
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 14 - Impact Iterations)</a>	1 page
<a href="#">Environmental Statement: Volume 2 - Technical Appendices (Appendix 15 - Schedule of Mitigation and Monitoring)</a>	1 page