

Agenda



West Dunbartonshire Council

Date: Wednesday, 20 December 2023

Time: 16:00

Format: Hybrid meeting

Contact: Carol-Ann Burns, Senior Democratic Services Officer
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Dear Member

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

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

The business is shown on the attached agenda.

Yours faithfully

PETER HESSETT

Chief Executive

Distribution:-

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

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

Chief Executive
Chief Officers

Date of issue: 7 December 2023

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WEST DUNBARTONSHIRE COUNCIL

WEDNESDAY, 20 DECEMBER 2023

AGENDA

1 STATEMENT BY CHAIR

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 RECORDING OF VOTES

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

5 MINUTE OF PREVIOUS MEETINGS

Submit for approval, as correct records, the undernoted Minutes of Meetings of West Dunbartonshire Council:-

(a)	25 October 2023 – ordinary meeting;	9 – 13
(b)	8 November 2023 – requisitioned meeting; and	15 – 17
(c)	29 November 2023 – requisitioned meeting.	19 – 21

6 INVERCLYDE COUNCIL AND WEST DUNBARTONSHIRE COUNCIL SHARED SERVICES JOINT COMMITTEE 23 – 31

(a) Report by Chief Officer – Regulatory and Regeneration

Submit report by the Chief Officer – Regulatory and Regeneration in relation to the future of shared services arrangements between Inverclyde Council and West Dunbartonshire Council and seeking endorsement of the decision of the Shared Services Joint Committee taken on 23 November 2023 to wind up the joint committee and to pursue a different model of joint working.

(b)/

(b) Minutes of Meeting

Submit for information, and where necessary ratification, the Minutes of Meeting of the Shared Services Joint Committee held on 23 November 2023.

7 OPEN FORUM

The following Open Forum questions have been submitted:-

(a) Question from Drew McEoghainn

On WDC's recent cuts consultation, why wasn't there an option for people to tick that they wanted a needs based budget?

(b) Question from David Smith, UNISON

Should West Dunbartonshire elected councillors set a NO CUTS budget, what would happen?

(c) Questions from Cara Thom

(i) Scottish Library and Information Council (SLIC) - have published information on Data Poverty and Digital exclusion. They state that reliance on digital increased exponentially during significant national lockdowns and libraries are at the centre of the collaborative effort to ensure no one is left behind in the new digital landscape as envisioned in A Changing Nation: How Scotland will Thrive in a Digital World (2021).

1 in 7 people across Scotland experience data poverty, rising to 1 in 4 in lower income households. 1 in 5 of those experiencing data poverty depended on libraries for access pre-pandemic.

Public libraries will continue to offer vital access and ongoing digital support that embrace both the challenges and the opportunities that the digital world presents. Balloch Library was heralded as the best equipped computer suite offering free Wi-Fi outside Glasgow following the £100,000 investment made to the library in 2017.

My question is: - Please explain to the community why, in this area of high deprivation, the Council has made the decision to increase Data Poverty and Digital Exclusion by reducing the number of computers available at Balloch Library, once heralded as the best equipped Computer suite outside Glasgow, from 8 to 3?

(ii) At present, Balloch Library has a footprint of 270 square metres, but the plans for Balloch School Campus show that the new library will be roughly 50 square metres (not including toilets) formed from the head teacher's office, part of the nursery teachers' staffroom and the printer room, all of which are necessary to the running of the school/nursery.

With a reduction of around 80%, this is a tiny amount of space, totally inadequate for a library. We refer to your public service provision policy and say that the council need to demonstrate that such a percentage decrease is justifiable.

We believe that there will be a limit to the number of people who can be in the new library space at the same time, which will affect critical community services, like Bookbug, which is not just for a child's early year's development, but social interaction for children and caregivers.

My question is:-Regarding Policy PS 1 - Public Service Provision Section 11.4, do you have data on the number of library users and when they attend?

(iii) The letter from the Council in October told parents that all renovations would be completed by the beginning of 2024. They were told the library will open early that year.

We the community are very worried about the risk to both children and library users. Our concerns include the following: Scottish Government policy gives guidance on the purpose of Spare Capacity within a School.

It is there NOT for the purpose of establishing a public facility like a library within a school estate. It is there to ensure that a school has the capacity to fulfil future rises in population, e.g., new housing like the flats being built on the grounds of The Stables Restaurant.

The Chief Officer: Citizen, Culture and Facilities quoted Balloch Primary school at the council meeting on the 8 November as operating at 69% capacity. The current number of pupils in Balloch Primary is 301. This equates to an 81% capacity.

My question is: - Can you please investigate, and re-assess, the Chief Officer: Citizen, Culture and Facilities' figure of 69% which we believe is based on data from the previous school year and is now out-of-date.

8	CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2022-23	33 – 84
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Submit report by the Head of Children's Health, Care and Justice Services, (Chief Social Work Officer) providing the Chief Social Work Officer (CSWO) Annual Report for 2022-23 which provides information on the statutory work undertaken on the Council's behalf, including a summary of governance arrangements, service delivery, resources and workforce.

- 9 REVIEW OF POLLING DISTRICTS AND POLLING PLACES 2023 85 – 142**
- Submit report by the Chief Officer – Regulatory and Regeneration advising of the response to the consultation on the review of polling districts and polling places and seeking approval of the final polling scheme.
- 10 GLASGOW CITY REGION CITY DEAL UPDATE AND EXXON SITE PROJECT 143 – 147**
- Submit report by the Chief Officer – Regulatory and Regeneration seeking approval for the construction agreements with Balfour Beatty Civil Engineering Ltd and Network Rail for the Exxon site infrastructure project, and advising of the progress being made on delivering the projects, and the implementation of the Glasgow City Region programme.
- 11 FINANCIAL UPDATE 149 – 275**
- (a) Deputation – Cuts to Services**
- The Council is requested to consider whether or not it wishes to receive deputations from UNISON and EIS in connection with the above.
- (b) Report by Chief Officer – Resources**
- Submit report by the Chief Officer – Resources providing an update on the financial challenges facing the Council, the estimated 2024/25 – 2028/29 revenue budget gaps and presenting the first tranche of saving options for Members’ consideration to help the Council deliver a balanced 2024/25 budget.
- 12 GENERAL SERVICES BUDGETARY CONTROL REPORT TO 31 OCTOBER 2023 (PERIOD 7) 277 – 341**
- Submit report by the Chief Officer – Resources providing an update on the General Services revenue budget and the approved capital programme to 31 October 2023.
- 13 HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 OCTOBER 2023 (PERIOD 7) 343 – 362**
- Submit report by the Chief Officer – Resources providing members with an update on the financial performance to 31 October 2023 (Period 7) of the HRA revenue and capital budgets for 2023/24.

- 14 LONG TERM FINANCIAL STRATEGY 363 – 387**
- Submit report by the Chief Officer – Resources updating the Council's long term financial strategy which was last updated in October 2021.
- 15 TREASURY MANAGEMENT MID-YEAR REPORT 389 – 403**
2023/24
- Submit report by the Chief Officer – Resources providing Members with an update on Treasury Management to 30 September 2023.
- 16 TREASURY MANAGEMENT ANNUAL REPORT 405 – 419**
2022/23
- Submit report by the Chief Officer – Resources providing an update on Treasury Management during 2022/23.
- 17 NON-DOMESTIC RATES EMPTY PROPERTY 421 – 430**
RELIEF POLICY
- Submit report by the Chief Officer – Resources seeking approval of the amended West Dunbartonshire Council Non-Domestic Rates Empty Property Relief Policy.
- 18 EXTERNAL AUDIT REPORT: 'BEST VALUE THEMATIC 431 – 465**
WORK IN WEST DUNBARTONSHIRE COUNCIL 2022/23'
- Submit report by the Chief Executive advising of the outcome of the External Auditor's Best Value Thematic Review for 2022/23 and providing a summary of the key points arising.
- 19 WEST DUNBARTONSHIRE HSCP ANNUAL PERFORMANCE 467 – 551**
REPORT 2022/23
- Submit report by the Head of Strategy and Transformation, West Dunbartonshire Health and Social Care Partnership (HSCP) providing an overview of the HSCPs performance in planning and carrying out integrated functions, including a complaints management overview for the year 2022/23.

20 NOTICE OF MOTION

(a) Motion by Councillor Sophie Traynor – Adoption Leave Policy

Council recognises the importance of the role that adoptive parents play within West Dunbartonshire.

Very few of the children and young people being placed for adoption come from uncomplicated backgrounds. Local authorities have a duty to provide adequate support to adopters to ensure the best possible outcome for both the parents and the young people involved.

As a Council we should be leading the way on this and ensuring we are doing everything possible to make this easier for them.

Council notes that aspects of the current Adoption Leave Policy for employees is not sufficient enough for prospective adopters.

Therefore, Council requests that a report be brought forward to assess the options we can take to make it easier for West Dunbartonshire Council employees during the adoption process.

WEST DUNBARTONSHIRE COUNCIL

At a Hybrid Meeting of West Dunbartonshire Council held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 25 October 2023 at 4.04 p.m.

Present: Provost Douglas McAllister and Councillors Jim Bollan, Karen Murray Conaghan, Ian Dickson, Craig Edward*, Gurpreet Singh Johal, Daniel Lennie, Jonathan McColl, Michelle McGinty, June McKay, John Millar, Lawrence O'Neill, Lauren Oxley, Chris Pollock, Martin Rooney, Gordon Scanlan, Hazel Sorrell, Clare Steel and Sophie Traynor.

*Arrived later in the meeting.

Attending: Peter Hessett, Chief Executive; Alan Douglas, Chief Officer – Regulatory and Regeneration (Legal Officer); Laurence Slavin, Chief Officer – Resources and Section 95 Officer; Peter Barry, Chief Officer – Housing and Employability; Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Gail Macfarlane, Chief Officer – Roads and Neighbourhood; Victoria Rogers, Chief Officer – People and Technology; Laura Mason, Chief Officer – Education; Beth Culshaw, Chief Officer – Health & Social Care Partnership; Michelle Lynn, Assets Co-ordinator; Gillian McNamara, Economic Development Manager; George Hawthorn, Manager of Democratic and Registration Services; and Carol-Ann Burns, Senior Democratic Services Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Diane Docherty, James McElhill and David McBride.

Provost Douglas McAllister in the Chair

STATEMENT BY CHAIR

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

DECLARATIONS OF INTEREST

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

PROPOSED URGENT ITEM OF RELOCATION OF BALLOCH LIBRARY

The Provost advised that he had received a request from Councillor McColl for the Council to consider an urgent item of business on the proposed relocation of Balloch Library. The Provost advised that, in accordance with Standing Order 8, he was not of the opinion that the item was urgent and therefore did not agree to it being considered.

RECORDING OF VOTES

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of West Dunbartonshire Council held on 30 August 2023 were submitted and approved as a correct record.

OPEN FORUM

The Council noted that no open forum questions had been submitted by members of the public.

GLASGOW CITY REGION CITY DEAL - UPDATE

A report was submitted by the Chief Officer – Regulatory and Regeneration providing information on the progress with the implementation of the Glasgow City Region City Deal.

After discussion and having heard the Economic Development Manager in further explanation and in answer to Members' questions, the Council agreed to note the progress of the Glasgow City Region programme.

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

WEST DUNBARTONSHIRE COUNCIL ANNUAL PERFORMANCE REPORT 2022/23

A report was submitted by the Chief Officer – Citizen, Culture & Facilities presenting the West Dunbartonshire Council Annual Performance Report 2022/23 and supporting performance information.

After discussion and having heard the Chief Officer – Citizen, Culture & Facilities in further explanation and in answer to Members' questions, the Council agreed to note the annual report and performance information provided.

FINANCIAL UPDATE

A report was submitted by the Chief Officer – Resources providing an update on the financial challenges facing the Council and the estimated 2024/25 – 2028/29 revenue budget gaps.

After discussion and having heard the Chief Officer – Resources in further explanation and in answer to Members' questions, the Council agreed to note the updated position regarding projections for the Council's estimated revenue budget gaps in 2024/25-2028/29, in particular the updated mid-range 2024/25 budget gap of £17.274m.

HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 AUGUST 2023 (PERIOD 5)

A report was submitted by the Chief Officer – Resources providing an update on the financial performance to 31 August 2023 (Period 5) of the HRA revenue and capital budgets for 2023/24.

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

- (1) to note the revenue analysis which showed projected adverse variances of £2.309m; and
- (2) to note the net projected annual position in relation to the capital plan was highlighting an in-year adverse variance of £63.776m (51.1%) which was made up of re-profiling of £64.176m (51.4%) and overspend of £0.401m (0.3%) as detailed in Appendix 4 to the report.

GENERAL SERVICES BUDGETARY CONTROL REPORT TO 31 AUGUST 2023 (PERIOD 5)

A report was submitted by the Chief Officer – Resources providing an update on the General Services revenue budget and the approved capital programme to 31 August 2023.

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

- (1) to note a current projected annual adverse variance on the revenue account of £2.295m (0.9% of total budget); and

- (2) to note that projected expenditure on the capital account was lower than the 2023/24 budget by £8.857m (9.48% of budget), made up of £8.868m (9.49% of budget) of project re-profiling, and an in-year overspend of £0.011m (-0.01% of budget).

BUDGET CONVERSATIONS RESULTS

A report was submitted by the Chief Officer – Citizen, Culture & Facilities providing an overview of the key results and feedback from the recent budget prioritisation 2024/25 engagement.

After discussion and having heard the Chief Officer – Citizen, Culture & Facilities in further explanation and in answer to Members' questions, the Council agreed to note the results and feedback from early citizen consultation on broad service areas and delivery priorities as part of the 2024/25 budget setting process.

REVIEW OF INTEGRATION SCHEME

A report was submitted by the Chief Officer – Health & Social Care Partnership providing an update on work ongoing to review the Integration Scheme between West Dunbartonshire Council and NHS Greater Glasgow and Clyde, and presenting a draft revised Integration Scheme for comment and approval to go out for consultation.

After discussion and having heard the Chief Executive in further explanation and in answer to Members' questions, the Council agreed:-

- (1) to note the content of this report;
- (2) to note the draft Integration Scheme;
- (3) to instruct officers to consult prescribed consultees in line with the Public Bodies (Joint Working) (Scotland) Act 2014; and
- (4) to instruct officers to report back to West Dunbartonshire Council at its meeting on 6 March 2024.

NOTICE OF MOTION

- (a) **Motion by Councillor Lawrence O'Neill – National Planning Framework 4 (NPF4)**

Councillor O'Neill moved:-

This Council is asked to note that:

National Planning Framework 4 (NPF4) gives broad support for a range of house types to meet all needs of the community which include bungalows or dwellings on ground floor level.

NPF4 does not however provide any detail on how this can be achieved or delivered and that this creates a difficulty as in planning legislation there is no distinction of house types with the exception of flats and houses.

Council acknowledges that this creates a real difficulty for council planning authorities to require developers to provide a range of house types through the planning process.

Council is aware of numerous observations particularly from elderly/disabled constituents as regards the shortage of bungalows on the housing market and near absence of such in new housing developments.

Council therefore agrees to request the Chief Executive to write to the Planning Minister requesting this deficiency is addressed through a change to planning legislation and regulations to allow planning authorities to require specific house types in considering planning applications or in the allocation of sites in Local Development Plans.

The motion was agreed by the Council.

The meeting closed at 5.39 p.m.

WEST DUNBARTONSHIRE COUNCIL

At a Hybrid Requisitioned Meeting of West Dunbartonshire Council held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 8 November 2023 at 6.06 p.m.

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

Attending: Peter Hissett, Chief Executive; Alan Douglas, Chief Officer – Regulatory and Regeneration (Legal Officer); Laurence Slavin, Chief Officer – Resources and Section 95 Officer; Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Laura Mason, Chief Officer – Education; Lauren Crooks, Strategic Communication, Culture & Performance Manager; Stephen Daly, Citizen & Digital Manager; George Hawthorn, Manager of Democratic and Registration Services; and Carol-Ann Burns, Senior Democratic Services Officer.

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

Provost Douglas McAllister in the Chair

STATEMENT BY CHAIR

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

DECLARATIONS OF INTEREST

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

RECORDING OF VOTES

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

REQUEST FOR DEPUTATION

The Provost advised that a late request had been received to hear a deputation from Cara Thom and Hannah Redford in relation to the item 'Opposition to Relocation of Balloch Library'.

Having heard the Provost, the Council agreed to suspend Standing Order 18 (b) and to hear the deputation.

The Provost invited the delegation, namely Cara Thom and Hannah Redford to come forward and address the Council. Ms Thom and Ms Redford were heard in relation to their concerns regarding the relocation of Balloch Library.

The Provost thanked Ms Thom and Ms Redford for their contributions and they then returned to the public gallery.

OPPOSITION TO RELOCATION OF BALLOCH LIBRARY

It was noted that in terms of Standing Order 3 (b) Councillors James Bollan, Karen Murray Conaghan, Ian Dickson, Jonathan McColl, Lauren Oxley, Chris Pollock, Gordon Scanlan and Sophie Traynor had submitted the following motion:-

We the undersigned request that a requisitioned meeting be called to debate the following motion:

Council agrees that savings option CCF02 will not be progressed, excepting the already underway adaptation of Dalmuir CE Centre to house Dalmuir library as per savings option CCF01, and subject to any decisions taken at IRED in advance of this requisitioned meeting.

All remaining libraries that would have been impacted will continue to operate in their present locations with no reduction in hours, capacity, facilities, or service provision.

The £50k revenue benefit targeted for 2023/24 from taking this savings option will be met from reserves.

Any future proposals to change these services must be subjected to public consultation before being presented to elected members.

Councillor McColl was heard in support from the motion which he moved.

After discussion and having heard the Chief Officer – Citizen, Culture and Facilities in further explanation and in answer to Members' questions, Councillor Lennie moved, as an amendment:-

This Council notes that the Scottish Government has failed in its responsibility to properly fund local government.

This deliberate underfunding has meant Local Government share of resources have reduced over time and this has resulted in year on year reductions to council services and jobs.

The Council is legally required to set a balanced budget but it is limited in what it can do to address the funding gap. Council can either increase its income, reduce its services or a bit of both.

It can also generate reserves but can only use these on a one-off basis. The effect of this is to push back a decision for a single year and this simply increases the subsequent year's budget gap.

Councillors will recall that last year we had a £21million funding gap, and our early budget actions helped reduce this to £14million in December, with further reductions taken at the budget meeting in March.

We plugged the budget gap with reserves that we had created last year, we carried forward £7million of the 2023 revenue deficit, and additional cost pressures over the year, have increased our funding gap to £17.2million.

Councillors don't want to reduce any services but we have a duty to set a balanced budget.

A number of Council services are statutory services and are largely protected. Therefore, each Chief Officer is required to provide savings proposals to help share the burden across our services.

Given, the above, the Council agrees to note the Motion but to continue to progress with the budget decisions agreed in March this year.

Councillor McGinty then seconded the amendment and Councillor Traynor seconded the motion.

On a roll call vote being taken 11 Members voted for the amendment, namely Provost McAllister and Councillors Johal, Lennie, McBride, McGinty, McKay, Millar, O'Neill, Rooney, Sorrell and Steel, and 7 Members voted for the motion, namely Councillors Bollan, Murray Conaghan, McColl, Oxley, Pollock, and Traynor. One Member abstained from voting, namely Councillor Edward. The amendment was accordingly declared carried.

The meeting closed at 7.45 p.m.

WEST DUNBARTONSHIRE COUNCIL

At a Hybrid Requisitioned Meeting of West Dunbartonshire Council held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 29 November 2023 at 6.04 p.m.

Present: Provost Douglas McAllister and Councillors Jim Bollan, Karen Murray Conaghan, Ian Dickson, Craig Edward, Gurpreet Singh Johal, Daniel Lennie, David McBride, Jonathan McColl, Michelle McGinty, June McKay, John Millar, Lawrence O'Neill, Lauren Oxley, Chris Pollock, Martin Rooney, Gordon Scanlan, Hazel Sorrell, Clare Steel and Sophie Traynor.

Attending: Alan Douglas, Chief Officer – Regulatory and Regeneration (Legal Officer); Laurence Slavin, Chief Officer – Resources and Section 95 Officer; Michelle Lynn, Assets Co-ordinator; George Hawthorn, Manager of Democratic and Registration Services; and Carol-Ann Burns, Senior Democratic Services Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Diane Docherty and James McElhill.

Provost Douglas McAllister in the Chair

STATEMENT BY CHAIR

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

DECLARATIONS OF INTEREST

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

RECORDING OF VOTES

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

ISRAEL-PALESTINE CONFLICT

It was noted that in terms of Standing Order No. 3(b) Councillors Diane Docherty, Jonathan McColl, Lauren Oxley, Chris Pollock, Gordon Scanlan and Sophie Traynor had submitted the following:-

We the undersigned request that a requisitioned meeting be called to debate the following motion:

West Dunbartonshire Council supports the United Nations Secretary General's calls for a ceasefire in Gaza.

West Dunbartonshire Council condemns in the strongest possible terms the atrocities committed by Hamas on, before and after October 7th.

However, there can be no justification for war crimes, the suffering of innocent Palestinian civilians every day due to hostile actions must stop.

Councillor Scanlan was heard in support of the motion which he moved.

The Council agreed the motion. Councillors Bollan and Edward requested that their abstention was recorded in respect of this item.

URGENT ITEM OF BUSINESS

It was noted in terms of Standing Order No. 8 Councillor Martin Rooney had submitted a motion relating to an urgent item of business for the Council to consider which had been accepted by Provost Douglas McAllister.

Motion by Councillor Martin Rooney – Israel-Gaza War Ceasefire

Councillor Rooney moved:-

West Dunbartonshire Council unequivocally condemns in the strongest possible terms Hamas's barbaric and unjustifiable terrorist attacks against Israeli citizens on 7 October 2023 and therefore:

- Demands the immediate and unconditional release of all hostages;
- Agrees that all human life is equal,
- Abhors the loss of innocent lives, and
- Affirms the right of all Israelis and Palestinians to live in peace and security;

The Council also agreed that:

- The killing of innocent civilians in Gaza, including women and children who have been besieged by Israeli forces, must stop;
- We associate ourselves with the United Nations Secretary-General's statements that there must be an immediate humanitarian ceasefire to allow

civilians to escape harm, for hostages to be released, for humanitarian aid to reach those in need, and affirming that international humanitarian law, including the Geneva Conventions, must be upheld;

- We reiterate our solidarity with Scotland's Jewish, Muslim, and Palestinian communities and condemns antisemitism, Islamophobia or any other form of hatred;
- We welcome the Scottish Government's contribution of £750,000 towards the United Nations Relief and Works Agency for Palestine Refugees in the Near East's flash appeal for Gaza, and the humanitarian assistance announced by the UK Government;
- We reaffirm that a credible, lasting and sustainable peace can only be based on the two-state solution through reinvigorated diplomatic and political efforts in the Middle East Peace Process, and agrees with many in the international community that all parties must agree to an immediate ceasefire.

Furthermore, the Council recognises that in order for any ceasefire to work, it requires all sides to comply.

- Council is horrified by Hamas statement that they would repeat the October 7th attacks and continue rocket fire;
- Council regrets that Benjamin Netanyahu has stated that he will not even consider a ceasefire;
- Council therefore calls on the international community to use every form of diplomacy to try and create the conditions on the ground to make a ceasefire a reality.

Finally West Dunbartonshire Council calls on the International Criminal Court to investigate the conduct of all parties in this conflict; and reaffirms our commitment to a lasting peace and a two state solution with the end of illegal occupation, siege, and settlements. In addition, the Council calls on the Chief Executive to write to the UK Government expressing our concerns and enclosing a copy of this motion.

The Council agreed the motion. Councillors Bollan and Edward requested that their abstention was recorded in respect of this item.

The meeting closed at 6.33 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer (Regeneration and Regulatory)

Council: 20 December 2023

Subject: Inverclyde Council and West Dunbartonshire Council Shared Services Joint Committee.

1. Purpose

- 1.1** To consider the future of shared services arrangements between Inverclyde Council and West Dunbartonshire Council and to endorse the decision of the Shared Services Joint Committee taken on 23 November 2023 to wind up the joint committee and to pursue a different model of joint working.

2. Recommendations

- 2.1** It is recommended that Council:

- i) Endorse the decision of the Shared Services Committee held on 23 November 2023 to:-
 - (a) approve the winding up of the Joint Committee;
 - (b) to note the continuation of shared Internal Audit services between West Dunbartonshire and Inverclyde Councils in the short to medium term, subject to a service level agreement;
 - (c) to note that wider discussions will continue with neighbouring Councils on possible options to create a more sustainable delivery model for Internal Audit services over the longer term.

3. Background

- 3.1** A shared service model was developed between East Dunbartonshire Council, West Dunbartonshire Council and Inverclyde Council in 2017 to share Roads and Transportation services. Over time, the remit was expanded to include Waste, Fleet, Grounds and Internal Audit.
- 3.2** East Dunbartonshire Council did not pursue participation in the shared service arrangements and formally withdrew from the Shared Services Committee in January 2022.
- 3.3** An independent evaluation of Shared Services was jointly commissioned in October 2022 by West Dunbartonshire Council and Inverclyde Council to consider the future of the shared service model.
- 3.4** The evaluation highlighted a number of positives, as well as a number of negatives, however concluded that the current model was unsustainable.

- 3.5** In relation to the delivery of Internal Audit services specifically, the evaluation highlighted that there are a number of different considerations and there are a number of examples in other Scottish local authorities where a shared service arrangement is understood to work well and recommended that consideration be given to moving to a Lead Authority Model.
- 3.6** At its meeting on 18 April 2023, the Joint Committee agreed to discontinue the joint approach in the Roads, Waste, Fleet, and Grounds areas of operation, whilst seeking a further report in respect of the Internal Audit service.

4. Main Issues

- 4.1** The Report to the Shared Services Joint Committee (Appended as Appendix 1) concluded that, for the reasons narrated therein) the Shared Services Committee ought to be wound up, interim arrangements be put in place for the delivery of Audit Services and a long term approach investigated between Inverclyde and West Dunbartonshire Councils, possibly with further participating authorities.
- 4.2** This report endorses that approach and seeks to ratify the decisions of the Joint Committee.
- 4.3** At the point of writing this report it is understood that Inverclyde Council will consider a similar report at its meeting on 7th December 2023.
- 4.4** As the dissolution of committees is a matter reserved to Council this report requires to be considered in addition to approval of the Shared Services Joint Committee Minute which accompanies the report.

5 People Implications

- 5.1** There are no immediate People Implications from the report. The Shared Services Manager Post will continue regardless of the governance arrangements , which will now be addressed through a Service Level Agreement between the authorities..

6. Financial Implications

- 6.1** There are no direct financial implications arising from this report..

7. Risk Analysis

- 7.1** The current legal agreements will need updated/amended after approval from the Joint Committee/Councils.
- 7.2** A service level agreement will need to be put in place for the continued shared service arrangement for Internal Audit Services between both Councils.

8. Equalities Impact Assessment

- 8.1** No EIA is necessary for a change in governance arrangements of this

nature.

9. Consultation

- 9.1** The Chief Officer: Resources was consulted on the preparation of this report.

10 Strategic Assessment

- 10.1** At its meeting on 26 October 2022, the Council agreed that one of its main strategic priorities for the Strategic Plan 2022 - 2027 is: Our Council is Inclusive and Adaptable. This report addresses this priority.

Alan Douglas

Chief Officer: Regulation and Regeneration

Date: December 2023

Person to Contact: Alan Douglas
alan.douglas@west-dunbaron.gov.uk

Appendix 1 - Report to the Shared Services Joint Committee taken on 23 November 2023.

Background Papers: Report to the Shared Services Joint Committee taken on 23 November 2023.

Wards Affected: All



Shared Services Joint Committee

Report by Alan Douglas, Chief Officer – Regulatory and Regeneration, West Dunbartonshire Council

Date of Meeting 23 November 2023

Subject: Shared Services Review

1. Purpose

- 1.1 The purpose of this report is to ask the Joint Committee to approve the winding up of the Committee given that only one employee remains in a shared arrangement and there are no current plans for further sharing between the two Councils.
- 1.2 The report also provides the Joint Committee with an update on the review of shared service arrangements for Internal Audit Services and to make recommendations in respect of future activity in this area.

2. Recommendations

- 2.1 It is recommended that the Joint Committee:
 - (a) to approve the winding up of the Joint Committee and remit to West Dunbartonshire Council and Inverclyde Council to ratify and agree the decision;
 - (b) to note the continuation of shared Internal Audit services between West Dunbartonshire and Inverclyde Councils in the short to medium term, subject to a service level agreement; and
 - (c) to note that wider discussions will continue with neighbouring Councils on possible options to create a more sustainable delivery model for Internal Audit services over the longer term.

3. Background

- 3.1 A shared service model was developed between East Dunbartonshire Council, West Dunbartonshire Council and Inverclyde Council in 2017 to share Roads and Transportation services. Over time, the remit was expanded to include Waste, Fleet, Grounds and Internal Audit.

- 3.2 East Dunbartonshire Council did not pursue participation in the shared service arrangements and formally withdrew from the Shared Services Committee in January 2022.
- 3.3 An independent evaluation of Shared Services was jointly commissioned in October 2022 by West Dunbartonshire Council and Inverclyde Council to consider the future of the shared service model.
- 3.4 The evaluation highlighted a number of positives, as well as a number of negatives, however concluded that the current model was unsustainable.
- 3.5 In relation to the delivery of Internal Audit services specifically, the evaluation highlighted that there are a number of different considerations and there are a number of examples in other Scottish local authorities where a shared service arrangement is understood to work well and recommended that consideration be given to moving to a Lead Authority Model.
- 3.6 At its meeting on 18 April 2023, the Joint Committee agreed to discontinue the joint approach in the Roads, Waste, Fleet, and Grounds areas of operation, whilst seeking a further report in respect of the Internal Audit service.

4 Main issues

- 4.1 The Shared Service arrangement between both Councils was a significant strategic decision, however Internal Audit remains the only aspect still operating since the discontinuation of the shared Roads, Waste, Fleet and Grounds areas of operation on 1 June 2023.
- 4.2 A review has now been undertaken by officers in relation to the delivery of Internal Audit Services across the two Councils which has identified that, in the longer term, there may be benefit in considering a delivery model for Internal Audit which incorporates wider shared services across multiple councils.
- 4.3 There is agreement between the two Councils to continue with the Shared Service Manager post for Internal Audit services in the short to medium term via a Service Level Agreement whilst engaging neighbouring councils on possible options to create a more sustainable delivery model for Internal Audit services over the longer term. Each Council would continue to have its own Audit Committee.

5. Implications

5.1 People

The concerns raised in the external consultant's report about the medium term sustainability of the shared management arrangement were considered as part of the review. This report highlights the need for a more sustainable solution in the short term for the Shared Service Manager post which can be managed through a Service Level Agreement and thereafter through continued engagement with neighbouring Councils on the creation of a more sustainable Internal Audit delivery model for the medium to longer term.

5.2 Financial and Procurement

There are no direct financial implications arising from this report.

6. Equalities Impact Assessment (EIA)

- 6.1 This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

<input type="checkbox"/>	YES – Assessed as relevant and an EqIA is required.
<input checked="" type="checkbox"/>	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

7. Environmental Sustainability

- 7.1 There are no environmental / climate change impacts which arise directly from this report.

Has a Strategic Environmental Assessment been carried out?

<input type="checkbox"/>	YES – Assessed as relevant and a Strategic Environmental Assessment is required.
<input checked="" type="checkbox"/>	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document, which is like to have significant environmental effects, if implemented.

8. Risk Analysis

- 8.1 The current legal agreements will need updated/amended after approval from the Joint Committee/Councils.
- 8.2 A service level agreement will need to be put in place for the continued shared service arrangement for Internal Audit Services between both Councils.

9. Consultation

- 9.1 None.

Alan Douglas

Chief Officer – Regulatory and Regeneration
West Dunbartonshire Council

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Alan Douglas
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Background papers: None

**WEST DUNBARTONSHIRE AND INVERCLYDE COUNCILS'
SHARED SERVICES JOINT COMMITTEE**

At a Hybrid Meeting of the Shared Services Joint Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Thursday, 23 November at 10.01 a.m.

Present: **West Dunbartonshire Council:**
Councillors, David McBride, Michelle McGinty and Martin Rooney.

Inverclyde Council
Councillors Graeme Brooks, Paul Cassidy, Christopher McCurley and Michael McCormick.

Attending: **West Dunbartonshire Council:**
Peter Hessett, Chief Executive; Alan Douglas, Chief Officer – Regulatory and Regeneration; Laurence Slavin, Chief Officer – Resources; Andi Priestman – Shared Service Manager – Audit and Fraud; Carol-Ann Burns, Senior Democratic Services Officer and Nicola Moorecroft, Committee Officer.

Inverclyde Council:
Louise Long, Chief Executive and Iain Strachan, Head of Legal, Democratic, Digital and Customer Services.

Apology: An apology for absence was intimated on behalf of Councillor Lawrence O'Neill.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Shared Services Joint Committee held on 18 April 2023 were submitted and approved as a correct record.

SHARED SERVICES REVIEW

A report was submitted by the Chief Officer – Regulatory and Regeneration, West Dunbartonshire Council seeking approval of the winding up of the Committee given that only one employee remains in a shared arrangement and there are no current plans for further sharing between the two Councils.

After discussion and having heard the Chief Executive, West Dunbartonshire Council in further explanation of the report and in answer to Members' questions, the Joint Committee agreed:-

- (1) to approve the winding up of the Joint Committee and remit to West Dunbartonshire Council and Inverclyde Council to ratify and agree the decision;
- (2) to note the continuation of shared Internal Audit services between West Dunbartonshire and Inverclyde Councils in the short to medium term, subject to a service level agreement; and
- (3) to note that wider discussions will continue with neighbouring Councils on possible options to create a more sustainable delivery model for Internal Audit services over the longer term.

The meeting closed at 10.05 a.m.

WEST DUNBARTONSHIRE COUNCIL**Report by the Chief Social Work Officer****Council: 20 December 2023**

Subject: Chief Social Work Officer Annual Report 2022-23**1. Purpose**

- 1.1** The purpose of this report is to provide the Council with the Chief Social Work Officer (CSWO) Annual Report for 2022-23 (Appendix 1) which provides information on the statutory work undertaken on the Council's behalf, including a summary of governance arrangements, service delivery, resources and workforce.

2. Recommendations

- 2.1** The Council is asked to approve the content of the Chief Social Work Officer Annual Report 2022-23 and approve its submission to the Office of the Chief Social Work Advisor to the Scottish Government.

3. Background

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

- 4.2** The report for 2023-22, makes significant reference to the work of teams across Children & Families, Adults, Older People and Justice Services. The report gives both performance information and highlights the extensive and varied contribution that social work makes to the lives of our most vulnerable citizens within West Dunbartonshire
- 4.4** Oversight arrangements, public protection activity and performance information is detailed as well as external scrutiny of those regulated services delivering statutory functions during 2022-23.
- 4.5** Referenced throughout the report is the ongoing position re staff shortages and vacancies which have been evident throughout 22/23 as is most acutely experienced in children's services. Workforce planning is crucial in supporting the development of local strategies in recruitment and retention of social work staff in a climate of national recruitment challenges.
- 4.6** As a profession based on building relationships to engage with children and adults and deliver rights-based services to individuals, families and carers towards better outcomes, our skilled workforce is key to any delivery model. The Social Work services workforce is diverse and includes Social Workers; Occupational Therapists; residential and day care staff; home care staff; Mental Health Officers; and people working with Children, Adults and Justice Services. Services are delivered by a skilled, dedicated workforce who require support, training and effective leadership to undertake complex and often challenging work.
- 4.6** This year, has seen services reset from a pandemic driven service response, with increased numbers of staff returning to the work place and buildings .
- 4.7** It is to the credit of the entire social work and social care workforce that vital services in West Dunbartonshire have continued throughout pandemic and beyond and is testament to the dedication, commitment and individual effort of each social worker, social care worker and manager in providing a continuity of service through these unprecedented times. Those with the greatest inequalities in life have been most impacted through the pandemic. Unfortunately the impact on citizens and communities is still not fully visible and increased need and demand is being seen in almost all service areas in a climate of significant budgetary pressure. that additional needs for families and individuals will be evident for some time to come.
- 4.8** The clarity of objective of service ambition to deliver earliest and preventative services to enable children and adults to live their best lives in community settings where possible is clear across all delivery areas. Challenges to this approach are perhaps seen most clearly in adult eligibility for service where demand significantly is in excess of service resource.

5. People Implications

- 5.1** The CSWO Annual Report refers to workforce planning and development which recognises activity to support staff wellbeing and ensure successful recruitment and retention.

- 5.2** The report highlights developments of key posts across social work services to support an on- going improvement agenda and identified priorities for the delivery of social work services.

6. Financial and Procurement Implications

- 6.1** There are no financial or procurement implications arising from the CSWO annual report, however the report highlights the financial implications upon the HSCP budget and the importance of spend that is compliant with procurement arrangements.
- 6.2** Budgetary oversight of services provided by the HSCP continues to be provided by the HSCP Board and senior officers continue to address these issues to meet statutory duties; the ongoing impact of the Covid-19 pandemic will undoubtedly continue to shape the budgetary and financial arrangements for HSCP services during 2021-22 and beyond.

7. Risk Analysis

- 7.1** Provision of statutory social work services requires appropriately qualified and skilled staff; analysis of activity and future demand is intended to inform future service planning to continue to meet statutory duties.

8. Equalities Impact Assessment (EIA)

- 8.1** There is no equalities impact as the report does not recommend a change to existing policy, function or strategy.

9. Environmental Sustainability

- 9.1** There are no implications for environmental sustainability.

10. Consultation

- 10.1** The CSWO Annual Report has been informed by information provided by managers across the HSCP; members of the HSCP Senior Management Team have also been consulted on the report content.

11. Strategic Assessment

- 11.1** Analysis of activity, resources and performance within the CSWO Annual Report provide assurance that the planning and delivery of social work services in West Dunbartonshire continue to reflect statutory requirements.
- 11.2** The report also demonstrates how services support the Council's strategic priorities and the HSCP Strategic Plan, working with local residents and communities to improve lives.

Lesley James
Head of Children's Health, Care and Justice
Chief Social Work Officer
23rd November 2023

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

Appendices: Chief Social Work Officer Annual Report 2022-23

Background Papers: None

Wards Affected: All



**West Dunbartonshire
Health and Social Care Partnership**

Chief Social Work Officer Annual Report

2022-2023

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

Introduction

It gives me great pleasure to present this annual report 2022/2023 as Chief Social Work Officer for West Dunbartonshire. The report presents an overview of social work and social care services within West Dunbartonshire and the statutory functions delivered during that period. The report sets out some of the challenges for social work and care services as well as highlighting the many achievements over the past year.

This report, and I personally want to recognise the commitment of our social work and social care workforce in providing services to many of our most vulnerable children, young people and adults in our communities, and at a time where budgetary pressures and workforce challenges are at arguably an unprecedented point in ensuring our capacity to sustain, deliver and improve on vital social work and care services to our citizens whose rights we uphold. . The workforce section in this report highlights some of the real challenges both in terms of capacity within the social work and care workforce almost without exception and our need for a clear local strategy aligned to the National workforce strategy is a key priority to ensure services are sustainable and of a quality we expect going forward.

In West Dunbartonshire our social work and care services are diverse, and this report does not attempt to cover every aspect. This report summarises practice activity, improvement and the strengthening of service user voices, and where necessary service redesign activity that is taking place. Services need to keep evolving and changing to best respond to the needs of our communities and we need to be outward facing in all that we do.

The challenging economic policy and societal pressures are directly related to increasing demand for social work and social care services and the requirement for other supports and services within our communities, requires solution focused, collaborative leadership due to increasing complexity of needs for those we serve.

This annual report allows us to take stock and consider in a challenging landscape what requires to be our priorities in supporting communities to reduce the need for social work intervention, and deliver earlier community based support to curtail escalating needs for children and adults who need community and service support.

This year has been challenging on many levels and the continued uncertainty of the future focused policy agenda of social work and care, its value and that of its workforce requires some certainty which leaders and professionals will continue to engage with through National consultation forums.

The nature of social work is often overlooked or misunderstood in the vital role we play in supporting children and adults whose complex needs requires support, with their voice at the heart of what this needs to look like. We need to continue our development of services moving away from the doing to and understand and consult on what makes a difference and invest in our services in relation to being able to measure and evaluate the impact.

As Chief Social Worker I have in my report referred to social work and social care separately as they are two very different activities. Care is the support and help you will receive to meet your care needs and 'social work is a practice based discipline that promotes social change and development, social cohesion, and the empowerment and liberation of people' (Global definition of Social Work 2014). Often the two are conflated and we need to have a shared understanding of what the profession delivers to making a difference to individuals and the communities we serve in West Dunbartonshire.

Social Work operates across a range of partnerships across Health and social care and Community Planning. The importance of that role is significant in making a difference to the citizens of West Dunbartonshire. All that social work delivers needs to be viewed in an integrated context, services are not stand alone and partnership working is key to delivering improved outcomes.

Despite the increasing challenges the context and future uncertainty our social work and care, our workforce including careers are our greatest asset and the commitment and dedication of our social work and social cares workforce cannot be overstated.

Put simply due to their commitment to people at a time of crisis, failing health trauma or family breakdown is a daily reality and is making a real difference in people's lives.

Governance, accountability, and Statutory Functions

1.1 Role of the Chief Social Work Officer:-

1. There is a statutory requirement for all Local Authorities to appoint a professionally qualified Chief Social Work Officer (CSWO) who is registered with the Scottish Social Service Council (SSSC). This regulation is set out in Section 45 of the Local Government (Scotland) Act 1994. The overall role of the CSWO is focused on the provision of effective professional advice and guidance to Local Authorities, Integration Joint Boards, Elected Members and Officers in the provision of Social Work services whether directly provided or commissioned.
2. The CSWO has responsibility for overall performance improvement and the identification and management of corporate risk in so far as these relate to Social Work services. The CSWO provides professional governance, leadership and accountability for the delivery of Social Work and Social Care services whether directly provided or delivered by the private or voluntary sector on behalf of the Local Authority.
3. The role assists the Council and the Integration Joint Board to understand the responsibilities and the complexities involved in the delivery of Social Work services. The CSWO is required to ensure that all social services workers meet the requirements of the SSSC Codes of Practice.
4. The role of the CSWO is to provide professional governance, leadership and accountability for the delivery of Social Work and Social Care services, not only those provided directly by the HSCP but also those commissioned or purchased from the voluntary and private sector. Social Work services are delivered within a framework of statutory duties and powers and are required to meet national

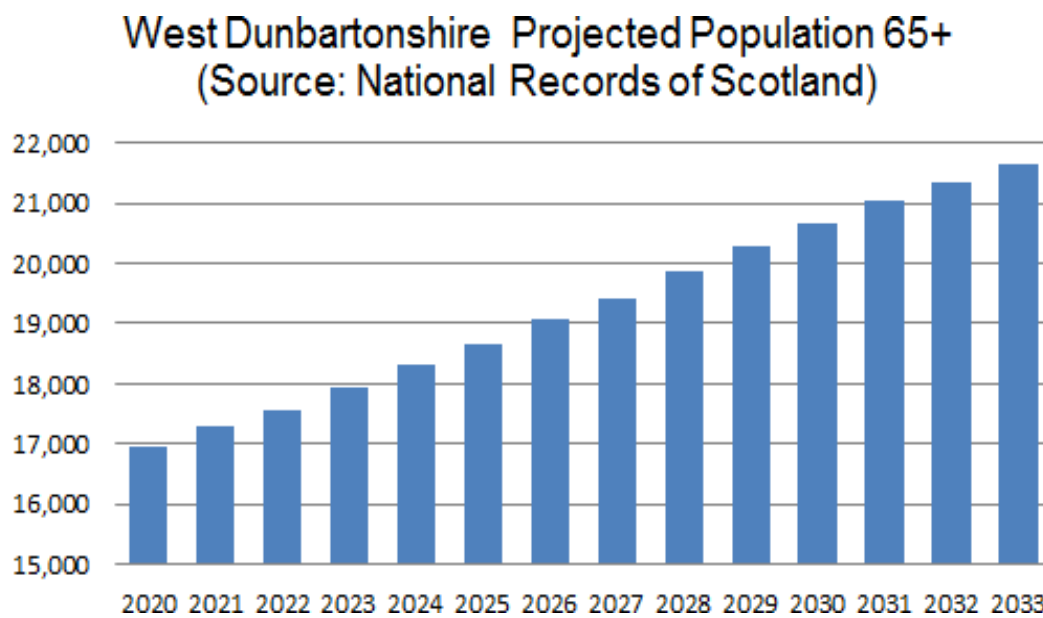
standards and provide best value.

5. West Dunbartonshire Council has resolved that the Chief Social Work Officer role is held by the Head of Children's Health, Care and Justice reporting to both the Chief Officer of the HSCP and the Chief Executive.
6. The Chief Social Work Officer is a 'proper officer' of the Council in relation to social work functions and is a member of the Senior Management Team within the HSCP and a non-voting member of the Health and Social Care Partnership (HSCP) Board.
7. The CSWO role was established to ensure the provision of appropriate professional advice in the discharge of a Local Authority's statutory functions as they relate to Social Work services. The CSWO fulfils the functions of both Council and the Health & Social Care Partnership.
8. The CSWO assists the Local Authority, Integration Joint Board and their partners to understand the complexities and cross-cutting nature of Social Work delivery – particularly in relation to issues such as:-
 - Corporate parenting and implementation of The Promise
 - Child protection;
 - Adult protection;
 - The management of high-risk offenders.
 - Workforce development, professional and practice standards
9. The role also contributes to supporting overall performance improvement, management of corporate risk and a wide range of national and local outcomes.
10. Within the structure of HSCP focus on preventative and participative service approaches to improve the outcomes of those who use services is built in to the 2023-2026 strategy. The delegated functions are as follows;
 - Adult and Older People's services across all disciplines within integrated community teams;
 - Children and Young People's services across all disciplines and in partnership with Education Services.
 - Justice Social Work;
 - Community Mental Health, Learning Disability and Addictions services within integrated community teams and inpatient services.

1.2 Population profile

1. In 2021, the population of West Dunbartonshire was 87,790 (National Records for Scotland, 2022). This is a decrease of 0.6% from 88,340 in 2020. Over the same period, the population of Scotland increased by 0.25%. The population of West Dunbartonshire accounts for 1.6% of the total population of Scotland.
2. The number of births in West Dunbartonshire in 2022 was 852 which was significantly higher than the low numbers in 2020 and 2021 of 771 and 769 respectively and in contrast with a decrease of 1.7% in births in Scotland on 2021 figures. In West Dunbartonshire, 17.4% of the population are aged 0-15, slightly higher than Scotland (16.6%), and 9.7% of the population are aged 16-24, which is smaller than Scotland (10.2%). In terms of overall size, the 45 to 64 age group remains the largest age in 2020, with a population of 25,220 (28.7%).

3. People aged 65 and over make up 19.5% of West Dunbartonshire's population, which is similar to the Scottish population. Currently West Dunbartonshire ranks the third most deprived area in Scotland (equal with North Ayrshire) with 40% of data zones being among the 20% most deprived areas of Scotland. Only Inverclyde (45%) and Glasgow City (44%) have higher deprivation (Scottish Government, 2020¹).



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

1.3 CSWO and Partnership Arrangements

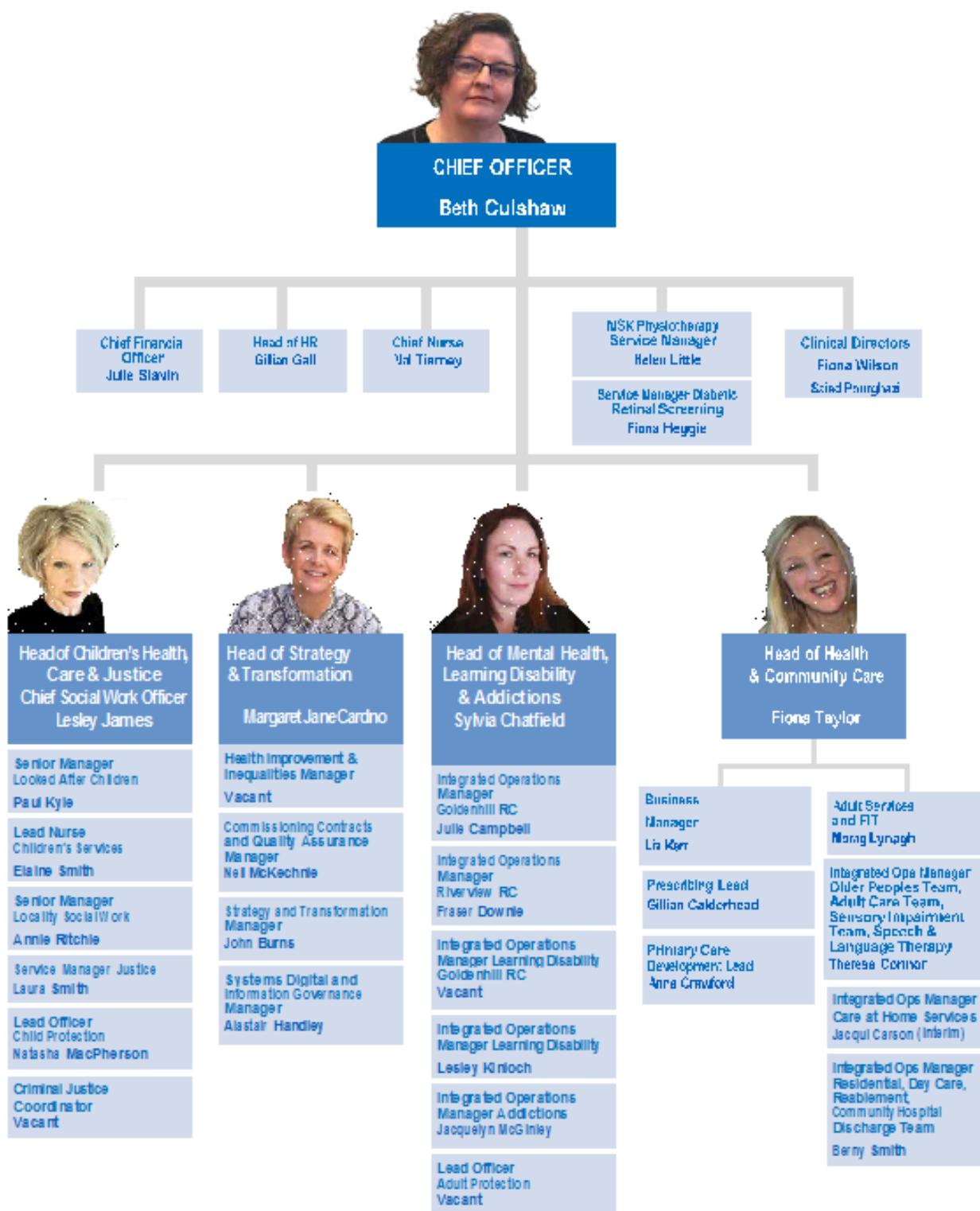
1. The Chief Social Work Officer provides a leadership role in a range of groups and forums to ensure the proper delivery of social work functions. These include the NURTURE Delivery Improvement Group (DIG) which delivers the statutory requirement of a Children's Service plan as part of West Dunbartonshire Community Planning Partnership, as well as the Public Protection Chief Officer Group (PPCOG), Child protection Committee, Adult Support and Protection Committee, Community Justice Planning Partnership the HSCP Board, HSCP Audit & Performance Committee and Clinical & Care Governance, (CCG) with a newly developed Social Work and Care sub group chaired by the CSWO.
2. These arrangements support work with a range of key partners including the Council, NHS Greater Glasgow & Clyde, third sector, Police and Scottish Children's Reporter Administration to ensure that services are developed and provided across West Dunbartonshire that reflect local and national strategic priorities. The CSWO is a non-voting member of the HSCP Board.

3. Development Sessions with PPCOG, have taken place over the past 12 months to strengthen partnership working and collaborative leadership, develop the use of partnership data, and reviewed reporting arrangements. In addition Scottish Government colleagues have supported two workshops in relation to child and adult protection with focus on the role and function of PPCOG.

1.4 Directions

1. In September 2020 the West Dunbartonshire HSCP Board approved a new Directions Policy to ensure compliance with the practice set out in statutory guidance, strengthening performance monitoring, accountability, quality and sustainability of services. This Policy was implemented on the 30 September 2020.
2. Directions are the legal basis on which the Local Authority and Health Board deliver services that are under the control of the HSCP Board. As a legal requirement, the use of Directions is not optional for IJBs, Health Boards or Local Authorities.
3. Progress continues to be made in respect of the use and implementation of Directions and the HSCP Senior Management Team continue to work closely with West Dunbartonshire Council, in streamlining the process of recruitment to vacancies which are the subject of Directions.
4. Currently all new posts or those pertaining to service restructures, whether or not they are part of a Direction, are considered by the local authorities Strategic Service Review Panel given the significant budgetary pressures. Exceptions have been agreed for all social worker and social work assistant vacancies to support the ongoing recruitment challenges across the sector.

1.5 West Dunbartonshire HSCP Structure



1.6 Programme Management Office (PMO)

1. West Dunbartonshire HSCP have implemented a Programme Management Office (PMO) approach to bring structure and governance to change projects across the partnership. The PMO Board meets monthly to review updates from individual projects and provide guidance and direction where required. The PMO board will agree on which projects should be brought forward for updates and define timescales for reporting to be submitted.
2. The PMO board is chaired by the Head of Strategy and Transformation, with board membership made up of representatives from the HSCP Senior Management Team (SMT) and Systems, Digital & Information Governance Manager.
3. The PMO approach uses standard documentation to support projects from the earliest stages. Each new project requires the development of a Project Initiation Document (PID) which will include the Business Case for the project. This document would be submitted and approved at PMO Board. Highlight Reports are completed for board updates, with End of Project reporting in place for project closure.
4. Active change projects which are driving improvements in relation to social work and care services include a redesign of Home care services in West Dunbartonshire which has yet to be completed and is currently engaging staff and Trade union colleagues in the design process.
5. A self -directed support project has been actively seeking to further embed the approach in service delivery with principles of choice, control and' good conversations aligned to outcomes at the heart of services.
6. In children's services a re-design of the current duty system has been in development since January 2023 to ensure improved response times and a dedicated focus on new referrals of concerns aligned to 2021 Child Protection Guidance and local implementation of the Scottish Child Interview Model in partnership with Police Scotland Colleagues in May 2023.
7. The launch and implementation of a My assessment and Plan tool in children's services was implemented between March and June 2023 and the evaluation of the implementation reports directly to the PMO.
8. The PMO provides a level of scrutiny and consistency to change projects across the HSCP, ensuring Project Managers are given appropriate support where required and allowing SMT to have a detailed overview of all active change projects. It also provides an appropriate governance stage for starting up and closing down projects.

1.7 Systems Change Board

1. Following on from the introduction of the PMO Board, a Systems Change Board will be introduced to improve governance around significant changes to systems. This Board will have representatives from SMT, as well as the Systems, Digital & Information Governance Manager, Information Lead and Information Systems Lead.
2. The Systems Change Board will allow system changes from individual teams and services to be documented, discussed and agreed to ensure changes are appropriate to support service redesign and ensure systems meet user requirements.

1.8 Strategy & Transformation Recruitment

1. Recruitment of a Systems, Digital & Information Governance Manager within the Strategy & Transformation Service has increased capacity within the service and allowed focus on systems and the improved use of data within HSCP and specifically social work and care services
2. Progress is being made on key roles within the team. Recruitment is underway for a Digital Business Lead role which will enable and support digital transformation, and a Project Manager to focus on Digital Telecare, supporting our telecare users through the analogue to digital switchover, implementing a shared digital alarm receiving system and establishing how new digital technologies can be used to support people in their own homes.

1.9 Management Information

1. Areas of improvements in provision of management information to teams and services have been identified, with developments underway to ensure provision of robust trend and performance data to enable services to monitor and provide effective and efficient services. Where possible automated reports will be utilised to share information with Senior Managers on a regular basis.
2. Creation of management information reporting will be aligned with existing requirements for reporting and statutory returns, to reduce duplication and ensure focus on data quality and consistent areas of focus.
3. Development of systems and reporting to produce data required to support the initial submission of the phase 1 Adult Protection Minimum Dataset, with alignment of the reporting for the new dataset aligned to reporting for the Adult Protection Committee. As the Adult Protection Minimum Dataset continues to develop through further phases, similar exercises will take place to ensure systems and reporting support the submission.
4. This year has seen improved alignment of data reporting of Social Work and Care aligned to scrutiny by Clinical and Care Governance by the CSWO and Heads of Service. The terms of reference for Clinical Care Governance has been updated to reflect enhanced scrutiny arrangement of both commissioned and West Dunbartonshire regulated services, including service user complaints and care inspectorate notifications.
5. West Dunbartonshire Council are currently rolling out Microsoft 365 across all users. As additional apps such as Power BI become available bringing new functionality, these apps will be evaluated and their use rolled out within HSCP to improve management information reporting including potential for dashboard type functionality to support managers and services.
6. The Information Team is working with West Dunbartonshire Council colleagues to explore opportunities for Robotic Process Automation (RPA) to reduce manual and duplicate processes, and to improve data quality by introducing automation to identify and resolve issues. The use of automation could bring significant benefits in simplifying processes, reducing duplication and improving overall quality of information held across HSCP systems.

2.0 Strategic Plan 2023-2026

1. To support the implementation of the new Strategic Plan – Improving Lives Together 2023 – 2026, informal SMT sessions were held to review Performance Monitoring Arrangements for monitoring and reporting on performance against the National Health and Wellbeing Outcomes, National Outcomes for Children and Young People, National Outcomes for Community Justice and Core Integration Indicators developed by the Scottish Government. Updated targets for 2023/2024 were discussed and agreed and will be utilised in HSCP performance reporting moving forward.
2. A single delivery plan now sits under the strategic plan with priorities for implementation and improvement activity aligned to the strategic priorities.

Service Quality and Performance

2.1 Performance and Improvement at a Glance 2022/23

Appointment of a Self- Directed Support (SDS) Lead in June 2022 to drive forward improvement work.

Update and release of an SDS ilearn module in October 2022.

Twice weekly SDS Clinics for one to one coaching around any aspect of SDS.

10,386 hours of homecare delivered to 1,416 West Dunbartonshire residents as at March 2023 to support them to live as independently as possible in their own homes.

Introduction of a new Adult Carer Assessment and Support Plan, eligibility criteria for adult carers and new process for how to newly identify adult carers can access different support.

£50,000 allocated by the HSCP to Carers of West Dunbartonshire to be accessed by carers for Short Breaks via Carers of West Dunbartonshire's Out the Blue Service.

827 Justice Social Work Reports completed, an increase of 4% on 2021/22.

84.2% of people with a Community Payback Order attending an induction session within 5 working days of sentence.

15 individuals supported by a new Bail Assessment and Supervision Service which commenced at Dumbarton Sheriff Court in September 2022.

Diversion services provided to 37 people who had not been convicted of an offence, supporting them not to become further entrenched in the justice system.

Close working between Justice and Housing Services to ensure short stay accommodation is identified for individuals prior to release and support then provided to access a permanent tenancy.

Enhancement of unpaid work services by ensuring that tasks are meaningful to communities and provide learning opportunities for service users, including improving the environment and supporting charitable and voluntary organisations.

58 people participated in a Resilience Hub online meeting themed on 'Developing your Trauma- informed Practice' showcasing the range of free training resources available from the National Trauma Training Programme as well as how some local teams within Education and Blairvadach Children's House have put this into practice.

40 leaders attending the national Scottish Trauma- informed Leadership Training.

1,280 people in total have now seen the Trauma informed Resilience film with the latest viewers being foster carers, kinship carers and adoptive parents in March 2023.

Development and introduction of an HSCP Adult Support and Protection Duty system and Area Resource Group.

Mental Health Social Workers have ensured all clients have an established review date using principles of self-directed support to ensure all care packages meet the eligibility criteria for adult social care services.

Conversion rate of 83% in January- March 2023 for the proportion of children where the Child Protection Case Conference decision is to add the child to the Child Protection Register. This Conversion Rate is a good indicator of the effectiveness of our processes and decision- making. The rate was 65% in the same period in 2022.

More effective collection of Inter-Agency Referral Discussion data identified through scrutiny and Police Scotland data now being shared with the HSCP.

Revised model of initial response of 'duty' service has been developed by Children's Services, benchmarked against current services uptake of new referrals to the service.

Work undertaken with the Scottish Children's Reporters Administration to Support better management of the high volume of report requests, specifically developing a triage process to support decision making.

88.7% of looked after children being looked after in the community helping them maintain relationships and community links.

86.2% of children from a black or minority ethnic community who are looked after, are looked after in the community.

The Promise Lead Officer recruited in May 2022. Engagement sessions reached over 300 people.

Viewpoint relaunched in July 2022 with over 70 Social Workers attending training.

Free training provided by Each and Every Child to over 80 multi-agency staff offering support around language and care experience to reduce stigma.

130 young people supported by the Throughcare and Aftercare team during 2022/2023. New ways of supporting unaccompanied asylum seeking children developed including a housing supported model and working directly with the Home Office to ensure identified children who will be travelling to Scotland as part of the National Transfer Scheme are fully supported with this transition.

Leadership training for equality and inclusion and a session on the Fairer Scotland Duty from the Improvement Service provided to the HSCP's extended management team.

Addiction Services piloted a project on same day medication assisted treatment in Clydebank. Changes made to the service via the pilot led to an 85% reduction in service access delays and a 65% increase in the number of people accessing treatment in Clydebank.

Additional funding provided to a third sector partner addiction service to support in the delivery of a family support service.

Development of a Recovery Community and Lived and Living Experience Panel.

Whole System Approach to Rights-Based, REACH advocacy workshop delivered to over 300 individuals within statutory and not statutory services as well as community members.

Recruitment of 2 dedicated advocacy workers for Addiction Services.

Recognition of sector leading support to the rights and wellbeing of our children and young people in West Dunbartonshire's Blairvadach Children's House.

In May 2023 the new Supervision Policy for Social Work and care staff was approved to support reflective supervision and essential support to staff supported by training for managers.

Children Young People and their Families

2.2 External scrutiny

1. West Dunbartonshire Community Planning Partnership was subject an Inspection of Services for Children at Risk of Harm between October 2021 and March 2023. The Joint Inspection was led by the Care Inspectorate and included scrutiny partners drawn from Healthcare Improvement Scotland, Education Scotland and HM Inspectorate of Constabulary. The active period of phase 1 and 2 of the inspection process ran from October 2021 until March 2023 and gathered evidence drawn from a range of sources across a 2 year period.
2. The Children's Services Partnership engaged in an agreed programme of improvement activity supported by the Joint Inspection Team during a period of ongoing monitoring and prior to the commencement date. The interim report on phases 1 and 2 was published on 24 May 2022 and highlighted areas for improvement.
3. Children's social work services and partners engaged in 'supported improvement' activity with the Joint Inspection Team during the third phase of inspection of ongoing monitoring and evaluation between May 2022 and February 2023.

4. As part of the improvement support the Joint Inspection Team developed and delivered series of 9 workshops on the following topics –
 - multi-agency record reading;
 - Inter-agency Referral Discussions;
 - using data; self-evaluation;
 - involvement of children and young people;
 - quality assurance;
 - Leadership relating to Quality Indicators and self-evaluation and collaboration.
5. In April 2023 the Partnership received a letter outlining the outcome from the further period of monitoring and evaluation. The letter contains a number of areas for continuing focus and improvement. Both the interim report and the letter are published on the Care Inspectorate website and together form the outcome and next steps arising from the self-evaluation and inspection process.
6. The outcome letter acknowledges the “...considerable effort...” of the Partnership to address the findings arising from the joint inspection. The letter clearly indicates that, over the next 12 months, the Partnership will need to:
 - sustain additional investment to address capacity challenges.
 - maintain enhanced governance to continue to provide appropriate support and challenge for improvement work;
 - refine the existing Improvement Action Plan to provide a greater focus on the outcomes for children and young people at risk of harm;
 - build on the work already started to ensure children and young people are meaningfully and appropriately involved in decisions about their lives;
 - continue to undertake and place emphasis on self-evaluation activity that focusses not only on how much or well services are delivering, but what difference the support is making; and
 - continue to seek external support where this is necessary to achieve change

The outcome letter concluded that the Joint Inspection Team ‘are confident ‘that the Community Planning Partnership had in place the necessary framework to effect improvement. Ongoing support in relation to strategic planning and delivery of services to children and young people at risk of harm.

7. The approach is arguably a significant departure from previous inspection methodology within Children’ services and little cognisance would seem to have been given in relation to the context of pandemic and the impact this had on service delivery and capacity for continuous improvement.
8. Indeed the inspection activity was halted in December 2022 due to the Omicron variant of Coronavirus .Records evaluation and Care Inspectorate survey issues to staff , children and young people survey informed the initial findings . No children young people or families or staff were able to be spoken to as part of the inspection activity.

2.3 Permanence planning

1. The service continues to work on model of redesign aligned in order to better meet current challenges by ensuring that the totality of current resource is best utilised and where possible creating defined teams. An example of this has been the recent move of four locality posts to augment a small adoption team to create a permanence team to better address delay in permanence planning for

children This has been an identified area of improvement since pandemic , and compounded by staff vacancies. The principles of the redesign approach will ensure that the national policy context, including The Promise, the refresh of the GIRFEC National Practice Model, and National Child Protection Guidance 2021 will be delivered and embedded in practice.

2.4 Request for Assistance

1. Work is in final stages to implement an Initial Response Team, with clear guidance, thresholds and boundaries supporting notifications of concern and requests for assistance, initial assessment of vulnerable pregnancies and initial child protection activity. The redesign has been informed by feedback and engagement with service users, practitioners delivering current response to child concerns and managers operating within the system. Appreciative Inquiry sessions have taken place to engage staff in the redesign process.
2. The team will have a defined number of key staff, including a dedicated management structure and admin support. Early help and whole family support will be key pillars of the approach alongside good practice in child protection work including further development of the Scottish Child Interviewing Model and the embedding of Special Needs in Pregnancy (SNIPs) within a model of initial child protection assessment. Implementation and final agreement on the proposed model will be concluded in 2023.

2.5. Special Needs in Pregnancy

1. The revision of local processes with a view to better alignment with both the national Child Protection Guidance and Whole Family Support systems locally, ensuring women are provided with the right support at the right time. The current guidance is being updated and finalised to develop a children's service system response with health and police colleagues being key to the practice.
2. Interagency Referral Discussion for unborn babies have been introduced in March 2023 to inform decision making and Child protection planning. Local development of pathways to early help and support will be key to success in this area, and need to be underpinned by GIRFEC principles. This will ensure only the most high risk and vulnerable women and families are considered under child protection procedures. Work in early 2023 concluded the need for a full revision of key processes as described above which is ongoing.

2.6 Strengthening Scrutiny and the Voice of Children and Young People

1. Recruitment took place in in early 2023 of four Independent Reviewing Coordinators to undertake reviews of plans for all looked after and accommodated children. These posts will ensure that all children and young people who are looked after away from home, in formal placements or in kinship, will be regularly reviewed in line with regulatory frameworks and good practice guidance.
2. In addition the quality assurance function is key to ensuring the 'birds eye view of practice ' is fully understood and quarterly reports on a set of Key Performance for children and young people in kinship and other key settings is being developed and shared with the wider children management team . This includes consideration of retention of sibling connections as part of new reportable data to Scottish government as well as ensuring that children and young people's views are captured and are central to planning processes.

3. This aligns to brothers and sisters work led by our Promise Keeper and the Promise multi-agency team.
4. Language in West Dunbartonshire



5. “Scotland must change the language of care. Language must be easily understood, be positive and must not create or compound stigma...”

The Promise, page 87

“Organisations that have responsibilities towards care experienced children and young people will be able to demonstrate that they are embedding destigmatising language and practices across the way they work.”

6. Language was identified as a key area for focus through the development work of the Keeping the Promise group, as well as through discussions with children, young people and families. In West Dunbartonshire we have a responsibility to acknowledge, address and embed the changes required in the way we talk, write and think about infants, children, young people and their families and their lives. This area of work is aiming to address this, in a multi-faceted way.
7. We have created a language guide, highlighting principles and ethos for the language we use. This is purely a starting point, and designed to support thinking and conversations around how we talk about people’s lives.
8. We are also delivering a training session, designed and supported by young people and adults with experience of the care system. This will be multi-agency, and to reach all levels of our workforce. It aims to support people to understand the true impact of language used for infants, children, young people and their families. We will be asking staff to commit to thinking about the impact of the language they use and how they can make changes.
9. Prior to the Covid 19 pandemic a campaign around language was created by young people from Craigellachie, one of our Children’s Houses: “Words Matters”. There was a launch of the campaign and a pledge sought from attendees to think about the language they use. Unfortunately due to the impact of the pandemic further work was not possible. We would like to re-visit and build on this great work that was started and use it as a launch pad and focus for increased campaigning.
10. To further embed this change in culture we will be introducing a “Words Matter Check-In” within Review meetings for our looked after and accommodated children and young people, chaired by our Independent Reviewing Co-Ordinators. This was developed following reflections from our

care experienced young people and adults that a level of personalisation was required in relation to specific language used around the care system. Children and young people who are looked after away from home will be asked about how they would like important aspects of their lives described, and this will be shared with the team around the child to ensure consistency.

11. We must also review our documents, policies, forms, and communications to ensure we are consistently changing our approach to language. This will ensure consistency and leading by example across the local authority. We want children, young people and their families to feel the change in all of their interactions within West Dunbartonshire. Work is underway in relation to this already, with newer documents being widely considered within this lens. GIRFEC refresh and the UNCRC implementation also supports the use of strengths based, simplified language that is more accessible to all. The Lead Officer for the Promise will carry out an audit of relevant documents to identify any changes required going forward.

2.7 Evaluation – How will we know we are making progress?

- For our care experienced children and young people we will want to know that they are feeling the difference in relation to how language is used within West Dunbartonshire.
- There will be a pre-training and post-training questionnaire for staff to complete around their understanding of this area and encourage personal commitment to changing their language.
- It is proposed that an audit around language within case notes is carried out six months after the launch of the training.
- 12 months after the Language Matters Check-In is launched that we consult with children, young people and families that have participated to understand their experience of this. Given the nature/timing of reviews 12 months feels like a realistic timeframe from which to allow opportunity to participate and then measure progress.

2.8 Brothers and Sisters

“Scotland will stop the practice of separating brothers and sisters, unless for reasons of safety. Relationships between brothers and sisters will be cherished and protected across decision making and through the culture and values of the people who care for them.” The Promise

1. In March 2023 we were keeping 38% of our Looked after children and young people with all of their brothers and sisters in care. 27% of our children and young people were with 1, but not all of their brothers and sisters. 35% were separated from all of their brothers and sisters. We are significantly better at keeping brothers and sisters together within kinship care, however this is also where we see the highest number of children separated.
2. 68% of respondents to our Brothers and Sisters survey about time together reported that there was no formal plan in place to support their time together with brothers and sisters out-with contact with their wider family.
3. Actions to consider within this report span data, local policy and protocols, supporting and promoting creative practice and quality assurance. Ensuring we have a mechanism for routine data collection around the separation of brothers and sisters is essential for monitoring our progress.

This work has been carried out as part of the Keeping the Promise Working Group on Brothers and Sisters, which aims to understand how well we are doing at keeping brothers and sisters together

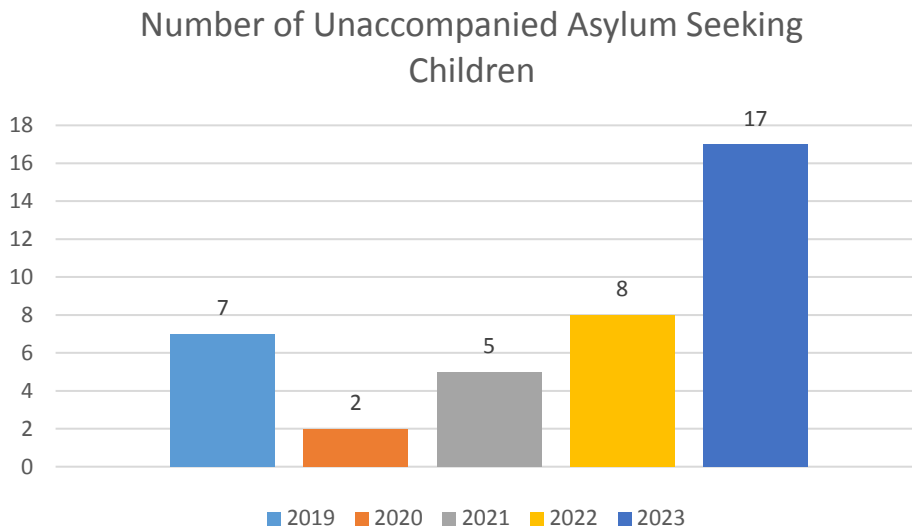
currently, the factors impacting upon separation, and how well we are doing at keeping connections between siblings when they are separated. This will support future proofing of our services, building capacity and culture change within systems to ensure relationships between brothers and sisters are valued and protected. The data gathering began in March 2023 and this report has been written in July 2023.

2.9 Family Support for Children and Young People and Families

1. The findings from research with young people and families commissioned by the HSCP in 2021 was undertaken by Glasgow University, reported a need for increased support for parents and families with children and young people as well as increased visibility of local supports and services for children, young people and their families. These themes align with the holistic family-based developments arising from the Whole Family Wellbeing Fund work. Three family wellbeing hubs have been developed in 2022 through Integrated children's service planning arrangements and are now open three days a week
2. A third sector provider has been commissioned from Whole family Wellbeing funding to provide interventions and support for children young people and families in need of intensive and flexible seven day services as required with a focus on prevention and intervention with families to keep children safely at home
3. Work has been completed in the design, build and maintenance of a website which will direct and inform local young people and families about supports and services for mental and emotional wellbeing. West Dunbartonshire Wellbeing website design has been inspired and co-produced with the local young people from West Dunbartonshire Youth Council. The working group will continue to link with youth organisations to build content and support the promotion of the resource. The time scale for initial launch is early April 2023.
4. There is strong commitment to ensuring that the voice of children and young people is at the centre of planning and care. The ongoing work of the Young Ambassadors group and Champions Board, developing work on delivering The Promise, refresh of our approach to GIRFEC and work on integrated operational guidance, paperwork and training will support improved engagement. As part of the work to implement The Promise engagement and development sessions involving a range of over 250 stakeholders including young people were held to set priorities for action, with work now taking place to develop an implementation plan.
5. The Children and Young People's Involvement and Engagement Strategy provides a framework, tools and tips for services to engage young people in decision making and to undertake successful consultation and engagement activities.
6. A bespoke programme of support for parents and carers has been delivered throughout 2022-2023 to families where a child has a new diagnosis or are awaiting diagnosis of autism spectrum disorder and other complex needs. The training has been delivered by a neurodiversity trainer.

2.10 Unaccompanied Asylum Seeking Children UASC

1. In January 2019 there were two known young people who were seeking asylum across the WDC location. In total there have been 39 children and young people seeking asylum to date.



These 3 UASC Young people are accommodated in a number of placement provisions, 2 young people have yet to have their placement identified and determined.

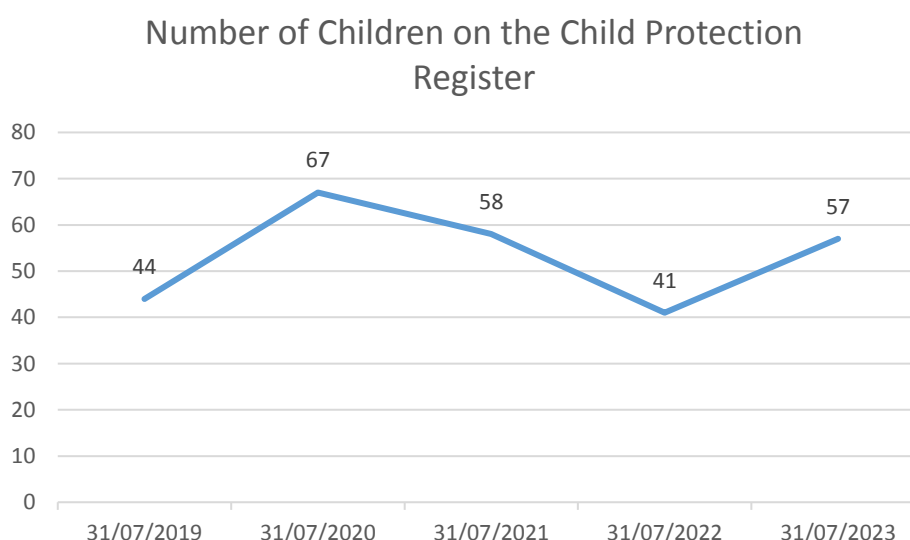
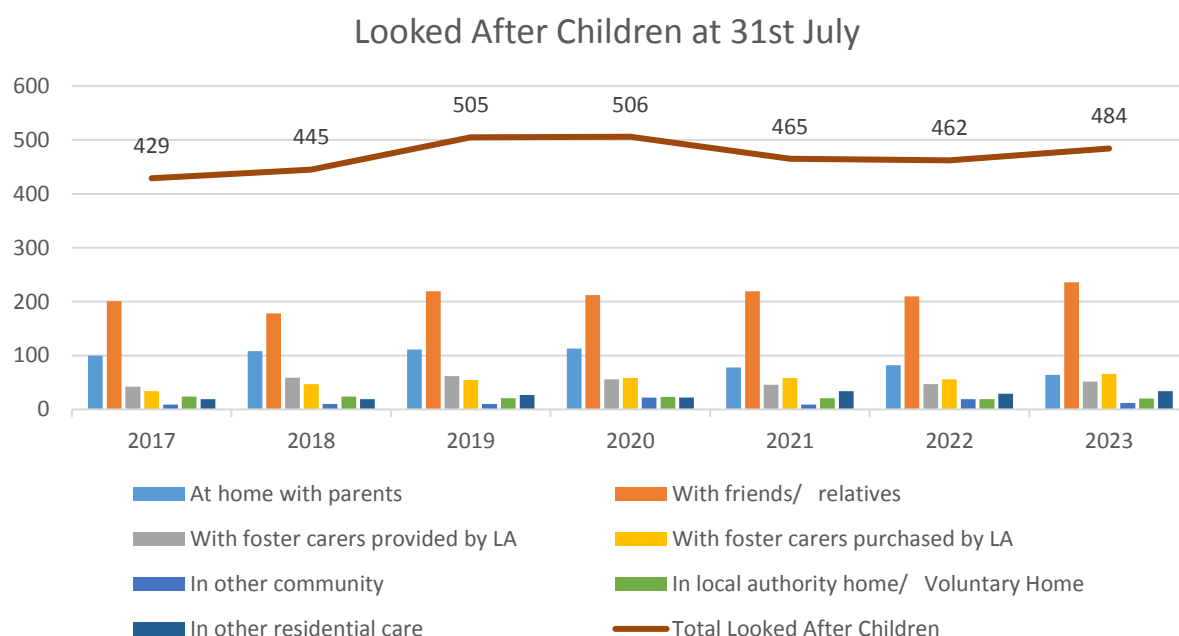
11 in supported lodgings (out of 14 available supported carers placements)

- 1 in foster care.
- 5 in residential care
- 12 in tenancies with support (NTS)
- 6 living with friends or relatives
- 1 in their own tenancy.

2.11 Self- Evaluation Activity

1. A programme of single agency audit activity combined with planned multi agency self-evaluation aligned to Child Protection Committee has been developed during 2022 and 2023. This activity has included a multi-agency review of 35 cases of children at risk of harm, a review of all children subject to Child protection re-registration, a Threshold self- evaluation in relation of children and young people where there was a notification of concern with an evaluation of case conference and registration decision making.
A pre- birth audit to inform a refreshed Pre- birth Multi-agency guidance informed by GIRFEC principles is currently taking place.
2. A single agency audit of notifications of concern and request for assistance was completed in June 2023 with the findings presented at The GIRFEC sub group of integrated children's services planning. The learning from this evaluation has helped shape the development of an 'Initial response team and the required information form partners to social work services to ensure chronologies and wellbeing assessments are part of a request for assistance process.
3. The service has been working hard to develop a long-term strategic approach in how to deliver its ambitions of 'The Promise' and keep children supported locally with family where possible. It is clear

that our use of external provision of both residential school and external foster care has consistently risen over the last 6 year with associated spend in both areas more than double. A 5 year strategic approach improving the lives with Children and Young People in West Dunbartonshire 'What would it take?' is being considered by the Integrated John Board later this year. Underpinning the strategy is a 5 year financial plan with detailed savings where children can be supported in their communities with the necessary investment and developing preventative service to mitigate and manage risk.



4. As part of our ongoing implementation of National Child protection Guidance in Scotland (2021) we have included in child protection management children and young people up to the age of 18 year and potential impact is likely to be seen in 2023 24 in reporting of this activity.

2.12 Scottish Child Interview Model (SCIM)

1. The national roll out of SCIM created an opportunity for West Dunbartonshire and Argyll and Bute, along with L division Police Scotland, to develop a model which both capitalised on the sharing on one police division, but also acknowledged some of the geographical and structural differences between the two local authorities.
Police and social work colleagues were trained between March and June 2023; an implementation group was set up with the support of the national strategic team supporting the roll out of SCIM, chaired initially by the PPU DI, now chaired by the senior manager for children and families social work services in WD. The meeting takes place every two weeks, with an alternate implementation and data meeting every four weeks; due to the initial implementation challenges however, interrogation of emerging data has not yet been undertaken as there have been insufficient interviews to consider to date.
2. All systems supporting data capture, performance management and the evaluation of both SCIM interviews and the practitioners carrying these out, are however in place, including the reinstatement of SCRA JII QA processes locally (paused due to resource pressures).
Both local authorities retain a hybrid model in respect of child witness interviews, however are working towards full implementation as per the national strategy. Two social workers are trained within WD, along with two SSWs. One WD SSW is about to undertake the evaluation course, and will lead on the review and feedback to practitioners going forward. In addition, local meetings with Police colleagues in WD take place twice weekly, to consider which child witness interviews will progress using the SCI model.
3. Implementation has not been without its challenges; staff recruitment within the social work services, have impacted both local authorities, with West Dunbartonshire in particular being most disadvantaged. While the local agreement currently notes that QSW staff will not generally work across geographical boundaries, working together to implement the new model created an opportunity to draw on the Argyll social work resource temporarily during this period, facilitating SCIM interviews of a small group of children most requiring this methodology for evidential purposes.
4. A further challenge has been the recent Crown Office decision that no child interviews would be undertaken by Police Scotland only. As such all non-familial interviews will now also require a QSW interviewer; a request to scope practice in this regard, specifically in respect of the role of both IRD, and recording practice for children and young people who may not require social work support, is underway.

Adult Services

2.13 Mental Health Officer Service

1. Since the start of 2023, the focus of the MHO service has been on improving data collection and statistical reporting, decreasing turnaround times for delayed discharge cases awaiting applications for intervention under Adults with Incapacity legislation, improving workforce capacity and increasing the number of completed Social Circumstances Reports as per the requirements of the Mental Health (Care and Treatment) (Scotland) Act 2003.

2.14 Data gathering

1. The recording of interventions undertaken by MHOs in West Dunbartonshire Council in previous years has been somewhat inconsistent and as such it has been difficult to accurately report upon the work being undertaken by the service, including being able to identify trends in relation to the use of legislation, the impact that staffing issues within the team have had on service output and the overall efficiency of the service and it's ability to meet the needs of the client group with whom we work.
2. Standing Operating procedures and workflows have been developed for several areas of MHO practice, including duty work and AWI practice and these are being reviewed on a regular basis to ensure that they are working. Work is also ongoing via team meetings, individual supervision sessions and targeted training to ensure consistency of recording within the team.
3. Closer links have been forged with the CareFirst team, with monthly reports now being provided to the service regarding the use of the legislation, the data from which is then collated by the SSW/admin worker. The CareFirst activities have been reviewed so that appropriate data can be gathered more easily and to reduce the time spent by workers on duplicate IT tasks, thereby increasing their efficiency.
4. Improvement in data gathering will be further enhanced by the proposed Resource Worker role (see below).

2.15 Delayed discharges

1. It is has been well evidenced that West Dunbartonshire has consistently had poor delayed discharge statistics. This appears to occur for a number of reasons and so a review of 22 of the most delayed cases was undertaken by the MHO service in order establish where these delays were occurring following which a multiagency discussion took place and action point identified. Measures including 30/60/90 day reviews for complex cases, more accurate gathering and recording of data (including more consistent and accurate use of CareFirst) and closer partnership working with other services including advocacy were identified with implementation being worked towards.
2. The MHO service also works closely with the Hospital Discharge service with the early identification of potential Adults with Incapacity (AWI) cases and feedback on more complex cases which may incur further delays being the keys aims.

2.16 Social Circumstance reports.

1. In the year 2021-2022, 70% of SCR1 forms in WDC were not completed, 25% were completed with an SCR attached and 5% had the SCR1 completed with an explanation that the SCR would serve no purpose. This figure improved by 20% in the period 2022/23, with 50% of SCR1s not completed, 37% prepared with an SCR attached and 13% with the SCR1 completed with an explanation that the SCR would serve no purpose. Data gathered for the 2023/24 year thus far suggests a further improvement of around 10-15% in terms of completed SCR1s and, while this is positive, it is evident that this remains an area for improvement and so continues to be a focus for the service.

2.17 My Life Assessment (MLA) Adult Services

1. The way individuals with care and support needs are assessed and supported by social work and social care services was reviewed. The My Life Assessment refocused interventions away from 'need' and deficits and towards resources and 'strengths' identifying what is working well and what can be built on. Through a human learning systems approach we will build on the work of the My Life Assessment and the "Just Enough Support" programme by starting with what people want and working to connect them in ways which enable them to achieve that.
2. A human learning systems approach, understands the need for service provision to be more person centred to meet the multiple and complex needs of individuals and communities and recognises the value of adaptability and learning together.
3. The MLA was implemented on 1 April 2022. Improvement work has progressed with the use of the My Life Assessment (MLA) for service users providing a strengths based model which empowers staff to record good conversations with service users which are focused on personal outcomes and prevention. This outcome focused assessment tool has been recognised by Health and Social Care Scotland as an exemplar of good practice. It is fundamentally important that all service users, who are eligible for HSCP services, fully understand the principles of Self Directed Support in order to ensure that people are supported to identify and achieve personal outcomes, people experience choice and control over what happens to them, people feel heard and listened to about what's important to them. Staff are enabled and empowered to implement self-directed support, the principles and values of self-directed support are embedded in practice, and there is information, choice and flexibility for people when accessing services.

2.18 Self Directed Support (SDS)

1. Just Enough Support (JES) – Between Feb 23 and Sept 23 three member of HSCP staff completed accreditation to deliver "Just Enough Support" training which will now be rolled out to all staff across the Staff can use the JES approach to ensure they are focusing on what is strong within a services user's situation which helps prevent over-supporting them which maintaining a person-centred approach that coproduces outcomes that really matter to the individual. The previous organisation that provided independent advice and guidance around SDS closed in March 2023, I have worked with Improving Lives and SIRD to secure test of change funding to roll out a new service providing independent advice and guidance starting Oct 2023 for a 6 month period. We have a further funding bid in at present that will see Improving Lives and Carers of West Dunbartonshire work together to provide an advice and guidance service from Apr 2024 - Mar 2027.
2. SDS officers have established weekly drop in clinics for staff looking for support or 121 mentoring around SDS - these run in Clydebank HC on a Tuesday and Church St, Dumbarton on a Thursday. Staff can come along to talk through cases and get support with navigating process. The SDS team are also regularly attending team meetings and sitting in with teams to help build confidence in approach to SDS.
3. An evaluation of the MLA assessment framework commenced in 2023 which will allow us to review experiences of staff and service users and look at what works well but also what needs to be updated/refreshed.
4. Coming into post in June 2022 as SDS lead I have spent time building up strong working relationships with key community partners such as Improving Lives, LAAS, Carers of West Dunbartonshire and Shopmobilty as well as linking in with all adult teams across the HSCP in order to better understand the challenges being faced but also share good practice across teams.

Active promotion of the SDS options and encouraging staff to think more creatively when support planning including use of technology to maximise independence, use of community assets to meet needs rather than traditional services and encouraging staff to link in to the SDS officers for support with both SDS and Independent Living Fund, is ongoing.

5. We are reviewing and streamlining of all SDS paperwork for direct payments, work with colleagues in procurement and finance to develop an official option 2 process and continue with support at AARG/MDT to ensure the values of principles of SDS run throughout everything we do.
6. As part of our implementation, regular training sessions around SDS legislation, sessions offer an overview of what SDS is, national eligibility framework as well the HSCP process and assessment is ongoing.

2.19 Adult Community Mental Health

1. A focus of the service has been to review support in our supported accommodation and care home places for adults with complex MH care needs.
2. The Davidson Road project in Balloch, is commissioned by West Dunbartonshire and the service provided by the Richmond Fellowship has been under review for a year. The project could provide 10 individual supported tenancies but is currently only providing 4. The issues appear to be around a lack of contract with TRFS and this is being addressed by regular meetings with TRFS/housing and the new post of contract and commissioning manager created in January this year.
3. The services users currently in these tenancies have been reviewed and having accessed their original tenancy agreements we are able to assist them to either move to more independent living or develop care plans of how they can move towards independent living in the future. These care plans are created in conjunction with the individual, OT assessment and TRFS supports.
4. With more movement in our supported living development we are then able to identify adults who are currently in specialist MH care homes who do not require this level of 24 hour care and are at risk of institutionalisation. Again working with the individuals and our OT colleagues we can support people to have the confidence to move to less supported but more empowering environments.
5. This movement in turn gives us more options for discharging people from hospital with Mental Health needs. Unfortunately one of the challenges we face is a lack of provision of social care workers which is a nationwide problem. Delayed discharges can be created by a lack of service provision from our providers. We are trying to address this by ensuring that the long standing care packages we have are reviewed regularly and ensuring we are creative in using community resources rather than 1:1 support which may be more appropriate for people coming out of hospital. The support from the SDS team has been invaluable for our workers in finding out what community resources are available.
6. Going forward we hope to develop an additional supported living resource with the help of the contract and commissioning manager in the Clydebank area. This will be a small group living home for adults who require intensive rehabilitation i.e. have been in hospital or care home for many years. We also hope to use part of this resource to provide OT facilitated independent living skills hub for younger adults who may still be living at home with their parents and require preparation for independent living.

2.20 Learning Disability Services:

1. Scotland must provide the best possible services for people with a learning disability to enable them to lead high quality lives within their family and/or their community where they experience personalised support consistent with a Human Rights Based approach. A priority within *The keys to life* is that all adults with learning disabilities, including those with complex needs, experience meaningful and fulfilled lives. This includes where individuals live, as well as the services they receive. The Scottish Government's vision for people with learning disabilities and complex needs within Scotland is that everyone is supported to lead full, healthy, productive, and independent lives in their communities, with access to a range of options and life choices.
2. The Coming Home Report, published in November 2018, identified that some people with learning disabilities and complex needs were living far from home or within NHS hospitals; there was an urgent need to address this issue. The Scottish Government commissioned a two-year project to look specifically at the support provided to people with learning disabilities who have complex needs. The focus of the project was to identify the number of people involved and also to suggest support solutions for individuals with learning disabilities who have complex needs: either those placed out-of-area or those currently delayed in hospital-based assessment and treatment units.
3. To support Health and Social Care Partnerships (HSCPs) to find alternatives to out-of-area placements, and to eradicate delayed discharge for people with learning disabilities, in February 2021 the Scottish Government allocated a £20 million Community Living Change Fund to Integration Authorities nationally via NHS Boards to:
 - Reduce the delayed discharges of people with complex needs
 - Repatriate those people inappropriately placed outside of Scotland
 - Redesign the way services are provided for people with complex needs
4. A further report, The Coming Home Implementation Report, was published in February 2022 and the actions to be taken forward from this report, published by the Scottish Government, include setting up a new national register to improve monitoring of those at risk of hospital admission or inappropriate placements. A new national support panel and a peer support network will also bring together expertise, and share best practice among professionals, to support HSCPs ensuring genuine change is delivered. The first action is to raise visibility, through improved monitoring and planning, for and with people with learning disabilities and complex care needs through the development and implementation of Dynamic Support Registers. The Dynamic Support Registers have been co-developed by a working group including people with lived experience. The Register is a tool to gather information on people that Integration Authorities already hold across various systems into one manageable place. The Memorandum of Understanding (MoU) sets out the key expectations upon Scottish Government, COSLA and Integration Authorities to continue working in partnership on this high priority agenda. Key actions include the importance of embedding Dynamic Support Registers in all Integration Authorities by July 2023 and reporting data through a new national reporting mechanism delivered in partnership with Public Health Scotland (PHS), which is in the process of being activated as of this month (September 2023).
5. The rights of people with learning disabilities and complex needs are not being protected if they remain in hospital when they should be living at home, or in a homely environment, with the right support. To achieve this vision will require a transformational change through committed thinking and planning and genuine collaboration across the entire system. A new framework is recommended, underpinned by strong local and national partnerships, to deliver the innovative and quality services needed to support people with learning disabilities and complex support needs who are currently placed inappropriately. Visibility and accountability are critical; this is not going to be an easy task, however, a collective responsibility to take action is required with sustained commitment at all levels to deliver the recommendations outlined with the funding provided.

6. NHS Greater Glasgow and Clyde, through its Learning Disability Board wide Governance structure has set up a Programme Board to support HSCPs. In West Dunbartonshire the structure required to deliver this work is not yet in place, however, it is anticipated this will be finalised by October 2023. In the meantime preparations for a review of learning disability services, in line with organisational change policies, is being planned. Developing and maintaining good, sustainable accommodation and support services is crucial to meeting the aspirations of the report and the needs of those identified. Achieving this requires coordinated effort and alignment of resources locally to create the capacity to achieve progress against the strategic objectives of the Community Living Change Fund.
7. One of the Board sub-groups 'Future Landscapes', is working with third sector and housing colleagues to recommend new sustainable models of support specifically for this group of individuals ensuring a co-production approach in terms of how services should be designed and developed. In addition to directly impacting people with learning disabilities, this work will also impact on services and how these are planned and commissioned. It will support better local long-term planning to meet the housing and support needs of individuals with complex needs including the formation of specialist multidisciplinary teams that are focused on providing the necessary services and support in the community to prevent admission to hospital as well as the proactive development of appropriate housing. Sharing of best practice and a culture that promotes open and frank discussion about the ongoing challenges, such as the role of a Registered Social Landlord (RSL) compared to the role of a specialist care provider, is vital. It is hoped that in collaborating across the six HSCP areas comprising Greater Glasgow and Clyde greater momentum will be achieved in developing and delivering services to people with learning disabilities and very complex support needs to ensure improved outcomes for those individuals and their families.
8. The Learning Disability Team within West Dunbartonshire comprises a considerable integrated workforce of both NHS and Council staff within statutory, registered, supported employability, transition and respite services with one Manager responsible for all services. The health team within the statutory service includes psychiatry, psychology, nursing, occupational therapy, physiotherapy, speech and language therapy as well as dietetics. On the Council side, within statutory services, is social work; a team that is not yet fully staffed and continues to carry a demanding caseload regarding volume, complexity and in relation to adult support and protection. In addition, it is required to provide input to carer assessments, reviews and respite. Recently welcome additional, time limited resource utilising CSWO monies for adult services to allow completion of outstanding assessments and reviews, which were not able to be undertaken during the pandemic.
9. The registered Housing Support Service (HSS) provides supported living to people with a learning disability to live as independent a life as possible. HSS work with those supported in a person centred way to develop personalised, outcome focussed, support plans This includes support with the following areas of everyday life; personal care, developing independent living skills, maintaining important relationships, remaining healthy and accessing healthcare services. HSS also offers support in being able to take an active role in local community life, identifying and accessing leisure opportunities and with all aspects relating to maintaining tenancies and being a good neighbour. Outcomes for those supported are varied and personal, however, include improving feelings of security, increasing inclusion, reducing social isolation, reducing risk and vulnerability and improving health and wellbeing. Staffing across all sites remains a challenge and, as the needs and complexity of those being supported changes, the way in which the service is delivered, to ensure it is meeting

the needs of those highlighted in the Coming Home Implementation Report, will require to be reviewed in line with Council policies.

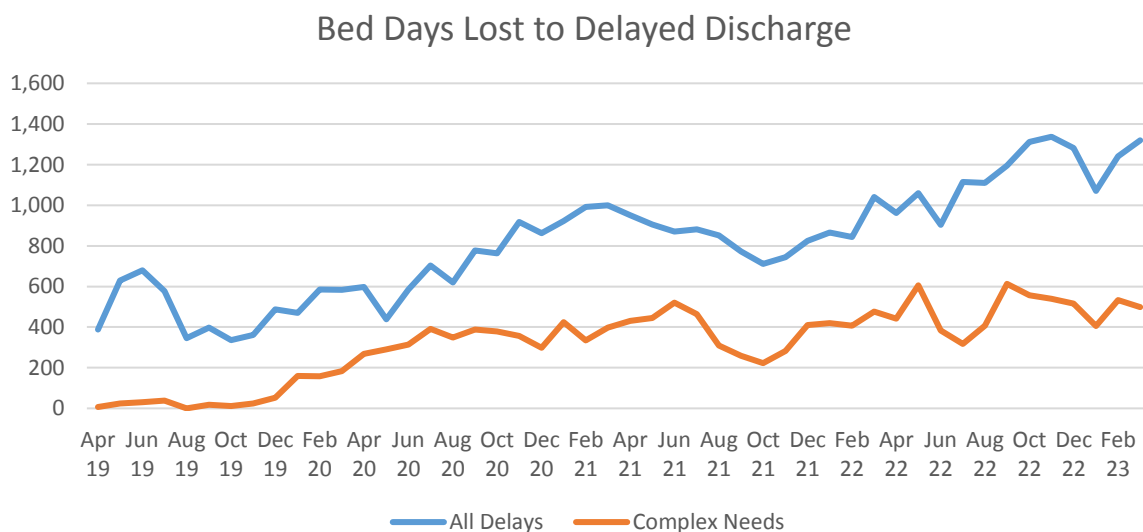
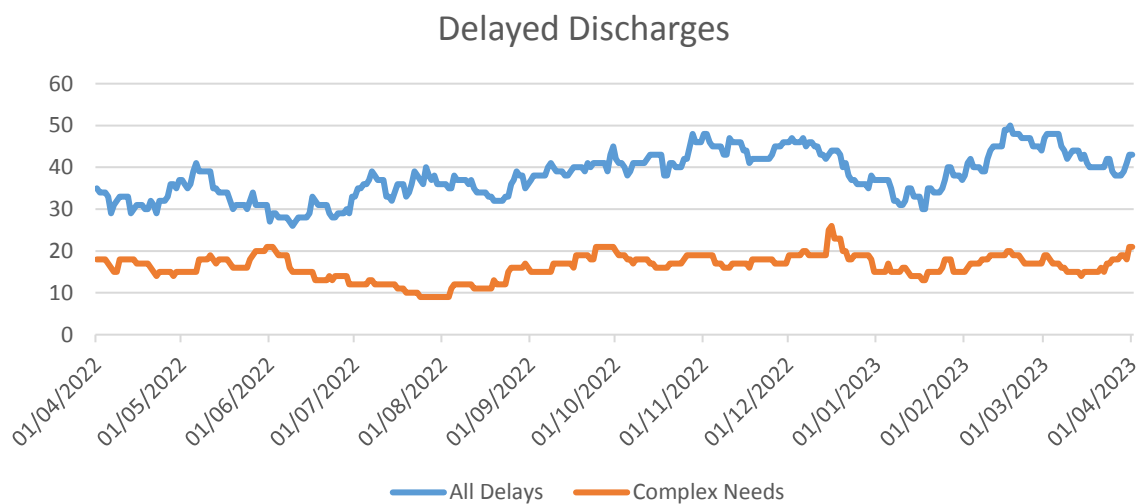
2.21 Alcohol and Drug Partnership

1. The National Records of Scotland (NRS) have recently published both the “Drug-Related deaths in Scotland in 2022” and the “Alcohol-Specific deaths in Scotland in 2022” reports which provides some of the details of those individuals who sadly lose their lives to drug-related deaths (DRDs) and alcohol-Specific deaths (ASDs) registered within that year. In West Dunbartonshire there were 20 drug-related deaths, a decrease of 28.6 % on 2021 and 21 alcohol-Specific deaths, a decrease of 48.5% on 2021.
2. Addiction services during 2022-23, the service received 826 referrals for people experiencing problems with drug or alcohol requiring assessment for treatment and support. 96% of referrals were seen within 21 days, exceeding the Scottish Government HEAT target of 90%. This highlights how our health and social care staff have continued to ensure our most vulnerable and high-risk adults with chaotic and complex drug and alcohol use could engage with services.
3. The Medication Assisted Treatment (MAT) Standards were developed by the Drugs Death Taskforce who brought together voices from a wide range of stakeholders including those with lived experience. The standards aim to drive improvement within those services and reduce harm from drug use.
4. All feedback from Public Health Scotland (MIST) has been very positive in relation to the implementation of Medication Treatment (MAT) Standards 1 to 5. The ADP will continue to work closely with all partners to ensure continued implementation of the standards. Challenges identified with standard 3 and 5 have been highlighted with issues around the numerical data collection. Work is underway locally to overcome this and MIST are reassured this will be provisional green on the next reporting cycle.

2.22 Community Hospital Discharge Service

1. A range of quality improvement activities have been implemented within the Community Hospital Discharge Team, linking also with the HSCP Senior Mental Health Officer. This has been an area of focus for the past two years due to the volume of delayed discharges (both acute and complex) in West Dunbartonshire in comparison to other HSCP's. A range of improvement activities have been progressing, in tandem with the implementation of the Discharge without Delay programme, and an improving picture in total number of delays, both acute and complex, is beginning to emerge.
2. Complex adults with capacity impairment (AWI) have reduced steadily, with the service working closely with local Solicitors so that the Guardianship process moves through each stage timeously. This dialogue involves the Senior Mental Health Officer to ensure reports are concluded on schedule and that any areas of challenge are discussed safely.
3. Early allocation of people referred for a SW assessment has also started to embed, reducing the risk of people becoming a delay.

4. A revised multi-disciplinary team Area Resource Group (MDT ARG) has also been established to provide a forum for Community Hospital Discharge Service staff to present and discuss appropriate community packages of care for those in hospital. This forum provides professional challenge, shared decision making and evidence that all community based risks are mitigated ahead of a discharge home. When risk cannot be managed in the community, the Area Resource Group considers the assessed risk and need and requirement for care based support away from home. The rights and choice of adults is paramount and services require to ensure this is central to decision making and support people at home where this is their choice.
5. The aim of improvements is to reduce the total number of bed days lost once someone has been identified as unnecessarily remaining in hospital, thereby reducing the risks inherent in a prolonged inpatient stay.










2.23 Blue Badge Applications to Support Independence

1. The waiting times for desktop assessments (DTA's) and independent mobility assessment (IMA) relating to Blue Badge allocation in West Dunbartonshire HSCP was at an unacceptable level, with numerous appropriate complaints being received by the HSCP. The reason for this significant waiting time was multi factorial.
2. One issue has been that discretionary awards given during the Covid pandemic expired in the same month (January 2023) which caused a surge in applications. In addition, the growing community based demand for OT assessments resulted in increasing community waiting times. The OT resource was targeting community demand, to support people to maintain independence at home longer and reduce the risk of admissions to hospital but this meant the blue badge waiting times increased.
3. Recognising the need to tackle this problem, the challenge was to manage this without impacting negatively on waiting times for occupational therapy (OT) community assessments. OT resource was limited due to vacancies and absences and so a proposal to address the blue badge lists whilst maintaining a risk based reactive service for high priority community assessments was agreed. The waiting times for Independent Mobility Assessment have reduced from to 12 weeks with ongoing work to reduce these further.
4. To reduce any unintentional risk with this resource allocation, community waiting lists were monitored, and by the end of the 3 month period there was no significant increase, which reassured staff. To reduce the risk of waiting lists increasing again there's an agreed weekly OT resource allocation to complete both DTA's and IMA's timeously, and monthly management reports to the service manager for oversight and scrutiny. This is also reported via the Clinical care and Governance structure via exception reports.

2.24 Focussed Intervention Service (Prevention)

1. Comprising of a highly skilled Multi-Disciplinary Team, this team provide rapid responses to people at risk of an admission to hospital; providing nursing, OT and physio care. This team was established just before the Covid pandemic, and referrals to the team had been slow to progress as the HSCP moved back to 'business as usual'. In 2021 there were 416 referrals to the service, in 2022 this more than doubled and in the first 7 months of 2023 referrals are now nearly 3 times the size of 2021.
2. The team sit under the line management of the Senior Nurse, and this allows oversight and pathways of care across the wider District Nursing Service. This approach ensures that service users experience seamless shared care, and access to Non-Medical Prescribing when appropriate. Links are also being embedded across Care at Home and the Integrated Adult Services as a whole system approach to person centred care.
3. The team are also central to a number of key Scottish Government drivers to reduce admissions to hospital and facilitate speedy discharges. The majority of these drivers sit within the Urgent and Unscheduled Care framework. These include the Home First Response service, falls pathways to reduce conveyancing and enhanced respiratory pathways of care. The Health Board Urgent and Unscheduled Care performance indicators are reported via the WD HSCP Urgent and Unscheduled Care Group. This allows trends to be monitored so that impact can be demonstrated, and indeed if impact is not demonstrated this will be explored so that improvements can be implemented.

2.25 Supporting Service Users Care Inspectorate Inspections

Service	Previous Inspection Date	Previous Grade	Latest Inspection Date	Latest Grade	Quality Theme
West Dunbartonshire Council Adoption Service	10-Nov-21	2 2 N/A N/A 3	30-Nov-22 	2 3 5 N/A 3	How well do we support people's wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is our care and support planned?
		Requirements: 2 1. By 1 March 2023, the provider must have a robust plan in place to ensure that all children in need of permanent care have their assessments completed and plans carried out without unnecessary delay. 2. By 1 March 2023, the provider must ensure a clear, outcome focused Child's Plan is in place with statutory timeframes recorded as part of the action planning.			
West Dunbartonshire Council Fostering Service	10-Nov-21	2 2 N/A N/A 3	30-Nov-22 	2 3 5 N/A 3	How well do we support people's wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is our care and support planned?
		Requirements: 2 1. By 30 April 2022, the provider must ensure that all children in need of permanent foster care have their assessments completed and plans carried out without unnecessary delay. (Date extended to 1 March 2023.) 2. By 30 April 2022 the provider must ensure a clear, outcome focused Child's Plan is in place and accessible to children using the fostering service. (Date extended to 1 March 2023.)			
Blairvadach Children's House	28-Aug-19	5 5 4 6	11-Aug-22 	6 N/A N/A N/A N/A	How well do we support children and young people's rights and wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is our care and support planned?
		Requirements: 0			
Burnside Children's House	28-Feb-20	5 N/A N/A N/A 4	24-Mar-23 	5 N/A N/A N/A N/A	How well do we support children and young people's rights and wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is our care and support planned?
		Requirements: 0			
Craigellachie Children's House	15-Nov-19	4 N/A N/A N/A 4	29-Sep-22 	4 N/A N/A N/A N/A	How well do we support children and young people's rights and wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is our care and support planned?
		Requirements: 0			
West Dunbartonshire Council Home Care	26-Sep-19	N/A 4 4 N/A 4	27-Mar-23 	3 3 3 N/A 3	How well do we support people's wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is our care and support planned?
		Requirements: 4 1. By 30th September 2023, the provider must ensure that people's care plans are reflective of care and support that is right for them. 2. By 30th September 2023, the provider must review and improve communication systems when people are returning home following a hospital admission. 3. By 30th September 2023, the provider must ensure people and staff are kept safe by ensuring the workforce is appropriately trained. 4. By 30th September 2023, the provider must ensure that care plans are reviewed on a six-monthly basis as a minimum, in line with current legislation.			
Crosslet House Care Home	10-Oct-19	4 N/A N/A N/A 4	14-Dec-22 	5 5 N/A N/A N/A	How well do we support people's wellbeing? How good is our leadership? How good is our staff team? How good is our setting? How well is our care and support planned?
		Requirements: 0			

2.26 Residential Care Good Practice

1. Crosslet Home is a Residential Care Home with a strong focus on placing the residents in the centre of decision making and around delivering activities in the Care Home that are meaningful for them. One of these valuable areas of work is the intergenerational learning that's developed between local schools and the residents of the home.
2. In March 2023 the Care Home won a national 'Generations Working Together' award, along with a local Primary School for their intergenerational work. The award recognises projects that have demonstrated exceptional commitment to evaluating the effectiveness of their work, with benefits to residents and school children.
3. Primary seven pupils have been visiting the residents in the care home for five years as part of the initiative, which originally began as a pen-pal scheme. The pupils and residents send and receive letters and also visit the Home. During the visits the children work with residents on dementia friendly activities, physical exercise, arts and crafts and gardening to promote positive and enhanced health and wellbeing.
4. The Care Home also held a Coronation Celebration in May 2023 at the request of the residents, with music, dancing food and a bake off competition.

2.27 Reablement Service

1. WDHSCP is launching a reablement service in Autumn 2023. Following a soft launch as a test of change, the team will move towards full staffing and anticipate around 20 new referrals per week.
2. Reablement involves specialist, therapeutic interventions which are provided in the community and offered to someone who, through injury or illness, is experiencing reduced functional ability. While traditional practice is often to provide a package of support on task-orientated level, the core aim of reablement is to help the individual to recover lost independence by restoring reduced skills and confidence. This is achieved by way of a goal-orientated and interdisciplinary approach.
3. A team comprising of Occupational Therapy, Care at Home Organisers, Rehabilitation Support Worker and Home Carers will work over 7 days a week to provide goal focussed interventions to promote independence, increase functionality and reduce the need for mainstream care at home. It's anticipated that each service user will receive a maximum of 6 weeks service.
4. Measures and reporting mechanisms have been developed and a clinical pathway in place. Quality Indicators include:
 - Impact on Care at Home
 - Impact of Acute
 - Impact on service users
 - Fulfilment of scope

Baseline data from the current Care at Home service will also be used to evidence impact.

This attention to strong governance foundations will allow the test of change to be implemented and monitored and a continuum of quality improvement demonstrated.

2.28 Justice Quality and Performance

- Justice social work services experienced some notable increases in demand, the full impact, post pandemic, and is anticipated to continue over the coming years as the backlog of Court cases are heard, resulting in increased work for Justice Services.

	2020/21	2021/22	2022/23
Criminal Justice Social Work Reports	455	576	599
Community Payback Orders	234	332	374
Bail Supervision Orders	0	0	15
Structured Deferred Sentences	0	2	17
Diversion from Prosecution	21	37	28



- ❖ Current Deferment from Prosecution = 54
- ❖ Current Bail Orders = 18

2.29 Improvement Activity

- A number of improvement actions been completed during the past year including:
New staff being trained and existing staff annually updated on the suite of assessment tools used within Justice Social Work.
- Staff training being completed in Trauma Informed Practice
- Throughcare Assessment for Release on Licence –West Dunbartonshire staff having being trained in the first delivery of this tool.
- Ongoing engagement with the National Caledonian Team to bring Caledonian Domestic Abuse group work to West Dunbartonshire has continued A launch date is in place for the 26th October with training for staff completed in December 2023. West Dunbartonshire are implementing with no additional financial resource and this will be closely evaluated in relation to impact and sustainability.
- Additional Government funding has enabled the service, increase provision to our local courts including bail supervision and structured deferred sentences as an alternate disposal. The new Bail Assessment and Supervision Service commenced in September 2022.
- The operational management team has been extended using funding from the wider HSCP and this will strengthen oversight of best practice and accountability to the senior management team and operational staff have the necessary management time support and supervision required , but not yet aligned to setting the bar
- Development of senior staff have included being trained to support as trainers for the national roll out of training for Unpaid Work.
- Involvement in national strategic groups to ensure West Dunbartonshire Justice Services are linked to current and new policy and practice.

2.30 Justice Challenges

1. The annual funding model restricts our ability to plan and sustain services beyond the current financial year, including services commissioned from the Third Sector. This means we are only able to enter into short-term contractual arrangements, which creates difficulties in both the recruitment and retention of suitably qualified staff. Justice Services do not have the ability to reduce demand on our statutory services therefore a robust funding model is essential.
2. High numbers of Domestic Abuse offending within the local authority: staff are listed to attend national training on the Caledonian system
3. Referrals from the Crown Office and Prosecution Service (COPFS) have significantly increased. In line with national policy of early intervention, the service has seen an increase in those subject to diversion in sustained attempts to reduce the number of individuals going through the criminal justice system. We continue to have regular meetings with the COPFS service through the local community justice forum.
4. Horizon scanning to anticipate the impact on Justice Social work from the Children's Care and Justice (Scotland) Act, alongside the forthcoming Bail and Release Act, currently passing through parliamentary approval.

2.31 Strengths

1. Strong partnership working is evident in the planning of support for individuals being released from prison. Our justice and housing services are working closely together to ensure short stay accommodation is identified for individuals prior to release and support then provided to access a permanent tenancy.
2. Positive and supportive working relationships with Police Scotland colleagues in the management and supervision of those assessed as posing a high risk of re-offending
3. During this year we have enhanced our unpaid work service by ensuring that tasks are meaningful to communities and provide learning opportunities for service users, including improving the environment and supporting charitable and voluntary organisations.
4. Many Service users have went on to employment, further education and volunteering through our close association with employability services.
5. We continue to work closely within established partnerships in the community including Children's Hospice Across Scotland, Alternatives and Greenspace.
6. The 'Moving Forward' Women's Service supports females involved in the Justice system and offers one to one holistic supports, looking at increasing independent skills, self-confidence and mindfulness.
7. The Women's Safety and Support Service provides specialist responses and interventions to increase the safety and wellbeing of survivors of Domestic Abuse. The service supports women offenders, (via group work and one to one supports) who have additional vulnerabilities and complex needs resulting from multiple experiences of Violence Against Women.
8. Service Users have worked alongside their allocated workers looking at specific needs relevant to

their own personal/offending circumstances. This has been done via structured one to one interventions including:

9. Home learning and focussed discussion at supervision appointments of blended learning packs concentrating on topics such as substance misuse, pros and cons of offending, healthy relationships and anger management. These have included utilising a CBT approach alongside motivational interviewing techniques. All of which has been trauma informed practice.
10. Dependent on the type of offending, staff trained in the NOTA Individual Treatment Program have supported service users, convicted of sexual offending, to understand their offending pathways and support them to contribute to their risk management plans in order to address the risk of re-offending.

Resources

3.0 Financial Pressures

1. The HSCP Board is operating within a complex and evolving Scottish Government policy landscape coupled with a challenging and potentially worsening UK economic outlook. Decisions on an appropriate, and prudent, level of un-earmarked reserve versus the delivery of strategic priorities and supporting our communities out of the pandemic and cost of living crisis is multi-layered. Financial sustainability in the short, medium and longer term, must be maintained, to allow the HSCP Board to invest proactively and drive out efficiencies through better ways of integrated working.
2. Public sector pay negotiations effective from 1 April 2023 for Social Care HSCP staff are ongoing. The currently reported annual budget for Social Care services includes an estimation of the impact of the 2023/24 pay uplift for staff within this group currently assumed at 4%, however this will be subject to change as pay negotiations continue to progress. While the Scottish Government has announced additional funding for local authority pay uplifts, the allocation of this is unknown at this time. In February, Healthcare staff across Scotland agreed a 2023/24 pay offer of an average a 6.5% uplift, compared to a budget of 2%, with an appropriate share of additional Health Board funding to flow through to HSCP's. Recruitment challenges for both qualified and unqualified health and social care staff continue, however this problem is not unique to West Dunbartonshire, and is likely to continue this year and into the medium term.
3. Financial pressures, from both internal and external care packages, continue to be experienced across social care services. The main areas of pressure are children and families residential care and community placements, learning disabilities and care at home. The following graph shows the increasing spend on children and families since 2016/17.

Graph 1: Spend on Children and Families 2016/17 to 2022/23

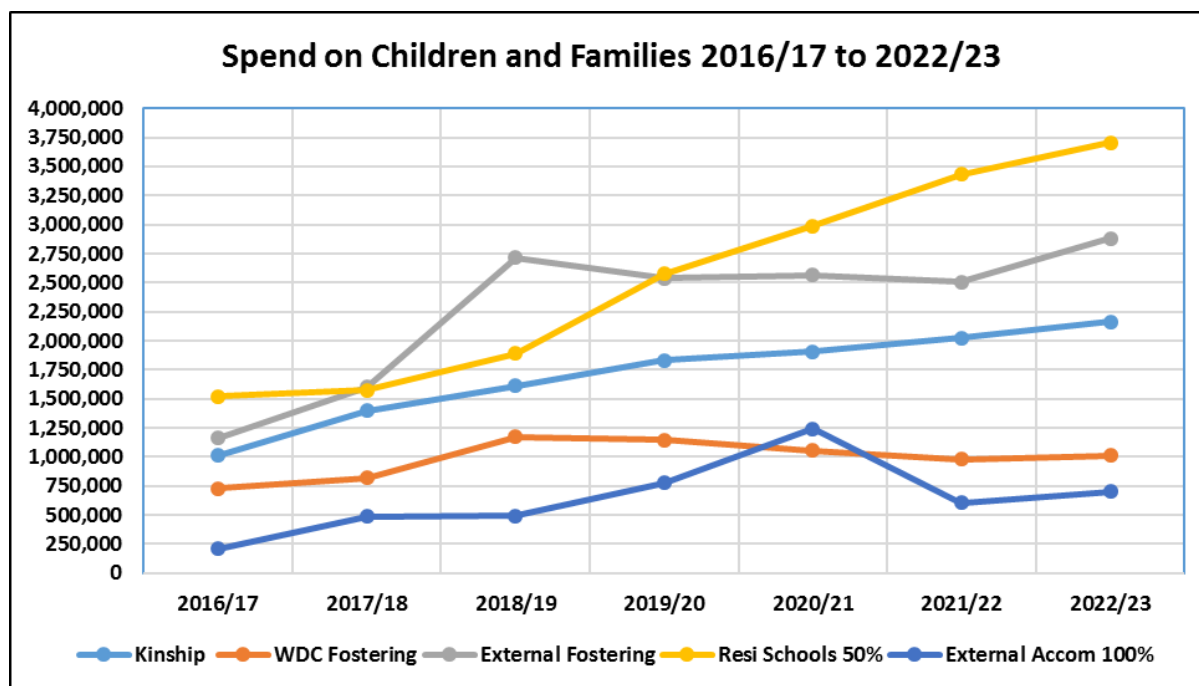


Table 1: Extract from WD HSCP 2022/23 Unaudited Accounts - Final Outturn against Budget 2022/23

West Dunbartonshire Integrated Joint Board	2022/23 Annual Budget	2022/23 Net Expenditure	2022/23 Underspend/ (Overspend)	2022/23 Reserves Adjustment	2022/23 Underspend/ (Overspend)
Consolidated Health & Social Care	£000	£000	£000	£000	£000
Older People, Health and CC	53,857	51,034	2,823	2,044	779
Physical Disability	3,584	3,242	342	0	342
Children and Families	29,553	30,529	(976)	250	(1,226)
Mental Health Services	12,578	12,086	492	445	47
Addictions	3,622	3,525	97	112	(15)
Learning Disabilities	19,784	20,487	(703)	6	(709)
Strategy, Planning and HI	2,210	1,623	587	121	466
Family Health Services (FHS)	31,226	31,224	2	0	2
GP Prescribing	19,937	21,001	(1,064)	(591)	(473)
Hosted Services - MSK Physio	7,394	7,623	(229)	(246)	18
Hosted Services - RS	860	846	14	14	0
Criminal Justice	0	45	(45)	(11)	(34)
Corporate and Other Services	6,907	7,421	(514)	(1,039)	525
Covid-19	(6,348)	2,863	(9,211)	(9,211)	0
IJB Operational Costs	377	377	0	0	0

Cost of Services Directly Managed by West Dunbartonshire HSCP	185,541	193,926	(8,385)	(8,107)	(278)
Set aside for delegated services provided in large hospitals	41,323	41,323	0	0	0
Assisted garden maintenance and Aids and Adaptions	562	562	0	0	0
Total Cost of Services to West Dunbartonshire HSCP	227,426	235,811	(8,385)	(8,107)	(278)

2022/23 Financial Position

1. The HSCP Audit and Performance Committee approved the draft 2022/23 Annual Accounts for submission to external audit on 20 June 2023. An extract from those accounts are provided below, and provide information on the scale of the integrated budget required to deliver on both health and social care services and the outturn position as at 31 March 2023.

The key explanations and analysis of budget performance against actual costs are provided in detail within the [draft](#) 2022/23 Annual Accounts.

Table: 2 Social Care Expenditure 2022/23

Social Care Net Expenditure	2022/23 Annual Budget	2022/23 Net Expenditure	2022/23 Underspend/(Overspend)	2022/23 Reserves Adjustment	2022/23 Underspend/(Overspend)
	£000's	£000's	£000's	£000's	£000's
Strategy Planning and Health Improvement	1,140	838	302	121	181
Residential Accommodation for Young People	3,105	2,995	110	(3)	113
Children's Community Placements	5,767	6,296	(529)	(53)	(476)
Children's Residential Schools	4,963	5,547	(584)	100	(684)
Childcare Operations	4,659	4,950	(291)	1	(292)
Other Services - Young People	4,143	4,079	64	(50)	114
Residential Accommodation for Older People	7,196	6,433	763	0	763
External Residential Accommodation for Elderly	9,006	8,304	702	336	366
Sheltered Housing	1,417	1,373	44	0	44
Day Centres Older People	1,211	1,010	201	0	201
Meals on Wheels	25	36	(11)	0	(11)
Community Alarms	21	111	(90)	0	(90)
Community Health Operations	2,932	2,746	186	0	186
Residential - Learning Disability	10,339	11,243	(904)	(30)	(874)
Physical Disability	2,401	2,043	358	0	358
Day Centres - Learning Disability	2,184	1,989	195	0	195
Criminal Justice	0	45	(45)	(11)	(34)

Mental Health	3,330	3,095	235	187	48
Care at Home	14,630	14,682	(52)	956	(1,008)
Addictions Services	878	1,362	(484)	(204)	(280)
Equipu	285	300	(15)	0	(15)
Frailty	141	13	128	0	128
Carers	1,564	1,059	505	506	(1)
Covid-19	(0)	8,302	(8,302)	(8,302)	(0)
HSCP - Corporate	1,838	1,132	706	333	373
Net Expenditure	83,175	89,983	(6,808)	(6,113)	(695)

2. The HSCP Board have an approved Reserves Policy which sets out the legal basis for holding reserves and the process of applying those reserves. It is recognised reserves are a key element in demonstrating financial stability in the medium to long term. The current policy strives to hold 2% of total budget in un-earmarked reserves, for 2022/23 this was approximately £3.9 million.
3. The HSCP Senior Management Team have undertaken a robust review of all earmarked. Approximately 50% of earmarked reserves are from the Scottish Government and given that conditions and outcomes are attached to them there is reduced scope to “free-up” a significant element. In addition the Scottish Government have made it a condition of funding that all current earmarked reserves must be exhausted before any 2023/24 funding will be released e.g. Primary Care Improvement, ADP and Mental Health Recovery and Renewal. There is potential flexibility within HSCP Board approved earmarked reserves, however further work requires to be undertaken by Heads of Service to determine whether other local HSCP priorities can be delivered in tandem with Scottish Government required outcomes.

Table 3: Extract from WD HSCP 2022/23 Unaudited Accounts – Movement in Reserves

Balance as at 31 March 2022 £000	Total Reserves	Transfers Out 2022/23 £000	Transfers In 2022/23 £000	Balance as at 31 March 2023 £000
	Scottish Govt. Policy Initiatives			
(9,213)	Covid	9,211	0	(2)
(2,392)	Primary Care	2,056	0	(336)
(4,595)	Adult and Older People Services	1,800	(3,789)	(6,584)
(568)	Children’s Services	493	(780)	(855)
(857)	Carers Funding	0	(506)	(1,363)
(1,780)	Other	685	(496)	(1,591)
	HSCP Initiatives			
(2,009)	Service Redesign & Transformation	259	(17)	(1,767)
(560)	Complex Care	0	(2,322)	(2,882)
(300)	Community Empowerment	0	0	(300)
(5,576)	Recovery / Renewal in Services	1,471	(664)	(4,769)
(568)	Other	140	(25)	(453)
	Prescribing			

(1,563)	Prescribing	591	0	(972)
(29,981)	Total Earmarked Reserves	16,706	(8,599)	(21,874)
(4,579)	Total Unearmarked Reserves	278	0	(4,301)
(34,560)	Total General Fund Reserves	16,984	(8,599)	(26,175)
	Overall Movement			8,385

4. The table below detail expenditure in relation to commissioned spend across Social Work services.

Table 4: Expenditure for commissioned spend across Social Care Services

Spend Category	Children and Families £000	Health and Community Care £000	Learning Disabilities, Mental Health and Addictions £000	Other £000	Total £000
Residential Care	5,325	14,098	3,137	0	22,559
Respite	261	200	551	220	1,232
Housing Support	1,511	1,352	11,793	0	14,656
Day Support	0	286	2,392	0	2,677
Nursing	0	0	675	0	675
Payments to other bodies	1,109	3,353	1,445	3,209	9,117
External fostering	2,726	0	0	0	2,726
Kinship payment	2,188	0	0	0	2,188
Fostering and Adoption	1,191	0	0	0	1,191
Payments to NHS	560	12	357	0	930
Direct payments	131	849	711	78	1,768
Total	15,002	20,150	21,061	3,507	59,720

3.1 Medium Term Financial Outlook

1. The HSCP Board approved the indicative 2023/24 Revenue Budget on the 15 March 2023. The identified budget gaps and actions taken to close these gaps, to present a balanced budget, took into account current levels of service, however it was recognised that the legacy impact of the COVID-19 pandemic are not fully quantifiable at this time.
2. The challenging financial landscape for all of our funding partners (i.e. the Scottish Government, WDC and NHSGGC) in relation to future service demands, global inflation, and Scottish Government policy commitments (e.g. Mental Health Recovery and the National Drugs Mission), protracted the annual budget setting exercise. This was exacerbated by confirmation of the revised allocation of children's residential placement budget and associated costs and ongoing discussions regarding the confirmation of funding for pay uplifts within Social Care and the requirement to pass through an appropriate share of funding received by West Dunbartonshire Council to the HSCP.

3. Both WDC and NHSGGC complied with the Scottish Government directives on funding to the HSCP Board for 2023/24. For WDC the direction was at least roll over of the 2022/23 recurring budget (i.e. flat cash) plus share of allocated funding for social care in relation to Scottish Living Wage and uprating of Free Personal Care. For NHSGGC the direction was a pass through of the same 2% uplift provided to health boards.
4. For health services, the 2% uplift was accepted, on the basis that pay and other inflation was set at 2%, excluding Prescribing budgets. Prescribing is hugely complex and during 2022/23 both the volume of drugs dispensed and the average cost per item have increased to above pre pandemic levels. Given these increases and the requirement to drawdown from earmarked reserves, to partially fund the 2022/23 prescribing overspend, an uplift of 5% was applied in 2023/24.
5. A flat cash allocation for social care services from West Dunbartonshire Council, in essence, required the HSCP Board to cover all inflationary pressures (circa £6.7m) for pay awards and commissioned services, national insurance uplifts and demographic pressure, from a combination of service efficiencies, approved savings options, baseline adjustments and application of earmarked reserves.
6. The HSCP Board needs to be as financially well placed as possible to plan for and deliver services in a difficult financial climate, whilst maintaining enough flexibility to adapt and invest where needed to redesign service delivery moving forward depending on the funding available in future years.

Workforce

4.0 Workforce and Service Impact

1. Children's social work services continues to operate in a context of increased demand and complexity as communities are impacted by the cost-of-living crisis. In addition, we remain in a position of much reduced staffing across the service, with ongoing challenges regarding the recruitment and retention of staff at all levels within the service.
2. Vacancies in the service have been on average around 40 % within locality teams where the majority of statutory functions are currently delivered. The vast majority of staff able to be recruited are newly qualified which overtimes has shifted the skill profile of the service workforce in social work with a significantly higher percentage of inexperienced staff.
3. Recruitment of agency staff has had mixed success, with other local authorities also completing for both substantive and agency staff across a range of roles. Staff vacancies in services is now being reported at CPC and updates provided to PPCOG. Staffing shortages are further reflected in strategic risk registers and recognition of the impact that this is having inevitably across the wider system. Strategies to mitigate and manage risk are in place and communication across partners stressing the need for a continued focus on GIRFEC practice and principles has been issues.
4. This context has undoubtedly impacted on the continuity of service delivery for children and their families, where changes in staff have led to uncertainty and inconsistency for children, young people and their families, and for other professionals, while remaining staff have worked hard to maintain statutory functions. Unfortunately, the cumulative impact has meant a significant number of children and their families not having a single identified lead professional within social work services.

4.1 Adult services

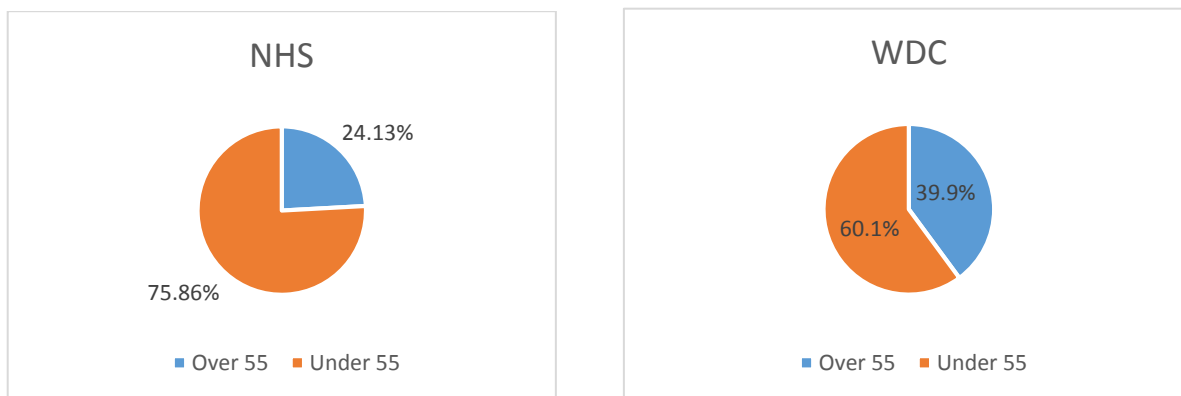
1. There have been a number of changes to the WDC MHO workforce over the last 12 months, with a number experienced staff leaving, either due to retiring or to take up posts in other local authorities and, in the case of one MHO, with an agency.
2. Recruitment to the vacant posts has been a challenge. One full-time post was filled by an MHO who had previously been working in the dual SW/MHO role within Justice Services. Whilst she brought with her a wealth of experience, her move has meant there are now no dual-role MHOs within WDC currently. This has resulted in MHO skills and knowledge being concentrated within the core team and whilst efforts are made to engage with other teams who would benefit from having regular MHO input (such as the Learning Disability and Hospital Discharge teams), there remains a need for dual-role MHOs to be in post within other teams.
3. Of note, the other 1.5 vacancies in the team have not been filled on a permanent basis, despite the posts being advertised on several occasions as no suitably qualified candidates have applied. The full time post is currently being filled by an agency worker with the part-time post being filled on a temporary basis by a returning ex-employee of the council.
4. The experience of West Dunbartonshire is similar to the overall picture nationally, with other local authorities reporting difficulties filling posts and losing experienced MHOs to agencies. Given these challenges, the focus of the MHO service over the next few years will be on training more MHOs from within the existing WDC social work workforce and encouraging those who no longer undertake MHO duties back into practice. There is currently one trainee MHO one returning MHO undertaking the course, with them both being expected to start practicing in the summer of 2024.
5. A proposal for a dedicated MHO service Resource Worker has also been drawn up. Having a skilled, knowledgeable, and reliable Resource Officer as part of the team would lead to improvements in data reporting, service response, quality assurance and information management. They would support the Senior Social Worker in reviewing the effectiveness of existing processes and procedures, provide assistance to individual MHOs by following up on matters such as the completion of AWI medicals and the arranging of court dates, and would be able to provide the Senior Management Team with up-to-date data relating to the use of legislation and the associated timescales, both on an individual and a service-wide level.
6. Additional funding from Government to Chief social work officers in 2022 to promote service delivery within adult services has been identified to develop a Principle Lead Officer for Social work and depute CSWO, and an adult services reviewing team to support quality assurance and scrutiny of quality of care and support for adults and older people. The posts have not as yet been released for advert and are being considered by the Chief Executive though the SSRG process for all posts where all posts are considered.
7. In this section I will provide an overview of the Social work and Care workforce and considerations for workforce demand, outlining the gap between where we are now and where we need to be. Highlighted through this report are the significant issues of staffing availability and recruitment

which has had an impact in nearly all areas of service delivery. As West Dunbartonshire HSCP experiences, and plans for, change, a number of resources and programmes are being developed to support our workforce through change. Whilst the effects change are acknowledged, there are levels of challenge due to a shortage of available workers for some sectors which is resulting in higher than normal level of vacancies. Never has there been a greater need for workforce planning and development to be supported to ensure the continuity of a skilled and committed workforce to deliver high quality services for the future. The National Workforce Strategy for Health and Social Care in Scotland states 'Our workforce is at the heart of delivering Health and Social Care services to the people of Scotland'. The strategy recognises the need to increase and upskill the workforce alongside supporting retention.

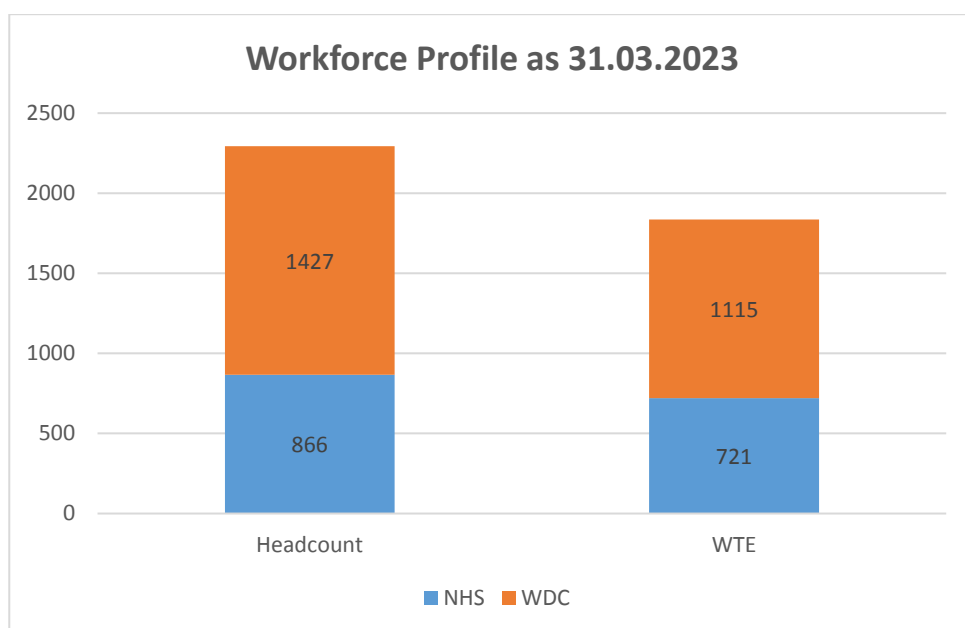
8. West Dunbartonshire HSCP has developed a three year workforce plan, over the next 3 years (mainly the next 12 months) to plan, attract, train, employ and nurture staff to help us to deliver the future workforce. As might be expected West Dunbartonshire HSCP are looking to grow and retain our workforce in the next 3 years. Recruitment and retention is a main focus of actions to help us deliver both our Workforce Plan but also encourage employability and extending the number and type of training opportunities available. Significant areas of work include how we supplement our existing workforce and how we look at supporting and developing our workforce.
9. Throughout 2022-2023 retention of staff is being supported with the development of post qualifying Social Work qualification delivered by the Open University. A number of staff are now actively engaged in post graduate social work programmes following a selection and interview process, involving as part of the panel care experienced or individuals with lived experience of service. Both the training programmes and placement provision are being supported by the wider HSCP.

Table 3
Workforce Split

Age Band	NHS	WDC	Total
<20	1	7	8
20-24	10	41	51
25-29	74	73	147
30-34	107	122	229
35-39	113	121	234
40-44	109	146	255
45-49	107	152	259
50-54	136	195	331
55-59	115	260	375
60-64	71	221	292
65+	23	89	112
TOTAL	866	1427	2293

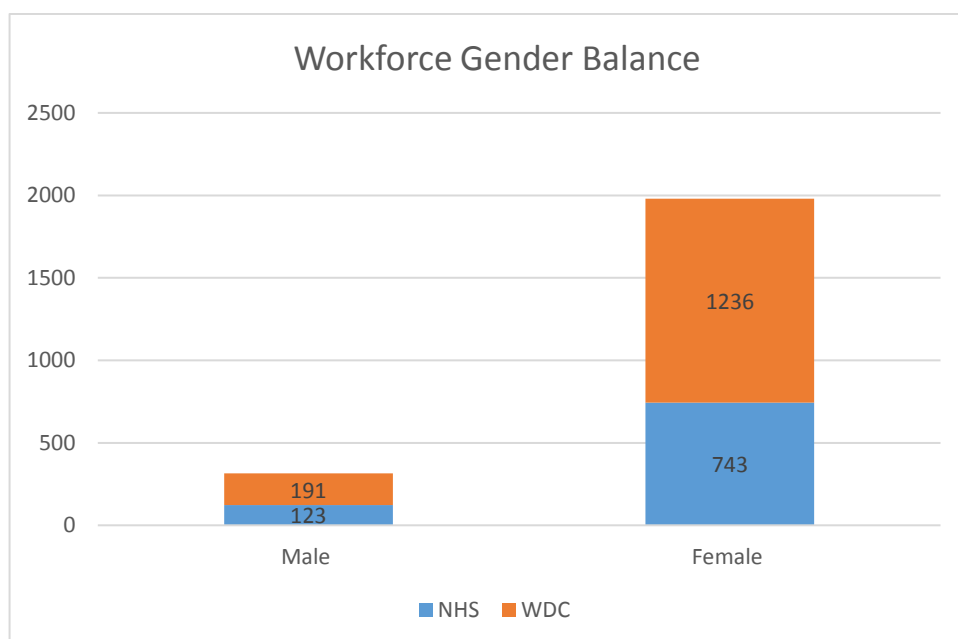


10. The age profile for NHS workforce in West Dunbartonshire HSCP indicates that there is almost an even split of the workforce under the age of 45 and over the age of 45. The picture is slightly different across WDC workforce, which indicates the majority of the workforce are over the age of 45. Whilst this does not present an immediate retiral risk, we do need to be mindful of the importance of succession planning and maintaining health and wellbeing.
11. As our workforce gets older, and we continue to rely on them, we will need to put in place policies and strategies to enable experienced workers to remain in the workforce, while maintaining their health and wellbeing. We will also have to put in place succession planning for their eventual replacements.
12. Around a third of the NHS workforce (24%) are aged 55 years and over. This presents risk of retiral of a sizeable proportion of the workforce within the next 5 to 10 years. There is a significantly higher risk with WDC workforce as almost 40% of the workforce, is aged 55 of over. The chart below shows the split of the workforce over 55 and those under 55.
13. As an employer we must recognise this, and be ready to put in place reasonable adjustments to allow colleagues to support the workforce do their role as well as when someone does have for example a long term condition, using various forms of flexible working (for example: home working, job sharing, shift working, part time working) to assist with work life balance.



4.2 Workforce Gender Balance

- As can be seen below West Dunbartonshire HSPC has a greater proportion of female workers than male workers and whilst this is not untypical within the caring profession, the HSCP does need to consider how we encourage greater inclusion within professions as part of recruitment campaigns.



4.3 Staff Turnover

- Between April 2022 and March 2023, 298 people left West Dunbartonshire HSCP. The annual turnover rate for WDC staff within the HSCP was 13.9% and for the NHS was 11.3%. This represents a reduced turnover rate compared to the same period in the previous reporting year.

The workforce may have been less willing to leave the security of their posts or actively pursue retirement.

2. To take account of the ageing patient population, as well as the workforce, both NHS Greater Glasgow and Clyde, and West Dunbartonshire Council are exploring new ways of working and new recruitment and retention strategies, as well as having a continued focus on how we support the health and wellbeing of our workforce. It is forecast that our workforce will want to work for longer.

4.4 Creating the Conditions – Measuring Effectiveness

1. The promotion of the iMatter programme continues, with a focus on action planning and team discussions with staff. This is a national staff experience continuous improvement model used locally. Our iMatter Lead supported a local focus of these principles, as well as promoting local ownership of the process and understanding of manager and team responsibilities. Within West Dunbartonshire HSCP, there is a continued emphasis on the importance of action planning; highlighted below is a comparison of results from 2021, 2022 and 2023 which demonstrates that staff feel they are cared about, are treated with dignity and respect and are appreciated:

iMatter Survey Results 2021 – 2023 (Weighted Index Value)			
iMatter Question	2021	2022	2023
I feel my direct line manager cares about my health & wellbeing	84	87	86
I feel my organisation cares about my health & wellbeing	71	73	73
I am treated with dignity and respect as an individual	83	85	86
My work gives me a sense of achievement	80	82	83
I get the help and support I need from other teams and services within the organisation to do my job	69	70	71
I feel appreciated for the work I do	71	75	77
I would recommend my organisation as a good place to work	74	75	75

4.5 Workforce Development, Learning and Collaboration

1. The West Dunbartonshire Adversity, Trauma and Resilience Programme aims to prevent childhood adversity and trauma and to mitigate the effects across an individual's life course where it has already occurred. A key component is to develop a trauma-informed West Dunbartonshire through supporting workforce development across public and third sector organisations, in line with the [National Trauma Training Programme](#) and the West Dunbartonshire Council commitment to support the [Wave Trust's 70/30 campaign](#) to reduce child abuse, neglect and other adverse childhood experiences (ACEs) by at least 70% by the year 2030 which the Council reconfirmed its original 2021 commitment to in 2023. The programme is coordinated by the local Trauma Champion and seeks to cover the **five drivers** of change of **trauma-informed systems** of;
 - **Leadership and management**
 - **Experts by experience**
 - **Data and information**
 - **Workforce knowledge and skills**
 - **Workforce wellbeing**

2. Via Trauma Training plans including Resilience Film viewings to support the development of a trauma-informed workforce supported by the Resilience Hub community of practice which now has over 500 members. The Resilience Hub held one online meeting in 2022/23 themed on 'Developing your Trauma-informed Practice' and 58 people participated. It showcased the range of free training resources available from the National Trauma Training Programme as well as how some local teams within Education and Blairvadach had put into practice.
3. Joint work with the NHSGGC Transforming Psychological Trauma Implementation Coordinator (TPTIC) included focused leadership work with leaders working in Children's Health Care and Justice with 40 leaders attending the [national Scottish Trauma-informed Leadership Training \(STILT\)](#). A training needs analysis was also carried out for Children's Health Care and Justice workforce exploring awareness and attitudes to psychological trauma and trauma-informed practice based on the national [National Trauma Training Programme: workforce survey 2021](#) to allow a learning and development plan to be developed. Staff working in the Older Adults Mental Health Team have completed the Opening Doors Learning Session on Trauma Informed practice to support planning for trauma informed change.
4. All staff working in children's houses have accessed training in the Dyadic Developmental Psychotherapy (DDP) approach. This approach encourages working with young people and their family and or other key people involved in their care. It raises awareness of trauma and its impact on young people's development and how this might affect their behaviour and supports staff to interact and talk with young people with this informed approach. It highlights use of a PACE approach in interactions i.e. to be Playful, (to allow us to attune and match young people's mood and emotions), Appreciative, (of the young person's point of view and what they are telling us about how they feel), Curious (to wonder why a young person feels the way they do, or wonder what their behaviour is really telling us) and finally to be Empathetic (to really try to understand how young people are feeling). To support this over a hundred staff across WDC Education including Educational Psychology, and HSCP Children's Social work have accessed a level 1 DDP learning opportunity. Managers have also accessed training in how to bring these approaches to supervision.

4.6 Adverse Childhood Experiences (ACEs)

1. The West Dunbartonshire Adverse Childhood Experiences (ACEs) Programme continues to address childhood adversity and trauma across the life course. The Programme supports workforce development and development of a Nurtured Strategy.
2. The Resilience documentary about Adverse Childhood Experiences (ACEs) continues to be an additional popular resource to increase ACEs awareness. One online viewing was held in 2022/23 as part of West Dunbartonshire world [kindness day activities](#) with 58 people attending. Knowledge and understanding of ACES increased from 2.84 to 3.84 out of five after viewing the film and taking part in a discussion.

Below captures a representation of the feedback received from the activity:

"I'm a student social worker and I have learned about trauma, ACEs and health at uni. Since starting placement, I have been trying to apply the knowledge I have but it has been difficult at times to transfer it to practice. I found the film really helpful for bridging that gap between theory and practice."

3. In addition two face to face viewings were held in 2022/23; One in partnership with the West Dunbartonshire [Clydesider](#) community media social enterprise co-ordinated Community Response

'If you can get the brain science into the hands of the general population, they will invent very wise actions'

Network to build capacity and understanding of trauma with a range of third sector organisations and building on the message in the film that:

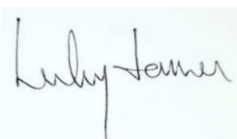
4. Feedback was positive with organisations requesting more viewings for this group. To continue to build connections with the Promise a focused viewing for foster carers kinship carers and adoptive parents was held in March 2023. Feedback was positive as below with a similar request for more viewings across West Dunbartonshire:
5. This brings the total number of people within West Dunbartonshire who have viewed the film to approximately 1,280.
Work has been undertaken to refine a local evaluation framework based on the draft Improvement Service [Creating Trauma Informed Change: What, Why and How A Quality Improvement Framework for Trauma-Informed Organisations, Systems and Workforces in Scotland](#) to develop the understanding of the impact of this work and this will continue in 2023/24 once the revised framework is available nationally.

4.7 Child Protection National Guidance Scotland 2021

1. National Guidance for Child Protection in Scotland was published in 2021. The Guidance integrates child protection within the Getting it right for every child (GIRFEC) continuum and wider strategic landscape, including incorporation of the United Nations Convention on the Rights of the Child (UNCRC) and The Promise.
2. It sets out responsibilities and expectations of everyone who works with children, young people and their families in Scotland and describes how agencies should work together to protect children from abuse, neglect, exploitation and violence.
3. The Guidance builds on evidence and well established single and multi-agency practice, however, there are key changes of note: Integration of the previously separate Child Protection Guidance for Health Professionals (2013) – the “Pink Book”, underlining the multi-agency nature of child protection; 4. Further clarification of the role, function and contribution of Health Boards, professionals, designated staff and services for child protection to support discharging their responsibilities safely, both individually and collectively; 5. A ‘child’ defined as being a child or young person up to the age of 18 years, where appropriate, in line with UNCRC. The legal situation with regard to young people aged 16 and 17 years is summarised;
4. The criticality of multi-agency collaboration and Interagency Referral Discussions (IRDs) is outlined where there is risk of significant harm; and the importance of continuity and consistency across organisational and sector boundaries is emphasised. Implementation is across 2 years, commencing September 2021;
5. There is an incentive within the Guidance to share best practice and procedures across Scotland, albeit recognising that individual regions and authorities currently have some variation. West of Scotland Child Protection procedures already exist (aligned with the 2014 Guidance) and although

they are in place in West Dunbartonshire, they are no longer universally used across the West of Scotland consortium, partly due to having lost their online platform and partly because they now require a significant refresh. At the West of Scotland Chairs and Lead officers meeting in December 2021, it was concluded that the majority of areas no longer wished to progress with a refresh of the West of Scotland procedures. West Dunbartonshire CPC agreed in March 2022 that until the 2021 Guidance is implemented, Partners will continue to follow the West of Scotland procedures.

6. West Dunbartonshire has been part of a smaller group of West of Scotland CPCs to commission an individual to update all multi-agency child protection policies/procedures/ protocols. This has now been concluded and further localisation of procedures is being concluded by the lead officer and will be available early 2024 to support continued implementation and training.
7. As the workforce further adapts it is important that the required collaboration, support and 'good conversations' are taking place to support staff wellbeing as well as provide effective leadership. Embedding career development conversations into workforce discussions is essential. Creating those conditions for employment opportunities, career changes and learning for our workforce is essential. The continued developing of a social work learning & development framework for the social work workforce through supporting trainees and qualified social workers to fulfil their roles being at the forefront.
Continuing to invest in the delivery of trauma informed approaches through the roll out of a trauma informed training plan, and the development of management capacity among the workforce to support succession planning and career development through Leadership Programmes alongside mentoring and development opportunities is a key objective.
8. A Chief Social Work Officer I am committed to emphasising the importance of supporting the workforce and colleagues during day to day work activities but also during difficult times. As a leader of social work services, promoting and maintaining a healthy workplace and providing support for our people, which maximises their health and wellbeing is a shared goal. The workforce priorities are clear to support and drive forward our local recruitment and retention agenda and providing support and capacity to our workforce in progressing the growth and transformation of social care in Scotland that is fit for the future.
9. The challenges are national and local authorities need to be supported to deliver and build into the system workforce capacity, both I commissioned services and recruitment to social work and social care in to deliver the high quality services regardless of the organisational alignment going forward.



Lesley James
Head of Children's Health Care & Justice
Chief Social Work Officer
31/10/2023

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Regulatory and Regeneration****Council: 20 December 2023**

Subject: Review of Polling Districts and Polling Places 2023**1. Purpose**

- 1.1** The purpose of this report is to advise the Council of the response to the consultation on the review of polling districts and polling places and to seek approval of the final polling scheme.

2. Recommendations

- 2.1** It is recommended that the Council agrees:
- (a) to adopt the scheme of polling districts and polling places as detailed in the Appendix 1 to this report;
 - (b) to authorise the Returning Officer to identify suitable alternative polling places in advance of any given election should that polling place no longer be available to the Council, as outlined in Appendix 1 to this report; and
 - (c) to authorise the Returning Officer to determine a suitable polling place for those voters in the Glasgow City Council area, who will form part of the new UK Parliamentary Constituency of West Dunbartonshire.

3. Background

- 3.1** At its meeting on 30 August 2023, the Council approved the arrangements for conducting the review and accordingly copies of the Returning Officer's representations were sent to all elected members, the local MP, MSPs, and a range of local community organisations including those which represent disabled, elderly people and other equality groups, for comment. The deadline for submission of responses to the consultation was 13 November 2023.

4. Main IssuesPolling Districts

- 4.1** In 2018, the Council agreed that some minor changes be made to polling district boundaries arising from the Boundary Commission for Scotland's Review of Local Government Wards. Maps showing the existing polling district boundaries for each Ward can be viewed on the Council's website at the following address:

<https://www.west-dunbarton.gov.uk/council/voting-and-elections/polling-district-and-polling-place-review-2023/>

- 4.2** The Chief Executive who is for the purposes of elections, the Returning Officer is satisfied with the current polling district boundaries and has proposed that no changes be made to the polling districts as part of this review.

Polling Places

- 4.3** In 2020, the Council conducted an interim review of its polling places and polling districts and agreed to use a number of new venues as polling places thus reducing the number of schools included in the previous scheme. These new venues included: the Carman Centre, Renton, in place of Renton Primary School; the Cutty Sark Centre, Bellsmyre in place of the Bellsmyre School Campus; and Bonhill Church (Angus Room) in place of Bonhill Primary School. The Council also agreed to the use of the Hub Community Centre, Clydebank in place of Kilbowie Primary School, subject to concerns by a disability group being addressed but the Hub was not used in subsequent elections as the centre was being used as a Covid Vaccination Centre. Also, the Angus Room in Bonhill Church was not used during the pandemic as it was not possible to operate a one-way system in the Angus Room due to lack of space. The other new venue which was added in 2020 was West Kirk Church Hall, Westbridgend, which was deemed suitable for use and had a one-way system in place during the pandemic.
- 4.4.** The Returning Officer is aware that there are a number of existing polling places which may not be available for use as polling places in the future due to Council savings options and external factors such as the Church of Scotland review of its properties. The election office has identified the following properties which may be affected: Bonhill Church (Angus Room), West Kirk Church Hall, West Dumbarton Activity Centre, Bowling Community Hall, Glenhead Community Centre and Parkhall Library.
- 4.5** The Returning Officer is of the view that as long as these venues are still available, they should be used as polling places but it is prudent to identify alternative venues should the situation change. A table of alternative premises proposed by the Returning Officer is shown on the final page of Appendix 1. Comments were invited on both the proposed list and the list of alternative polling places. Since commencing the consultation, the Council has agreed that the Glenhead Community Centre be leased and therefore the lease will include a clause that the Centre will continue to be available as a polling place in future years. However, the Centre may not be available while refurbishment works take place and accordingly an alternative venue has been proposed.

UK Parliamentary Boundary Review

- 4.6** The UK Parliament has now approved the recommendations of the Boundary Commission, which means that a small part of the Glasgow City local authority area will form part of the new West Dunbartonshire County UK Parliamentary Constituency for future UK Parliamentary Elections. It is

understood that the City of Glasgow Council will carry out a review of its polling scheme in 2023 and in so doing will identify a suitable polling place for those additional voters transferring to West Dunbartonshire County Constituency. However, if it can accommodate the increased numbers, these voters could be directed to vote in St. Margaret's Church Hall. Failing that, the Election team will inspect the polling place recommended by Glasgow City Council prior to use and, if deemed suitable, will proceed on that basis.

Impact of New Housing in West Dunbartonshire

- 4.7** An assessment of the impact on the polling scheme of the number of new properties being built in West Dunbartonshire has been undertaken with the assistance of officers from the Council's Planning Section. While there are a number of new housing developments planned and/or being proposed throughout West Dunbartonshire, there are only a few of significant size to have a major impact on the proposed polling scheme. The Queens Quay development will be the most significant with approximately 570 new houses scheduled to be built over the next five years. It is proposed that the additional electors from this area will vote in Waterfront Church Hall which has an additional hall with the capacity to cope with up to four additional polling stations. There are a number of other smaller housing developments which may have some impact of the polling scheme, the details of which are contained in the individual comments on each polling place in Appendix 2.

Feedback from consultation

- 4.8** Local Elected Members were consulted and all comments received are shown in Appendix 3. Where possible, Members views have been taken into account in the proposed list of polling places, which is evident from the re-introduction of the Leven Suite, Abbotsford Hotel, Dumbarton and The Hub Community Centre, Clydebank. However, some Members have expressed concerns on the proposed alternative venues for Bowling Hall and West Kirk Church Hall and have suggested the use of portacabins as an alternative. The Returning Officer is of the view that portacabins should only be used as a last resort. Experience has shown that they are very uncomfortable for staff who have to work for up to 16 hours in a confined space which is difficult to keep warm, especially during a winter election. In addition, in order to allow wheelchair access, special ramps have to be built and even then it is a very tight space to allow a wheelchair user to manoeuvre and vote.
- 4.9** One member of the public responded to the consultation and made the comment that they live closer to another polling place than the one they are currently designated to vote in. Unfortunately, this situation is unavoidable where a polling place is near the boundary line. In this instance, the voter lives nearer Dalreoch United Free Church than St Michael's Church Hall.
- 4.10** No comments were submitted by local and regional MSPs, the local MP or on behalf of any local or national political party.

5. People Implications

- 5.1** There are no direct implications for employees of this Council although many employees work in our polling places but this is not mandatory and is at the discretion of management.

6. Financial and Procurement Implications

- 6.1** The only elections funded by the Council are the Local Government Elections and any Local Government by-elections which may occur from time to time. The proposals within this report do not increase the number of polling places and therefore the proposals have no direct impact on costs. However, Some Members have indicated in their initial comments that they would prefer using mobile polling stations (portacabins) in favour of some of the alternative venues proposed by the Returning Officer and accordingly there would be an additional cost involved as these units are more expensive to hire than community halls.
- 6.2** There are no procurement implications for the Council arising from this report.

7. Risk Analysis

- 7.1** The Council is required by statute to complete the review within the required timescales. Failure to do so could result in reputational damage to the Council.

8. Equalities Impact Assessment (EIA)

- 8.1** The Council must ensure that, so far as is reasonable and practicable, every polling place within its area is accessible to electors who are disabled. All polling places used in West Dunbartonshire are accessible and no new polling places have been added as a result of this review. A copy of the Equality Impact Assessment which was carried out in respect of the review is attached as Appendix 4.

9. Consultation

- 9.1** Officers from legal and finance have been consulted on the content of this report.
- 9.2** The formal public consultation process commenced on 2 October 2023 and concluded on 13 November 2023. All comments received from the elected members and the public have been included in this report.

10. Strategic Assessment

- 10.1** This report does not have a direct impact on the Council's Strategic priorities.

Alan Douglas
Chief Officer – Regulatory and Regeneration

Date: 14 November 2023

Person to Contact: George Hawthorn, Manager of Democratic and Registration Services, Council Offices, Garshake Road, Dumbarton. Telephone 01389 737204 or e-mail: george.hawthorn@west-dunbarton.gov.uk

Appendices:

1. Proposed list of polling places and districts.
2. Returning Officer's comments on individual polling places.
3. Summary of comments submitted by West Dunbartonshire elected members.
4. Equality Impact Assessment.

Background Papers: Returning Officer's Representations.
<https://www.west-dunbarton.gov.uk/council/voting-and-elections/polling-district-and-polling-place-review-2023/>

Wards Affected: All

LIST OF PROPOSED POLLING DISTRICTS AND POLLING PLACES 2023

LO1D	KILMARONOCK MILLENNIUM HALL , Church Road, Gartocharn G83 8NF
LO2D	LENNOX HALL , 101 Main Street, Jamestown G83 8AZ
LO3D	VALE OF LEVEN SWIMMING POOL , North Main Street, Alexandria G83 0UE
LO4D	ST. KESSOG'S CHURCH HALL , Balloch Road, Balloch G83 8LQ
LE5D	ALEXANDRIA COMMUNITY CENTRE , Main Street, Alexandria, G83 0NU
LE6D	ST. MARTIN'S CHURCH HALL , 331 Main Street, Renton G82 4PZ
LE7D	CARMAN CENTRE , 175 Main Street, Renton G82 4PF
LE8D	DALMONACH COMMUNITY CENTRE , First Avenue, Bonhill G83 9AU
LE9D	BONHILL COMMUNITY CENTRE , Ladyton, Bonhill G83 9DZ
LE10D	BONHILL CHURCH (ANGUS ROOM) , Main Street, Bonhill, G83 9HR

LE11D	CUTTY SARK CENTRE , 58 Howatshaws Road, Dumbarton G82 3DR
DU13D	WEST KIRK CHURCH HALL , Westbridgend, Dumbarton G82 4BP
DU14D	DALREOCH UNITED FREE CHURCH , 100 Hawthornhill Road, Dumbarton G82 5JB
DU15D	ST. MICHAEL'S CHURCH HALL , Cardross Road, Dumbarton G82 4JE
DU16D	WEST DUMBARTON ACTIVITY CENTRE , Ardoch Crescent, Dumbarton G82 3EN
DU17D	BRAEHEAD PRIMARY SCHOOL , Meadow Road, Dumbarton G82 2BL
LE12D	
DU18D	CONCORD COMMUNITY CENTRE , St. Mary's Way, Dumbarton G82 1LJ
DU19D	KNOXLAND PRIMARY SCHOOL , Leven Street, Dumbarton G82 1QU
DU20D	ST. PATRICK'S PRIMARY SCHOOL , Crosslet Road, Dumbarton G82 2LQ

DU21D	ABBOTSFORD HOTEL (Leven Suite) , Stirling Road, Dumbarton, G82 2PJ
DU22D	MILTON COMMUNITY HALL , King George's Field, Milton, Dumbarton G82 2TT
DU23C DU23D	BOWLING COMMUNITY HALL , Dumbarton Road, Bowling G60 5AQ
KP1C	GLENHEAD COMMUNITY CENTRE , Duntiglennan Road, Duntocher, Clydebank G81 6AF
KP2C	GOLDENHILL PRIMARY SCHOOL , Stewart Drive, Hardgate, Clydebank G81 6AH
KP3C	FAIFLEY PARISH CHURCH HALL , Faifley Road, Clydebank G81 5AR
KP4C	ST. JOSEPH'S CHURCH HALL , Faifley Road, Clydebank G81 5EZ

CC5C	DALMUIR BARCLAY CHURCH , 21 Durban Avenue, Clydebank G81 4JL
CW13C	
CC6C	PARKHALL LIBRARY , Hawthorn Road, Clydebank G81 3EF
CC7C	ST. STEPHEN'S CHURCH HALL , Park Road, Clydebank G81 3LD
CC8C	HUB COMMUNITY CENTRE , 405 Kilbowie Road, Clydebank, G81 2TX
CC9C	ST. EUNAN'S COMMUNITY HALL , Gilmour Street, Clydebank G81 2BW
CC10C	ONslow ROAD COMMUNITY HALL , 137 Onslow Road, Clydebank G81 2PR
CC11C	LINNVALE PRIMARY SCHOOL , Livingstone Street, Clydebank G81 2RL
CW12C	NAPIER HALL , 312 Dumbarton Road, Old Kilpatrick, G60 5LW
CW14C	DALMUIR COMMUNITY CENTRE , Duntocher Road, Clydebank G81 4RQ
CW15C	WATERFRONT CHURCH HALL , Abbotsford Road, Clydebank G81 1PA

CW16C	ST. MARGARET'S CHURCH HALL , Sinclair Street, Clydebank G81 1AE
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In the event that the undernoted premises are no longer available for use as a polling places the Returning Officer proposes that the undernoted venues be used in their place.

Bonhill Church (Angus Room)	Bonhill Primary School
West Kirk Church Hall	Concord Community Centre
West Dumbarton Activity Centre	St Michael's Church Hall
Bowling Community Hall	Milton Community Centre
Glenhead Community Centre	St Mary's Primary School or other suitable venue in the area.
Parkhall Library	Parkhall Tenant's Hall (subject to satisfactory inspection by the election team.)

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY

REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Kilmaronock Millennium Hall
Address:	Church Road, Gartocharn G83 8NF
Type of Property:	Private hall
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	Ward 1 Lomond
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LO1D – 537 (134 postal voters)
Proposed New Polling District:	LO1D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	537 (134 postal voters)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency:	1

Returning Officer's comments on this Polling Place:

This is the main community hall for the village. It is well situated, with a disabled access ramp at the side of the property leading directly into the lower hall which is used for polling.

The hall offers generous accommodation for the single polling station and there are adequate facilities for staff.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY

REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Lennox Hall
Address:	101 Main Street, Jamestown, Alexandria, G83 8AZ
Type of Property:	Church premises
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	Ward 1 Lomond
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LO2D - 3780 (518 postal voters)
Proposed New Polling District:	LO2D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	3780 (518 postal voters)
No of polling stations for UK General Election held in December 2019:	4
No of polling stations recommended for election at UK Parliamentary Constituency:	4

Returning Officer's Comments:

This is an established polling place with suitable access for all voters. Works were carried out to the footpath and rear stairwell during the Covid pandemic to allow for one-way system to operate.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Vale of Leven Swimming Pool
Address:	North Main Street, Alexandria G83 9SJ
Type of Property:	Leisure Trust facility
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	1 - Lomond
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LO3D - 3124 (451 postal voters)
Proposed New Polling District:	LO3D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	3124 (451 postal voters)
No of polling stations for UK General Election held in December 2019:	3
No of polling stations recommended for election at Parliamentary Constituency:	3

Returning Officer's Comments:

This is an established polling place with adequate parking and suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St Kessog's Church Hall
Address:	Balloch Road, Balloch G83 8LQ
Type of Property:	Church Hall
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	1 - Lomond
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LO4D - 1700 (342 postal voters)
Proposed New Polling District:	LO4D
Total number of voters proposed to be served at this place (as at September 2023):	1700 (342 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's Comments:

This is an established polling place with suitable access for all voters.

The Planning Section has advised that up to 84 new properties could be built within this polling district within the next five years. There is sufficient surplus capacity within this polling place to absorb those additional voters.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Alexandria Community Centre
Address:	Main Street, Alexandria G83 9BH
Type of Property:	Leisure Trust
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	Ward 2 - Leven
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LE5D - 1943 (322 postal voters)
Proposed New Polling District:	LE5D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1943 (322 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's Comments:

This is an established polling place with suitable access for all voters. It was not used during the Covid pandemic as it was a NHS vaccination centre but the hall is now available. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St Martin's Church Hall
Address:	Main Street, Renton, G82 4PZ
Type of Property:	Church premises
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	2 - Leven
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023) :	LE6D - 795 (70 postal)
Proposed New Polling District	LE6D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	795 (70 postal)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency:	1

Returning Officer's Comments:

This is an established polling place with suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Carman Centre
Address:	175 Main Street, Renton G82 4PF
Type of Property:	Private community facility
Scottish Parliament Constituency:	Dumbarton
Local Authority Ward Served:	2 - Leven
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LE7D 1130 (106 postal voters)
Proposed New Polling District:	LE7D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1130 (106 postal voters)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency:	1

Returning Officer's Comments:

This is a new polling place which was approved following an interim review of the polling scheme in 2020 and was used in the Local Government Elections in 2022. It has suitable access for all voters with some parking to the rear of the premises.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Dalmonach Community Centre
Address:	First Avenue, Bonhill, G82 9AU
Type of Property:	Leisure Trust
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	2 - Leven
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LE8D - 1545 (195 postal voters)
Proposed New Polling District:	LE8D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1545 (195 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's Comments:

This is a new polling place which was used at the Local Government Elections in 2022. It has suitable access and ample parking spaces.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Bonhill Community Centre
Address:	Ladyton, Bonhill G83 9BH
Type of Property:	Community Hall (Managed by Y Sort-it)
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	2 - Leven
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LE9D – 3307 (395 postal voters)
Proposed New Polling District:	LE9D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	3307 (395 postal voters)
No of polling stations for UK General Election held in December 2019:	4
No of polling stations recommended for election at UK Parliamentary Constituency:	4

Returning Officer's Comments:

Established polling place. Although the hall has been transferred to Y Sort-It, a clause has been added to the lease to ensure use of this hall as a polling place.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Bonhill Primary School
Address:	Raglan Street, Bonhill, G83
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	2 - Leven
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LE10D – 1482 (210 postal voters)
Proposed New Polling District:	LE10D - Contingency only
Total number of voters proposed to be served at this place (as at September 2023):	0
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	0

Returning Officer's Comments:

The school was used as a polling place instead of Bonhill Church (Angus Room) during the Covid pandemic due to the requirement to have a one-way system in operation. It is recommended that the school only be used as a contingency polling place in the event that Bonhill Church is no longer available.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Bonhill Church (Angus Room)
Address:	Main Street, Bonhill, Alexandria, G83 9HR
Type of Property:	Church Premises
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	2- Leven
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LE10D – 1482 (210)
Proposed New Polling District:	LE10D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1482 (210)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's Comments:

Bonhill Church was approved as a polling place following the interim review of the Polling Scheme in 2020 but was not used due to the requirement to have a one-way system during the Covid pandemic. The Angus Room is on ground level and is accessible. There are a number of disabled parking spaces to the front of the church. The Church of Scotland has still to determine which churches in Alexandria will close following a review of its properties.

Use as a polling place until such times as the Church of Scotland makes a decision on the future of the church and its halls.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Cutty Sark Centre
Address:	58 Howatshaws Road, Dumbarton G82 3DR
Type of Property:	Private Community Hall
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	2 - Leven
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	LE11D – 2838 (362 postal voters)
Proposed New Polling District:	LE11D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	2838 (362 postal)
No of polling stations for UK General Election held in December 2019:	3
No of polling stations recommended for election at UK Parliamentary Constituency:	3

Returning Officer's Comments:

The Cutty Sark Centre was approved as a polling place following the interim review of polling places in 2020 but was not used until the local elections in May 2022 as the centre had closed during the Covid pandemic. The hall is accessible with some disabled parking at the main entrance.

The Planning Section has advised that up to 84 new properties could be built within this polling district within the next five years. This polling place has sufficient surplus capacity to absorb these additional voters.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	West Kirk Church Hall
Address:	Westbridgend, Dumbarton G82 4BP
Type of Property:	Church Premises
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU13D - 954 (184 postal voters)
Proposed New Polling District:	DU13D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	954 (184 postal voters)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency:	1

Returning Officer's Comments:

West Kirk Church Hall was approved as a polling place following an interim review of the polling scheme in 2020 and was used in the Local Government elections in May 2022. The Church of Scotland has reviewed its properties and it is possible that this church may close within the next five years.

Use as a polling place until such times as the Church of Scotland makes a final decision on the future of the church and its halls.

If it becomes unavailable the nearest alternative polling place is the Concord Community Centre.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Dalreoch United Free Church Hall
Address:	Hawthornhill Road, Dumbarton, G82 5AS
Type of Property:	Church premises
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU14D - 995 (164 postal voters)
Proposed New Polling District	DU14D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	995 (164 postal voters)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency	1

Returning Officer's Comments:

This is an established polling place with adequate parking to the front of the property and suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St Michael's Church Hall
Address:	Cardross Road, Dumbarton, G82 4JE
Type of Property:	Church premises
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU15D – 1254 (178 postal voters)
Proposed New Polling District	DU15D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1254 (178 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency	2

Returning Officer's Comments:

The Planning Section has advised that up to 68 new properties could be built within this polling district within the next five years. There is sufficient capacity within the two existing polling stations to cope with this increase.

This is an established polling place with adequate parking to the front of the property and has suitable access for all voters via a permanent ramp to the side access of the premises.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	West Dumbarton Activity Centre (Café)
Address:	Ardoch Crescent, Dumbarton, G82 4EN
Type of Property:	Leisure Trust (subject to lease, transfer or sale)
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU16D - 918 (145 postal voters)
Proposed New Polling District:	DU16D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	918 (145 postal voters)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency	1

Returning Officer's Comments:

This is an established polling place.

The Planning Section has advised that there could be 82 new properties built in this area over the next five years which could mean there is a need for an additional polling station. The Election Office will continue to monitor the situation and report back to Council if an interim review is required in this area.

The centre has been identified as a potential saving option for the Council and accordingly it may be leased, transferred or sold to another community organisation. If leased, the lease will contain a clause ensuring future use of the centre as a polling place. If sold, the premises may not be available as a polling place.

It is recommended that the centre be used as a polling place until such times as the outcome of its future is known and in the event that it is no longer available as a polling place, then St. Michael's Church Hall could be used as an alternative polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Braehead Primary School
Address:	Meadow Road, Dumbarton G82 2BL
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU17D – 1488 (320 postal voters) LE12D – 878 (168 postal voters)
Proposed New Polling District:	DU17D (no change) LE12D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	2366 (488 postal voters)
No of polling stations for UK General Election held in December 2019:	3
No of polling stations recommended for election at UK Parliamentary Constituency:	3

Returning Officer's Comments:

Established polling place with good accessibility.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Concord Community Centre
Address:	St Mary's Way, Dumbarton G82 1JL
Type of Property:	Leisure Trust
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU18D - 666 (81 postal voters)
Proposed New Polling District:	DU18D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	666 (81 postal voters)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency:	1

Returning Officer's Comments:

This is an established polling place with suitable access for all voters via a permanent ramp. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Knoxland Primary School
Address:	Glasgow Road, Dumbarton G82 1QU
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU19D - 3031 (531 postal)
Proposed New Polling District:	DU19D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	3031 (531 postal)
No of polling stations for UK General Election held in December 2019:	3
No of polling stations recommended for election at UK Parliamentary Constituency	3

Returning Officer's Comments:

The Planning Section has advised that up to 83 new properties could be built within this polling district over the next five years. There is sufficient capacity within Knoxland Primary School to cope with this increase.

This is an established polling place with suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St Patrick's Primary School
Address:	Crosslet Road, Dumbarton G82 2LQ
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU20D - 1359 (196 postal voters)
Proposed New Polling District:	DU20D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1359 (196 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency	2

Returning Officer's Comments:

Established polling place with ample parking and good accessibility. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Leven Suite, Abbotsford Hotel
Address:	Stirling Road, Dumbarton
Type of Property:	Private venue (hotel)
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU21D - 1868 (315 postal)
Proposed New Polling District	DU21D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1914 (425 postal)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency	2

Returning Officer's Comments:

There have been some reports of low lighting in this polling place in the past and the Returning Officer has made arrangements to ensure that additional temporary lighting is in place in advance of any polls opening, if required.

The room was not suitable for use as a polling place during the Covid pandemic as there was no one-way system in place.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Milton Community Hall
Address:	Milton, Dumbarton
Type of Property:	Private Hall
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 - Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU22D – 483 (76 postal voters)
Proposed New Polling District	DU22D (no change)
Total number of voters proposed to be served at this place (as at September 2023):	483 (76 postal voters)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency	1

Returning Officer's Comments:

This is an established polling place with suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Bowling Community Hall
Address:	Dumbarton Road, Bowling G80 1UA
Type of Property:	Leisure Trust (subject to lease, transfer or sale)
Scottish Parliament Constituency:	Dumbarton
Local Authority Wards Served:	3 – Dumbarton
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	DU23D - 422 (69 postal voters) DU23C – 11 (2 postal voters)
Proposed New Polling District:	DU23D (no change) DU23C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	433 (71 postal voters)
No of polling stations for UK General Election held in December 2019:	1
No of polling stations recommended for election at UK Parliamentary Constituency:	1

Returning Officer's Comments:

The Planning Section has advised that up to 76 new properties could be built within this polling district within the next five years. There is sufficient capacity within Bowling Community Hall to cope with this increase.

The hall has been identified as a potential saving option for the Council and accordingly it may be leased, transferred or sold to another community organisation. If leased, the lease will contain a clause ensuring future use of the hall as a polling place. If sold, the premises may not be available as a polling place.

It is recommended that the hall should be used as a polling place until such times as the outcome of its future is known and in the event that it is no longer available as a polling place, then Milton Community Centre be used as an alternative polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Glenhead Community Centre
Address:	Duntiglennan Road, Duntocher, Clydebank G61 6AH
Type of Property:	Leisure Trust (subject to lease, transfer or sale)
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	4 – Kilpatrick
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	KP1C - 3351 (484 postal voters)
Proposed New Polling District:	KP1C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	3351 (484 postal voters)
No of polling stations for UK General Election held in December 2019:	4
No of polling stations recommended for election at UK Parliamentary Constituency:	4

Returning Officer's Comments:

This is an established polling place with suitable access for all voters.

The centre has been identified as a potential saving option for the Council and accordingly it may be leased, transferred or sold to another community organisation. If leased, the lease will contain a clause ensuring future use of the centre as a polling place. If sold, the premises may not be available as a polling place.

It is recommended that that the centre be used as a polling place until such times as the outcome of its future is known and in the event that it is no longer available as a polling place, then St. Mary's Primary School or another suitable venue in the area be used as an alternative polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St Mary's Primary School
Address:	Chapel Road, Duntocher, Clydebank G61 6DL
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	4 – Kilpatrick
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	KP1C - 3351 (484 postal voters)
Proposed New Polling District:	Contingency venue
Total number of voters proposed to be served at this place (as at September 2023):	Contingency venue
No of polling stations for UK General Election held in December 2019:	4
No of polling stations recommended for election at UK Parliamentary Constituency:	4

Returning Officer's Comments:

Following an inspection by the election team, this school has been deemed to meet all of the accessibility requirements and other requirements of a suitable polling place.

It is recommended that the school should only be used as an alternative polling place in the event that the Glenhead Community Centre is no longer available as a polling place and no other suitable venue has been identified.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Goldenhill Primary School
Address:	Stewart Drive, Hardgate, Clydebank G81 6AH
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	4 - Kilpatrick
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	KP2C - 2303 (411 postal voters)
Proposed New Polling District	KP2C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	2303 (411 postal voters)
No of polling stations for UK General Election held in December 2019:	3
No of polling stations recommended for election at UK Parliamentary Constituency	3

Returning Officer's Comments:

This is an established polling place with suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Faifley Parish Church Hall
Address:	Faifley Road, Faifley, Clydebank G81 5AR
Type of Property:	Church premises
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	4 - Kilpatrick
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	KP3C - 2088 (207 postal voters)
Proposed New Polling District:	KP3C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	2088 (207 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency	2

Returning Officer's comments:

This is an established polling place with suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St Joseph's Church Hall
Address:	Faifley Road, Faifley, Clydebank G81 5EZ
Type of Property:	Church premises
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	4 - Kilpatrick
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	KP4C - 1304 (154 postal)
Proposed New Polling District:	KP4C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1304 (154 postal)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's comments:

This is an established polling place with suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Dalmuir Barclay Parish Church Hall
Address:	Durban Avenue, Clydebank G81 4JH
Type of Property:	Church premises
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	5 – Clydebank Central 6 – Clydebank Waterfront
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CC5C – 1364 (200 postal voters) CW13C – 1155 (189 postal voters)
Proposed New Polling Districts:	CC5C (no change) CW13C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	2519 (389 postal voters)
No of polling stations for UK General Election held in December 2019:	4
No of polling stations recommended for election at UK Parliamentary Constituency:	4

Returning Officer's Comments:

The absence of a suitable polling place in the Mountblow area means that electors from that area have to vote in the Dalmuir Barclay Church Hall, which is large enough to accommodate multiple polling stations but is just outside the polling district boundary. While this is not ideal there are no suitable alternatives at this time.

Retain as polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Parkhall Library
Address:	Hawthorn Street, Clydebank, G81 3EF
Type of Property:	Local authority library (subject to lease or sale)
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	5 – Clydebank Central
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CC6C - 1945 (287 postal voters)
Proposed New Polling District:	CC6C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1945 (287 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency	2

Returning Officer's Comments:

This is an established polling place with suitable access for all voters.

The library has been identified as a potential saving option for the Council and accordingly it may be disposed of. If leased, the lease will contain a clause ensuring future use of the building as a polling place. If sold, the premises may not be available as a polling place.

It is recommended that the library be used as a polling place until such times as the outcome of its future is known and in the event that it is no longer available as a polling place then Parkhall Tenant's Hall be used as an alternative polling place, subject to a satisfactory inspection by the election team. The hall is currently undergoing repairs and is not available for inspection at the time of writing. Access to the rear is poor; there is a ramp with uneven surface and no marked disabled

parking. These issues would need to be addressed before the hall could be used as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St. Stephen's Church Hall
Address:	Park Road, Clydebank G81 3ED
Type of Property:	Church premises
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	5 – Clydebank Central
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CC7C – 1728 (276 postal voters)
Proposed New Polling District:	CC7C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1728 (276 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's Comments:

There is a separate access for disabled electors to the side of the building. The configuration of the front entrance does not permit the use of a ramp.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Kilbowie Primary School
Address:	West Thomson Street, Clydebank G81 3AE
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	5 – Clydebank Central
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CC8C - 1664 (228 postal)
Proposed New Polling Districts:	Contingency venue for the Hub
Total number of voters proposed to be served at this place (as at September 2023):	0
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	0

Returning Officer's Comments:

It is recommended that this school should only be used as a polling place in the event that the Hub Community Centre is no longer available as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	The Hub Community Centre
Address:	405 Kilbowie Road, Clydebank G81 2TX
Type of Property:	Leisure Trust
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	5 – Clydebank Central
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CC8C - 1664 (228 postal)
Proposed New Polling Districts:	CC8C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1664 (228 postal)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's Comments:

The centre was not available during the covid pandemic as it was being used by the NHS as a vaccination centre. Previous concerns by the Disability Forum regarding uneven ground in the car park have been addressed but not the footpath to the side of the building and if the centre is to be used it is recommended that the polling place be set up in the main hall with direct access via the rear doors, which is only a short distance from the disabled parking spaces.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St Eunan's Community Hall
Address:	Gilmour Street, Clydebank G81 2BW
Type of Property:	Church premises
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	5 - Clydebank Central
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CC9C - 2086 (314 postal voters)
Proposed New Polling District:	CC9C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	2086 (314 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency	2

Returning Officer's Comments:

The community hall was not available for use at recent elections during the Covid pandemic but is available again.

This is an established polling place with suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Onslow Road Community Hall
Address:	Onslow Road, Clydebank, G81 2PR
Type of Property:	Private Community Hall
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	5 – Clydebank Central
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CC10C - 1792 (209 postal voters)
Proposed New Polling District:	CC10C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1792 (209 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's Comments:

The community centre has now been leased to a local clothes bank (recycle centre) and is available as a polling place due to a clause in the lease agreement.

This is an established polling place with suitable access for all voters

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Linnvale Primary School
Address:	Livingstone Street, Clydebank, G81 2RL
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	5 – Clydebank Central
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CC11C - 1293 (174 postal voters)
Proposed New Polling District:	CC11C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	1293 (174 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency	2

Returning Officer's Comments:

This is an established polling place with suitable access for all voters. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Gavinburn Primary School
Address:	Dumbarton Road, Old Kilpatrick G60 5NE
Type of Property:	Local authority primary school
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	6 – Clydebank Waterfront
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CW12C - 3887 (708 postal voters)
Proposed New Polling District:	CW12C
Total number of voters proposed to be served at this place (as at September 2023):	Nil (Only use as a contingency polling place in event that Napier Hall is no longer available)
No of polling stations for UK General Election held in December 2019:	4
No of polling stations recommended for election at UK Parliamentary Constituency	Nil

Returning Officer's Comments:

It is recommended that the school should only be used as a contingency polling place in event that Napier Hall is no longer available as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Napier Hall
Address:	Dumbarton Road, Old Kilpatrick G60 5JH
Type of Property:	Leisure Trust (subject to lease)
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	6 – Clydebank Waterfront
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CW12C – 3218 (420)
Proposed New Polling District:	CW12C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	3896 (486 postal voters)
No of polling stations for UK General Election held in December 2019:	4
No of polling stations recommended for election at UK Parliamentary Constituency:	4

Returning Officer's Comments:

The hall has been identified as a potential saving option for the Council and a decision has been made to lease it to a community group. However, the lease will contain a clause ensuring future use of the hall as a polling place.

Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Dalmuir Community Centre
Address:	Duntocher Road, Clydebank G81 4RQ
Type of Property:	Leisure Trust
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	6 – Clydebank Waterfront
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CW14C 2294 (279)
Proposed New Polling District:	CW14C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	2294 (279 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency:	2

Returning Officer's Comments:

Established polling place with good accessibility. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	Waterfront Church Hall
Address:	Abbotsford Road, Clydebank G81 1PA
Type of Property:	Church premises
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	6 – Clydebank Waterfront
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CW15C - 1689 (205 postal voters)
Proposed New Polling District:	CW15C
Total number of voters proposed to be served at this place (as at September 2023):	1689 (205 postal voters)
No of polling stations for UK General Election held in December 2019:	2
No of polling stations recommended for election at UK Parliamentary Constituency	2

Returning Officer's Comments:

The Planning Section has advised that up to 570 new properties could be built within this polling district within the next five years. It may be necessary to use both halls to accommodate additional polling station.

Established polling place with good accessibility. Retain as a polling place.

WEST DUNBARTONSHIRE COUNTY CONSTITUENCY
REVIEW OF POLLING DISTRICTS AND PLACES 2023

Polling Place Name:	St Margaret's Church Hall
Address:	Sinclair Street, Clydebank, G81 1AE
Type of Property:	Church premises
Scottish Parliament Constituency:	Clydebank and Milngavie
Local Authority Wards Served:	6 – Clydebank Waterfront
Existing Polling Districts at this place and breakdown of number of voters per district (as at September 2023):	CW16C - 2740 (368 postal voters)
Proposed New Polling District:	CW16C (no change)
Total number of voters proposed to be served at this place (as at September 2023):	2740 (368 postal voters)
No of polling stations for UK General Election held in December 2019:	3
No of polling stations recommended for election at UK Parliamentary Constituency:	3

Returning Officer's Comments:

Established polling place. It may be possible to accommodate additional Glasgow voters for UK elections in this hall, depending on actual numbers. Failing that, the nearest existing Glasgow City Council approved venue could be used for those additional voters gained as a result of the change to the UK Parliamentary boundaries. Glasgow City Council is currently reviewing its polling scheme and the outcome should be known in December 2023.

Retain as a polling place.

Review of Polling Places and Polling Districts 2023 – Comments submitted by Elected Members prior to consultation

Elected Member	Ward	Comments
Martin Rooney	Lomond	I'm content with the current polling stations, they are central and accessible to all.
Jim Bollan	Leven	RO proposals are all fine by me.
Chris Pollock	Dumbarton	<p>I think regarding Bowling it is important that the village has its own polling place and voters are not forced to travel to Milton or Old Kilpatrick. There is no train station in Milton and many voters would be forced to walk or get a bus. If Bowling Community Centre is sold or no longer available I would be keen to identify another building or put a portacabin in place. Is there any availability at Bowling Harbour as there are a few unused buildings there? Or the Bay Inn may be available but not sure if that is appropriate. A portacabin may be the best option.</p> <p>I would be keen to have The Leven Suite as a polling place rather than asking residents of areas such as Barnhill and Highmains to travel to Knoxland or Saint Patrick's Primary. I think as we have an ageing population in the east of Dumbarton it is important that polling places remain accessible. The Abbotsford has always been a busy polling place from memory and would be keen to retain the use of it if possible.</p>
David McBride	Dumbarton	<p>West Dumbarton Activity Centre – I would certainly prefer the Activity Centre, St Michaels would be an acceptable alternative if not possible.</p> <p>Bowling Community Council – I would prefer a portacabin arrangement.</p> <p>Leven Suite, Abbotsford Hotel - I have no strong views on this proposal to use St Patrick's PS.</p>
Craig Edward	Clydebank Central	<p>Instead of using Kilbowie Primary School, why not revert to using The Hub Community Centre? I may be wrong, but my understanding was that The Hub became requisitioned by the NHS during the pandemic. It further makes sense in terms of using majority community halls in the Ward. I think part of The Hub's car park has been resurfaced in recent years, I've not been for a while so I'm not entirely sure. There is a back door entrance directly from the car park, into the gym hall. Perhaps this could be used on polling</p>

		<p>day? Or could the leisure trust and general funds match fund the cost of resurfacing works as it would bring a double benefit to both. (Additional comment after publication of RO's Representations - I am pleased to note the Hub CE Centre will be used as a polling station once again, rather than the school. The Hub is a well-established location, with great access to bus services, onsite parking, and accessible for my disabled constituents. Many thanks for completing this review and reintroducing The Hub as a polling station.)</p> <p>Parkhall Library - this is the ideal location for a polling station. I have previously spoken to Parkhall Tenant's Hall and seen the dire state that building is in when attending the Community Council meetings. Floorboards missing, trip hazards everywhere, dampness, electrical wires showing, and a committee that is not functioning well. I am surprised it remains, frankly. This to me seems a big risk. The irony of Council closing a building we own, yet putting money into a Hall it doesn't own, will not pass many people.</p>
Sophie Traynor	Clydebank Central	<p>As per our previous conversation, I believe the Parkhall Tenants Hall would be a good alternative to the Library for once the relocation plans have been carried out. This is an accessible hall and there is plenty of space within for what's needed. I am aware of the new tenants will soon be taking over this place but it would be worth a conversation with them about using this space for elections in the same way that there is an agreement in place with the Recycle Room for Onslow Road Community Hall.</p> <p>Thanks for addressing the issue of St Eunan's Community Hall.</p>
Diane Docherty	Clydebank Central	Nothing further to add.
Daniel Lennie	Clydebank Waterfront	RO Proposals are fine by me.

AssessmentNo	807	Owner	GHAWTHORN	
Resource	Transformation		Service/Establishment	Regulatory
	First Name	Surname	Job title	
Head Officer	George	Hawthorn	Manager of Democratic and Registration Services	
	(include job titles/organisation)			
Members	Alan Douglas			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Review of Polling Districts and Polling Places			
	The aim, objective, purpose and intended outcome of policy			
	To review all polling districts and polling places within West Dunbartonshire to ensure they are fully accessible to all and fit for purpose.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	All community and equality groups in West Dunbartonshire and all elected members, MSPs, MP, election agents were consulted directly and members of public were invited to comment via notices in libraries and on council website.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
All persons wishing to vote in person at the polls in West Dunbartonshire.				
Who will be/has been involved in the consultation process?				
All community and equality groups in West Dunbartonshire and all WD elected members, MSPs, MP, election agents were consulted directly. Members of public were invited to comment via notices on display in libraries and on the council website.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	All persons, including the elderly, should be able to vote in person at a polling place if they so choose. All polling	No adverse comments received from any elderly group. Most polling districts have their own polling places	No impact. Proposed scheme will not change any polling districts and no new polling place will be introduced unless	

	places should be accessible to wheelchair users i.e. be level or have ramps fitted.	located within its boundary thus reducing distance to travel. Voters can opt to vote by post or proxy.	existing place is not available.
Cross Cutting	n/a		No impact
Disability	All persons, including the disabled, should be able to vote in person at a polling place if they so choose. All polling places should be accessible to wheelchair users i.e. be level or have ramps fitted.	No adverse comments received from any disabled group including WD Access Panel. Most polling districts have their own polling places located within its boundary thus reducing distance to travel. Voters can opt to vote by post or proxy.	No impact. Proposed scheme will not change any polling districts and no new polling place will be introduced unless existing place is not available.
Social & Economic Impact	All persons, including those on low incomes, should be able to vote in person at a polling place if they so choose.	No adverse comments received. Most polling districts have their own polling places located within its boundary thus reducing distance to travel. Voters can opt to vote by post at no cost if they cannot afford to travel to their nearest polling place, most of which are within walking distance.	No impact
Sex	n/a		No impact
Gender Reassign	n/a		No impact
Health	All persons, including those in poor health, should be able to vote in person at a polling place if they so choose. All polling places should be accessible to wheelchair users i.e. be level or have ramps fitted. Voters can opt to vote by post or by proxy if	No adverse comments received from any group or individual concerning health being a barrier to vote in person.	No impact

	they are too unwell to vote in person.		
Human Rights	All persons who meet the criteria have the right to vote.	There are no barriers to voting other than those contained in statute i.e the election franchise.	No impact
Marriage & Civil Partnership	n/a		No impact
Pregnancy & Maternity	n/a		No impact
Race	All persons of any race should be able to vote in person at a polling place if they so choose. All polling places will have translations of key voting instructions available to assist those who cannot read English.	No adverse comments received from any ethnic minority group on council list of equality groups.	No Impact
Religion and Belief	All polling places will have either a private room or a privacy screen to allow a person to remove their face covering to be identified at UK elections. Voters can choose to vote by post or proxy if they do not wish to remove their face covering.	No adverse comments received from any ethnic minority group on council list of equality groups.	No impact
Sexual Orientation	n/a		No impact
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
No negative impact on any equality group			
Will the impact of the policy be monitored and reported on an ongoing bases?			
The polling scheme is reviewed annually and any permanent changes to the scheme are subject to a public consultation exercise and must be suitable and accessible to all.			
Q7 What is your recommendation for this policy?			
Introduce			
Please provide a meaningful summary of how you have reached the recommendation			
The polling scheme has been subject to full public consultation involving all equality groups in West Dunbartonshire. Consequently, it is proposed that no changes be made to existing polling district boundaries and no new polling places will be added to scheme unless			

existing places are not available for use. All new polling places will be subject to inspection by the election office and only recommended for use if accessible and fit for purpose.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer (Regeneration and Regulatory)

Council: 20 December 2023

Subject: Glasgow City Region City Deal and Exxon Site Project

1. Purpose

- 1.1** To approve the construction agreements with Balfour Beatty Civil Engineering Ltd and Network Rail for the Exxon site infrastructure project to note the progress being made on delivering the projects, and to note the progress with the implementation of the Glasgow City Region programme.

2. Recommendations

2.1 It is recommended that Council

- i) Delegate authority to the Chief Officer of Regulatory and Regeneration to agree the construction agreements with Balfour Beatty Civil Engineering Ltd and Network Rail and such ancillary agreements as may be required to deliver the works, all in line with approved budget
- ii) note the progress made on site remediation made by ExxonMobil, and the new target completion date of end February 2024
- iii) note the progress made with Network Rail on possession of the site for construction of the western underpass
- iv) note that the outcome of the Council's additional funding request to Glasgow City Region is not yet known
- v) note the progress of the Glasgow City Region programme.

3. Background

- 3.1** The Glasgow City Region City Deal Infrastructure programme equates to £1.13bn of investment during period 2015-2035. Projects are progressing and have reached various stages from Strategic, Outline and Full Business Case stages of approval. The Exxon Site Infrastructure project is West Dunbartonshire's City Deal funded project.

4. Main Issues

- 4.1** This report seeks approval to conclude the construction agreement with Balfour Beatty, Network Rail and such other parties (e.g. Scottish Gas Networks, Scottish Power Energy Networks etc.) for the Exxon infrastructure project, conditional upon approval of planning permission, which is anticipated

in January 2024, and conclusion of acquisition of third party land, anticipated by end of January 2024. The report also provides an update on City Region progress.

Exxon Infrastructure Project

- 4.2** Following the approval of the Full Business Case by Council in June and by Glasgow City Region Cabinet in August of this year, Balfour Beatty have been engaged in producing final costs and contractual documentation for the construction of the Exxon transport infrastructure project.
- 4.3** The current estimated cost based on the Final Business Case remains at £44.325m, as reported to Council in June 2023. The transport infrastructure design is completed and has been consulted with relevant statutory bodies. Planning determination is in progress and will be reported to Planning Committee in January 2024. The construction contracts with Balfour Beatty are expected to be finalised by February 2024, and some early works activities might be considered to accelerate the programme prior to the Exxon Site land transfer. The wider landscape and path development design is also progressing.
- 4.4** The remediation work undertaken by Esso Petroleum is ongoing. Site excavation has slowed down due to a significant wet period during September and October. The estimated completion date for remediation is the end of February 2024, however this will not automatically trigger land transfer. Additional time is required for a report by Esso's environmental contractor, WSP and the Regulators. A phased approach has been agreed for report submissions to speed up and review times, and a final report review is expected in April 2024 at the earliest. This will trigger the land transfer from Esso to the Council.
- 4.5** Network Rail confirmed that our request for the 5 days possession between the 24th and 30th December 2024 was approved to allow the construction of the western underpass. The construction contract is programmed to be finalised by the 29th March 2024 and pre-construction start is expected on the 20th May 2024 for the western underpass.
- 4.6** In relation to land acquisitions there are a number of Temporary Access Agreements required to be completed and these have been agreed in principal pending confirmation of dates and scope of works. All land acquisitions are being progressed and are anticipating completing these in January 2024.
- 4.7** The Council has requested that further funding be made available from Glasgow City Region to offset some of the Council's contribution to the £44.325m project cost. It had been hoped that the outcome of that request would have known by now, but due to delays in City Region gaining both Governments' agreement to the proposed method of project prioritisation and fund redistribution, we are advised that the outcome won't be known until early 2024 though no further details are available at present.

- 4.8** A Stage 2 Vacant and Derelict Land grant application for £1.9m to fund greenspace and footpath improvements has been submitted to Scottish Government, with the outcome expected in late January 2024. If the funding application is successful, it is anticipated that the delivery of work will be added as a variation to the main construction contract via the SCAPE Framework.
- 4.9** Residents, businesses and Elected Members will be kept well informed throughout the project. In addition, the Council will work with partners including Transport Scotland, to ensure all key messaging about the project is distributed widely to maximise reach and engagement.
- 4.10** A promotional brochure for the site is currently being designed and will be produced before any works take place on site that can be distributed to interested developers and other parties.

City Region Update

- 4.11** The last Glasgow City Region Cabinet Meeting was held on 7 November 2023. Agenda items included Clyde Climate Forest; Glasgow City Region Education Improvement Plan; a presentation on the Regional Transport Plan by SPT; Glasgow City Region Innovation Action Plan; Glasgow City Region Investment Zone; an update on the Clyde Mission move to City Region from Scottish Government; an update on Shared Prosperity Fund; a report on Governance and a recommendation to approve the Outline Business Case for A78 Inverkip Transport Improvements in Inverclyde Council.
- 4.12** The City Region Update report to Council in October 2023 set out UK Government's intention to establish an Investment Zone of up to 600 hectares in Glasgow City Region to facilitate the expansion of industry, commerce and research & development within key growth sectors. Following a consultation process with our larger businesses that fall into the key sectors, and in response to Glasgow City Region seeking suggestions on where Investment Zones could be established, the Council submitted a proposal identifying the proposed Scottish Marine Technology Park at the former Carless site together with some adjacent underused land, and the Exxon site together with the adjacent Scotts Yard as potential locations for an Investment Zone in West Dunbartonshire. In consultation with Peelports, Rothesay Dock in Clydebank was also identified as an area that could contribute to a wider Investment Zone across multiple local authorities. Glasgow City Region Programme Management Office is now in discussion with both Governments to undertake a sifting exercise that will determine the industrial sector to be supported, and, as a second stage, the location(s) of the Investment Zone
- 4.13** The management and administration of Clyde Mission has now moved from Scottish Government to the City Region, and the work will be overseen by Regional Economic Strategy Group. A new Head of Place in the Programme Management Office is to be appointed. Argyll and Bute Council will be part of

a Heads of Planning group looking at a masterplan for the Clyde. More information will follow on grants for the Clyde Missions Heat Decarbonisation Fund.

- 4.14** Glasgow City Region Programme Management Officer continues to monitor UK Shared Prosperity Fund (SPF) expenditure against the agreed Local Investment Plan. Council officers continue to promote grants funded by SPF to our local businesses for Business Recovery & Growth, Early Stage Growth, Towards Net Zero, Enhancing Tourism Events & Attractions, Business Gateway Expert Help and Shopfront & Small Business Improvement Grants.

Clyde Bridge

- 4.13** The Clyde Bridge contractor maintains a website with regular updates on the project. A viewer at the top of the website home page shows a video of progress which is updated monthly. This can be accessed at: www.graham.co.uk/clyde-waterfront
- 4.14** Newsletters are accessible to those who register for further updates. A link to register for updates is contained within the project webpage noted above.

5 People Implications

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

6. Financial Implications

- 6.1** £1,558,575 has been spent this year on the Exxon project.
- 6.2** An overall budget of £44.325M was approved at Council on 28th June 2023. Officers will continue to seek means of reducing the overall net cost of the project as it moves into delivery phase.

7. Risk Analysis

- 7.1** There are a number of project risks associated with the development at the Exxon project site and these are contained within the project risk register and updated by the Project Board on a regular basis. The Project Board is made up of senior officers from all key services.

8. Equalities Impact Assessment

- 8.1** An EIA was undertaken as part of the Outline Business Case, and there have been no material changes since.

9. Consultation

- 9.1** Consultation with all key stakeholders is progressing as we continue to work as part of the Glasgow City Region.

10 Strategic Assessment

- 10.1** At its meeting on 26 October 2022, the Council agreed that one of its main strategic priorities for the Strategic Plan 2022 - 2027 is:

- A Strong local economy and improved employment opportunities

- 10.2** The proposals within this report are specifically designed to deliver on this priority.

Alan Douglas

Chief Officer: Regulation and Regeneration

Date: December 2023

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

Appendix: None

Background Papers: UK Shared Prosperity Fund Report to Housing and Communities Committee 22 August 2022
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.

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Council: 20 December 2023

Subject: Financial Update

1. PURPOSE

- 1.1 To provide an update on the financial challenges facing the Council, the estimated 2024/25 – 2028/29 revenue budget gaps and present the first tranche of saving options for members consideration to help the Council deliver a balanced 2024/25 budget.
- 1.2 This is the third financial update of 2023/24 and rolls forward previous estimates as well as updating some assumptions. The assumptions will continue to be updated and refined as the financial year progresses.
- 1.3 This update has been prepared using three different scenarios, best case, worst case and mid-range. Relatively small variations in assumptions can lead to fairly significant changes in the outcome. Throughout the report the primary focus is on the mid-range, however, where appropriate reference is made to best case and worst case assumptions.

2. RECOMMENDATIONS

- 2.1 Members are asked to:
 - a) Note that the Council's estimated 2024/25 revenue budget gap has decreased from £17.274m as at October 2023 to £16.970m prior to any measures to balance the budget.
 - b) Approve the smoothing of the financial benefit from the reduction in the Council's employer contribution rate to the Strathclyde Pension Fund over either a four or five year period.
 - c) Approve the £1.841m of saving options requiring political consideration to contribute toward agreeing a balanced 2024/25 budget and assist with future projected budget gaps.
 - d) Note the £0.973m of management adjustments which will contribute to agreeing a balanced 2024/25 budget and assist with future projected budget gaps.

3. BACKGROUND

- 3.1 On 1 March 2023, the Council agreed a balanced 2023/24 revenue and capital budget and estimates for 2024/25-2027/28. That budget report also

highlighted estimated future year budget gaps based on a range of assumptions including future Scottish Government funding, inflation and future interest rates. The consequences of the decisions taken by Council on 1 March to agree a balanced 2023/24 budget reduced the cumulative estimated future budget gap in the best case, mid-range and worst case scenarios. Further reports to Council on 28 June 2023 and 25 October 2023 provided further updates on the financial challenges faced by the Council and updated the estimated budget gaps as set out in Exhibit 1.

Exhibit 1 – Future Year Estimated Budget Gaps 25 October 2023 Council Report

Budget Gap	2024/25 £0000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Best Case	14,460	18,760	24,065	29,405	35,146
Mid-Range	17,274	23,971	31,957	40,067	48,669
Worst Case	21,829	33,174	45,908	58,871	72,438

4. MAIN ISSUES

- 4.1 I have revisited the key assumptions and cost pressures detailed in the 25 October 2023 Council report. This is summarised in the paragraphs below.

Scottish Government Finance Settlement, Council Tax and the UK Government Autumn Statement

- 4.2 There are no changes to my previous assumptions around the level of future Scottish Government funding. In my report in October, I updated Council on the signing of the Verity House Agreement but retained my funding assumption of:

- Best Case - Flat Cash
- Mid-Range – Flat Cash
- Worst Case - 1.0% reduction.

- 4.3 The setting of Council Tax rates is the responsibility of local government. However, on the 17 October, the First Minister announced the intention to freeze Council Tax rates. Such measures are to be implemented to protect household finances from rising prices with the Scottish Government fully funding the freeze. However, and as COSLA set out, *'this has longer term implications for all Councils at a time when we know there are acute financial pressures, and where we are jointly looking at all local revenue raising options*. The financial pressures councils are facing can be evidenced by a number of local authorities in England declaring effective bankruptcy through issuing a section 114 notice which is an acknowledgement that expenditure will outstrip income and, in summary, means the council must cease all new spending on services that it is not obliged by law to provide, or that it has already committed to.

- 4.4 The Council Tax announcement also has implications for any assumptions that were being considered in relation to Council Tax multipliers. In June the Scottish Government had consulted on measures to increase the share of the

Council Tax burden towards higher valued properties with that linked to the ability to pay. This was set out as a progressive measure to ensure higher banded properties paid proportionally more Council Tax.

- 4.5 Indicative calculations identified that, were this to be implemented, an additional £1.6m could be raised locally to support service delivery. The consultation also considered options to phase these changes in over several years however the announcement on the 17 October removes this, and the option for any overall Council Tax increases, from Council discretion. In doing so this removed the ability for Council to set rates with reference to local circumstances to meet any residual financial gap as is required by legislation.
- 4.6 The extent to which the Council Tax freeze is fully funded remains subject to ongoing discussions, however there is a risk that, should this not be delivered as anticipated, further service reductions would likely result and financial sustainability would be increasingly challenging.
- 4.7 On the basis that the Scottish Government will need to fund the Council tax freeze I consider it unlikely that the Council will receive a settlement which exceeds my assumption of flat cash.
- 4.8 On the 22 November the Chancellor of the Exchequer set out the UK Government's plans to continue to reduce inflation whilst avoiding increases in government spending and high tax. The full implications of the UK Government Autumn Statement will extend to wages, benefits, borrowing and business tax. The measures set out in the Statement results in estimated additional funding for the Scottish Government through the Barnett formula of £545 million (approximately £233m in 2023/24 and £281m in 2024/25). The main measures generating consequential are:
- the funding of the 2023/24 NHS pay award in England (£235m)
 - 75% relief on business rates in England for the retail, hospitality and leisure sectors in 2024/25 (£232m)
 - freezing the small business multiplier in England in 2024/25 (£32m)

While the Scottish Government is free to spend this money where it likes, it seems highly likely that the NHS related consequential, and possibly more, will be ring fenced for the NHS in Scotland. The final destination of the business related sums is less certain. The anticipated impact for the Scottish Government's Budget is not expected to be clear until the 19 December when the Scottish Government sets out its corresponding plans as part of its Draft Budget. This date is after this report was finalised. If possible a verbal update on the settlement will be provided on the day of the Council meeting.

2023/24 Pay Award Update

Teachers Pay Award

- 4.9 The 2023/24 Teachers pay award was agreed in March 2023 (28 months deal

covering the period 1 April 2022 – 31 July 2024).

The elements applying in 2023/24 are:

- Effective from 1 April 2023, a 5% increase on all SNCT pay points with a pay cap at starting salaries of £80,000 and above, where a £4,000 uplift will apply.
- Effective from 1 January 2024, a 2% increase on all SNCT pay points with a pay cap at starting salaries of £80,000 and above, where a £1,600 uplift will apply. This element applies until 31 July 2024.

In respect of the 2023/24 teacher's pay award, the Scottish Government agreed to make a financial contribution of £185m towards the recurring costs associated with the pay award for 2022-2024. The Council's share of this funding is £3.300m and costs associated with the pay award are £3.670m, giving rise to a shortfall in funding of £0.370m.

LGE Pay Award

- 4.10 The 2023/24 LGE pay deal was agreed in November 2023. The pay offer, backdated to 1 April 2023, means that employees currently paid the Scottish Local Government Living Wage and those on National Spinal Column Points 19 to 23 will receive an increase of £1.04 per hour. Employees on all other spinal column points will receive either an increase of £1.00 on their hourly rate or the following (which ever) is more:

Exhibit 2 – LGE Pay Award

Spinal Column Point	2023/24 Pay Award Increase
SCP019-SCP043	7.5%
SCP044-SCP064	6.5%
SCP065 and above including Chief Officers	6.05%

- 4.11 The costs associated with the pay award are £3.694m in 2023/24 which have been added to the Council's base budget.
- 4.12 The financial contribution made available by the Scottish Government towards the recurring costs associated with the 2023/24 LGE Pay Award is complicated and summarised in the table below. The distribution of elements of the funding are not confirmed yet so the figures in the table are estimates.

Exhibit 3 – Scottish Government Funding for 2023/24 Pay Award

Funding Element (£,000)	National Share (£m)	WDC Estimated Share (£,000)
Scottish Government (Revenue)	155	2,821
Scottish Government (Capital) – SG capital underspends to be provided to councils with capacity to convert to revenue which will then be distributed	22	400
Child Abuse Compensation Scheme contribution from	7	127

LG due to less demand than anticipated. Puts an additional £7m into overall LG 2024/25 settlement for the purposes of paying the 2023/24 pay award.		
Underspends nationally in employability funding	21	382
Carried Forward Pupil Equity Funding to be repaid to councils in 2024/25	30	546
Share of £17.2m to backdate pay award to 1 st April 2023	17.2	313
Total	252.2	4,589

- 4.13 As part of the agreement COSLA Leaders agreed that Councils would contribute a total of £10m from Council reserves (WDC Share £182,000)
- 4.14 The £4.589m of funding made available by the Scottish Government for the 2023/24 pay award was based on the total local government workforce. However councils have autonomy to allocate funding based on local needs and priorities. Therefore it is expected that Council, when agreeing the 2024/25 budget on 6 March 2024, may require to take a decision as to whether a share of the funding for the 2023/24 pay award funding is passed through to the HSCP. There has been no assumption made in this report about any political decision in relation to this funding. Consequently the budget gap presented in this report has been calculated with 100% of the funding retained by the Council. The HSCP makes up 31% of the overall Council staff costs (excluding Teachers) so if the full share was to be passed on this would amount to £1.422m and the budget gap for 2024/25 will increase by the amount passed on.
- 4.15 Exhibit 4 summarises the impact of the combined teachers and LGE pay awards on the Council's estimated 2024/25 budget gap. This includes £0.221m for the assumed 3% pay award in 2024/25 being applied to the uplifted 2023/24 base.

Exhibit 4 – Impact of 2023/24 Pay Award on 2024/25 Budget Gap

	(£,000)
Impact of 2023/24 Teacher's Pay Award on base budget	3,670
Impact of 2023/24 LGE Pay Award on base budget	3,694
3% 2024/25 pay award assumption applied to 2023/24 base uplift	221
Deduct SG Funding for Teacher's Pay Award	(3,300)
Deduct SG Funding for LGE Pay Award	(4,589)
Net Impact of 2024/25 Pay Award	(304)

- 4.16 The 2024/25 staff estimates for LGE have been made assuming an employer's contribution to the Strathclyde Pension Fund of 19.3% rather than at the reduced level reported to Council in October 2023. Refer to paragraph 4.20 for more details on how the financial benefit of this reduction could be used to help address the Council's budget gap in 2024/25 and future years.
- 4.17 The Scottish Teachers' Pension Scheme has been subject to its periodic

valuation review to set employer contributions. The valuation has confirmed that an increase in the employer contribution rate is required from its current rate of 23% to 26% from 1 April 2024. The 2024/25 staff estimates for teachers have applied the uplifted 26% pension contribution. The impact of this for the Council is a cost pressure of £1.5m.

The principal reason for this is a UK Government decision to reduce the SCAPE discount rate used in the valuation process. The Chief Secretary to the Treasury's statement announcing the change in the discount rate said:

The Government is aware that the updated SCAPE discount rate will generally lead to higher employer contribution rates for most unfunded public service pension schemes resulting from the 2020 valuations. In recognition of the cost pressure that an increase to the employer contribution rate would bring to existing departmental budgets, the Government has committed to providing funding for increases in employer contribution rates resulting from the 2020 valuations as a consequence of changes to the SCAPE discount rate.

The circular from the Scottish Public Pensions Agency announcing this change states:

HMT has confirmed that, for devolved administrations, the Barnett formula will apply. The Scottish Ministers will make decisions on funding allocations once Barnett consequential amounts are confirmed

So whilst there is a £1.5m pressure on the Council's revenue budget there is an expectation that it will be fully funded. However until this is confirmed by the Scottish Government there is a risk this funding will not be passed on to Scottish councils.

- 4.18 Having reflected on the 2023/24 pay award I have maintained my assumption regarding the 2024/25 pay award which is that the Council will need to fund 2% in the best case scenario, 3% in the mid-range scenario and 4% in the worst case scenario.

Revised Mid-Range Estimated Budget Gap

- 4.19 Exhibit 5 sets out the revised cumulative estimated budget gap in the mid-range in 2024/25 – 2028/29. It illustrates that, prior to any measures to balance the budget, the Council is faced with a budget gap of £16.970m in 2024/25 rising cumulatively to £49.316m in 2028/29.

Exhibit 5 – Revised Mid-Range Estimated Budget Gaps (Cumulative)

	Para	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)
Budget Gap 25 Oct 2023	3.1	17,274	23,971	31,957	40,067	48,669
Net Impact of 2024/25 Pay Award	4.19	(304)	(304)	(304)	(304)	(304)

Revised Estimated Budget Gap		16,970	23,894	32,115	40,466	49,316
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Measures to Balance the Budget

Strathclyde Pension Fund (SPF) Employer Contributions

4.20 As reported to Council on 25 October 2023 the SPF Board approved a proposal to reduce the main employer group (of which the Council are one) employer pension contributions in the years 2024/25 and 2025/26 and revert to a prudent estimate of a sustainable long-term rate in 2026/27. The approved reduced contribution rates are:

- 6.5% (of pensionable payroll) from 1 April 2024
- 6.5% (of pensionable payroll) from 1 April 2025
- 17.5% (of pensionable payroll) from 1 April 2026

The Council has received its individual results schedule confirming these rates. Based on the current employee pensionable pay (prior to implementing the recently announced 2023/24 pay award) this will generate an estimated saving to the Council of £21.327m which breaks down as follows:

- 2024/25 - £9.963m
- 2025/26 - £9.963m
- 2026/27 - £1.401m

4.21 There are a range of options available to the Council in terms of how to manage this overall saving of £21.327m however, in the interest of protecting services and jobs it is recommended that any option should focus on helping reduce the Council's budget gap. Exhibit 6 sets out a range of possible options for applying the benefit to reducing the budget gap.

Exhibit 6 – Options for Managing the SPF Contribution Benefit

	Option	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)
1	Apply in year	9,963	9,963	1,401	0	0
2	Smooth over the 3 years of the pension valuation review	7,109	7,109	7,109	0	0
3	Smooth over 4 years	5,332	5,332	5,332	5,332	0
4	Smooth over 5 years of Council's financial strategy	4,265	4,265	4,265	4,265	4,265

4.22 Option 1, whilst providing an opportunity, to materially decrease the budget gap in the coming two years would result in a severe financial pressure in 2026/27 when the rate increases to 17.5%. It is therefore not a recommended option.

Option 2 is aligned to the period of the pension valuation review (as they are

done every three years) however the setting of the contribution rate at 17.5% in 2026/27 is the prudent estimate of the sustainable long-term rate so it is not expected to change again substantially in 2027/28. Whilst this option provides a degree of smoothing it will still create a large budget gap in 2027/28 when the benefit is used up.

Options 3 and 4 providing a further degree of smoothing which will help alleviate financial pressures over a longer period of time and facilitate longer term financial planning.

It is recommended that the Council approve either option 3 or 4 to smooth the benefit over four years or the five years of the Council's financial strategy (presented to Council on 20 December 2023 for approval). The benefit obtained in year but carried forward into future years will be held in reserve to help bring down future budget gaps. In the event that the Council's financial position improves in future years there will be an option to accelerate the application of the benefit.

- 4.23 Note these figures are based on the staff establishment in 2023/24 and still need to be uplifted to reflect the estimated 2024/25 salary calculations. If this creates a material change to the estimated benefit this will be reflected in the Budget Report which will be presented to Council on 6 March 2024.

Sales, Fees and Charges

- 4.24 The Council's financial planning currently assumes a 4% annual increase in sales, fees and charges (SFC) which will generate an estimated £0.316m in 2024/25. This assumption is already built into the 2024/25 budget gap. When agreeing the budget in on 6 March 2024 the Council may wish to consider an option to increase fees and charges by a higher percentage. Each further 1% increase in the Council's fees and charges would generate approximately £0.079m in income.

Saving Options

- 4.25 Between May and December 2023 officers have been developing a range of saving options to help address the budget gap. These are a combination of options not taken in previous years which have been refreshed and new options. They are categorised as either:
- Political options – options which require elected member approval
 - Management adjustments – options which can be implemented as part of normal business, have no front line service impact and the only staff impact can be managed through existing vacancies
- 4.26 A first tranche of saving options has been finalised. The political options are presented to Council for approval and the management adjustments are presented for noting. The savings options identified to date propose a potential reduction to the Council's establishment of 14.9 FTE in 2024/25 rising to 17.6 should they all be accepted by Council. They are summarised in Exhibit 7.

Exhibit 7 – December 2023 Saving Options

		2024/25		2025/26		2026/27 (and future years)	
Category	No	Saving (£,000)	FTE	Saving (£,000)	FTE	Saving (£,000)	FTE
Political	5	1,841	6.3	1,993	9	1,993	9
Mgt Adjustments	24	973	8.6	1,011	8.6	1,011	8.6
Total	29	2,814	14.9	3,004	17.6	3,004	17.6

- 4.27 A more detailed breakdown of these saving options is provided in appendix 1 and 2 with appendices 3 and 4 providing the detail of each saving option including the risk/impact associated with them.
- 4.28 The Chief Executive is authorised to progress voluntary severance and early retirement offers, where appropriate, to support the 2024/25 budget savings exercise. Where appropriate targeted discussions will commence in service areas following the Council decision.
- 4.29 Exhibit 8 sets out the revised 2024/25-2028/29 cumulative budget gap after taking account of the proposed measures to balance the budget. This reduces the 2024/25 budget gap to an estimated £9.891m however this would be on the basis all attached measures to balance the budget are approved and that the key assumptions made when estimating the 2024/25 budget gap are accurate.

Exhibit 8 Updated Mid-Range Estimated Budget Gaps (Cumulative) after Measures to Balance the Budget

	Para	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)
Revised Estimated Budget Gap before Measures to Balance Budget	4.19	16,970	23,894	32,115	40,466	49,316
Smooth SPF benefit over 5 years	4.20	(4,265)	(4,265)	(4,265)	(4,265)	(4,265)
Political Saving Options	4.26	(1,841)	(1,993)	(1,993)	(1,993)	(1,993)
Management Adjustments	4.26	(973)	(1,011)	(1,011)	(1,011)	(1,011)
Revised Estimated Budget Gap After Measures to Balance Budget		9,891	16,625	24,846	33,197	42,047

- 4.30 Note that the revised estimated budget gap has made no assumptions about the:

- quantity of funding which will be made available by the Scottish Government in relation to the Council Tax Freeze (para 4.6)

- Passing through any of the 2023/24 pay award monies to the HSCP (para 4.14)
- Council being funded for the increase in Teachers Pension Contributions (para 4.17).

An update on these issues will be reported to Council on 6 March 2024.

- 4.31 It is clear from Exhibit 8 that further work is required to develop options to bridge the remaining estimated budget gap and officers will bring forward a second tranche of saving options as part of the budget report to be considered by Council when setting the 2024/25 budget.

Other Issues

4.32 *Health and Social Care Partnership*

The Council, at the budget meeting on 1 March 2023, agreed an HSCP requisition of £86.4m. There is a working assumption that the future allocation to the HSCP is on the basis of 'flat cash' plus the appropriate share of the Health & Social Care funding commitments. However this is only an assumption and the HSCP requisition will be a matter for Council to consider as part of the budget process.

5. PEOPLE IMPLICATIONS

- 5.1 The potential staffing implications are shown within the savings options appended to this report and will be subject to consultation processes where appropriate and managed in accordance with the Council's Switch Policy (Organisational Change).

6. FINANCIAL AND PROCUREMENT IMPLICATIONS

- 6.1 Sets out the estimated revenue budget gaps in 2024/25-2028/29. The financial implications arising from the ongoing budget process are detailed in the report and appendices. There are no direct procurement implications arising from this report.

7. RISK ANALYSIS

- 7.1 None directly from this report but any proposals to address the estimated budget gap will need to consider risk.

8. EQUALITIES IMPACT ASSESSMENT (EIA)

- 8.1 All individual savings options have been screened and where relevant, impact assessed.

9. CONSULTATION

- 9.1 The views of all Chief Officers have been requested on this report and feedback incorporated herein.

10. STRATEGIC ASSESSMENT

- 10.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the strategic priorities of the Council's Strategic Plan.
- 10.2 The General Services revenue budget contributes to all categories by providing funding in specific areas to help the Council achieve and develop these priorities.

Laurence Slavin

Chief Officer - Resources

Date: 20 December 2023

Person to Contact: Laurence Slavin, Chief Officer - Resources

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Appendices

Appendix 1 – Summary of Political Saving Options

Appendix 2 – Summary of Management Adjustments

Appendix 3 – Detailed Political Saving Options

Appendix 4 – Detailed Management Adjustments

Appendix 5 – Equality Impact Assessments for All Saving Options

Background Papers

Budget Report to Council - 1 March 2023

Financial Update Report to Council – 28 June 2023

Financial Update Report to Council – 25 October 2023

Appendix 1 – Summary of Political Saving Options

2024/25 BUDGET POLITICAL SAVING OPTIONS FOR DECEMBER COUNCIL

Ref:	Chief Officer	Saving Option	2024/25		2025/26		2026/27	
			Saving (£,000)	FTE	Saving (£,000)	FTE	Saving (£,000)	FTE
CCF01	A. Graham	Reduce the West Dunbartonshire Leisure Trust Management Fee by up to 30%	1,409	0	1,409	0	1,409	0
EDU08	L. Mason	Reduce Additional Management Time in Primary Schools	304	5.3	456	8	456	8
EDU11	L. Mason	Reduce general school budgets by up to 10%	80	0	80	0	80	0
RES07	L. Slavin	Two week Christmas closedown bar delivery of essential services	7	0	7	0	7	0
RR03	A. Douglas	End the provision of hybrid committee meetings which would enable the committee team to return to its existing establishment	41	1	41	1	41	1
		TOTALS	1,841	6.3	1,993	9.0	1,993	9.0

Appendix 2 - Summary of Management Adjustments

2024/25 BUDGET MANAGEMENT ADJUSTMENTS FOR DECEMBER COUNCIL

Ref:	CO	Saving Option	2024/25		2025/26		2026/27	
			Saving (£,000)	FTE	Saving (£,000)	FTE	Saving (£,000)	FTE
CCF09	A. Graham	Remove a 1.0 FTE vacant post from the Facilities Management team with service delivery being maintained through new structure with increased number of team leaders	36	1	36	1	36	1
CCF10	A. Graham	Remove two vacant posts in the Communications team which will result in campaign activity being on digital platforms only, minimal design activity and less capacity for events	50	2	50	2	50	2
HE07	P. Barry	Reduces the budget that funds furniture for temporary accommodation from £1,065 per property to £1,000 per property	16	0	16	0	16	0
PT01	V. Rogers	Rightsize ICT Budgets to better reflect expected costs for GIS software and general ICT inflationary pressures	46	0	46	0	46	0
PT02	V. Rogers	Reflect reduction in employer NI/Pension contributions through implementing VivUp Employee Benefits	30	0	50	0	50	0
PT05	V. Rogers	Restrict choice in office equipment to pre-agreed catalogue items/amounts.	10	0	15	0	15	0
PT06	V. Rogers	Reduction in Mobile Phone usage for Council owned phones	22	0	22	0	22	0
PT07	V. Rogers	Reduce the Council's training budget, retaining budget to cover essential corporate requirements	10	0	15	0	15	0

PT11	V. Rogers	Estimated saving from replacing ISDN telephony lines with SIP cloud telephone support (SIP is a digital method of making calls)	76	0	76	0	76	0
PT12	V. Rogers	Replacement of Citrix Technology with cheaper technology	75	0	75	0	75	0
RES05	L. Slavin	Implement the Water Direct Scheme which facilitates the collection of water and sewerage debt from residents direct from their benefits at source by the DWP	60	0	60	0	60	0
RES11	L. Slavin	Remove two franking machines and further reduce use of first class mail	12	0	20	0	20	0
RES12	L. Slavin	Seek commercial opportunities for Balloch Park kiosk	15	0	15	0	15	0
RES14	L. Slavin	Rightsize minor sundry service budget lines such as travel, books etc.	17	0	17	0	17	0
RES15	L. Slavin	Rightsize income budgets as consequence of historical lease review	25	0	25	0	25	0
RES19	L. Slavin	Adjust charge to Dumbarton Common Good for support services to reflect cost recovery	21	0	21	0	21	0
RES20	L. Slavin	Adjust charge to Valuation Joint Board for support services to reflect cost recovery	11	0	11	0	11	0
RES21	L. Slavin	Remove 3.41 FTE vacant posts in revenue and benefit team and review work processes to minimise impact on income recovery	109	3.41	109	3.41	109	3.41
RN17	G. Macfarlane	Procure vehicles considered permanently required rather than hiring them	100	0	100	0	100	0
RR02	A. Douglas	Remove a 0.6 FTE vacant registrar post - no longer required as Clydebank Registration Service is now managed centrally from Dumbarton	30	0.6	30	0.6	30	0.6

RR04	A. Douglas	Remove a 1 FTE vacancy in the Leadership Support Team whilst retaining 2:1 PA/CO ratio	39	1	39	1	39	1
RR05	A. Douglas	Remove a 0.4 FTE vacancy in the Member Services Team to reflect requirements of elected members	15	0.4	15	0.4	15	0.4
RR07	A. Douglas	Reduce 0.2 FTE in Democratic and Registration Service via a two year phased retirement	18	0.2	18	0.2	18	0.2
RR12	A. Douglas	Right sizing anticipated income from regulatory and regeneration fees	130	0	130	0	130	0
		TOTALS	973	8.6	1,011	8.6	1,011	8.6

Appendix 3 – Detailed Political Saving Options

2024/25 BUDGET PREPARATION – SAVING OPTION

Chief Officer: Amanda Graham/Laurence Slavin		Saving Ref: CCF01
Saving Title	West Dunbartonshire Leisure Trust Management Fee	
Summary of Savings Proposal		
The 2023/24 management fee paid by the Council to WDLT was projected to be £4,218,951. This fee reflected the base 2022/23 fee adjusted for:		
<ul style="list-style-type: none">• The impact of the 2022/23 pay award• 10% reduction agreed when the Council set its 2023/24 budget• Assumed 2023/24 pay award of 4%		
This is summarised in the table below		
		£
2022/23 Base Mgt Fee		4,161,077
2022/23 Pay Award*		318,389
Revised 2022/23 Mgt Fee		4,479,466
10% Reduction Agreed 1 March 2023		(447,946)
Assumed 4% 2023/24 Pay Award*		187,431
2023/24 Management Fee		4,218,951**

*Since the Trust was founded in 2012 the Council has underwritten uplifts in employee costs. The Trust is bound to honour Council terms and conditions for employees and also any nationally agreed pay increases for the local government workforce.

** The Management fee was further adjusted from the proposed amount above to account for closure of community facilities. The 23/24 fee as set out in formal offer letter to WDLT was £4,071,721. Only Napier Hall has been transferred and is now being leased to a community group. Glenhead will be transferred on 1 February. There is therefore a requirement to continue to meet running costs in interim.

It should also be noted that for 2023/24, the Council did not meet the uplift in utility costs for the Trust.

As at 1 April 2023 the status of WDLT’s reserves is as follows

	£
General Reserves as at 31 March 2023	£1,530,409
Surplus Reserves as at 31 March 2023	610,956
Prudential Target (7.25% of total costs)	(665,035)
Available Reserves	1,476,330
Estimated Use in 2023/24	(882,755)
Unearmarked Available Reserves	593,575

It can be seen that:

1. WDLT has a relatively high prudential target of 7.25% of total budgeted expenditure (as agreed by the WDLT Board in November 2021)
2. After adjusting for the prudential target and projected use of reserves in 23/24, WDLT would still have available reserves of **£593,575**

If the Council meets the uplift in utility fees for 24/25 this would increase the base management fee to £4,699,711, (this excludes the yet to be calculated impact of 23/24 pay increase. projected impact of 24/25 increase and anticipated pension benefit).

Under this option, the management fee would be reduced. The fee reduction would be a set percentage, which for illustration purposes would equate to

- 30% reduction – £1,409,916
- 20% reduction – £939,944
- 10% reduction – £469,972

Impact and Risk Associated with Proposed Savings

The Council has an SLA with the Trust around delivery of service. There is a risk that delivering savings results in a reduction of provision of services, facilities or staffing, and in turn this impacts on the community. This could be mitigated, in part, by the Board opting to use some of its reserves in 2024/25 including considering reducing their prudential reserves target. There is a small risk that the Leisure Trust would require to generate additional income and use to support activities.

Saving (Cumulative)

	2024/25		2025/26		2026/27	
Option 1	£000	FTE	£000	FTE	£000	FTE
30%	1,409	0	1,409	0	1,409	0
20%	940	0	940	0	940	0
10%	470	0	470	0	470	0

FTE impact delivered through existing vacancies: N/A

It is for the Trust to ascertain how it would make the saving and therefore there is no currently known FTE impact.

Equality Impact Assessment Completed: Yes

EIA No: 834

2024/25 BUDGET PREPARATION - SAVING OPTION

Chief Officer: Laura Mason		Saving Ref: EDU08			
Saving Title		Reduce Management Time in Primary Schools			
Summary of Savings Proposal					
Primary school staffing formulas include management time as part of their basic staffing entitlement. This is calculated based on school roll. Promoted staff are entitled to non-teaching time to carry out management duties within the school. This is allocated based on the size of the school and make-up of the school leadership team and agreed through the Local Negotiating Committees for Teachers.					
In addition, staffing formulas allocate additional management time to most schools. This is calculated by a formula based on total classes and pupil numbers. In total, the FTE equivalent of additional management time across our schools is 24.91. This option would reduce the additional management time by 8 FTE posts, an average reduction of 0.25 FTE per school.					
Impact and Risk Associated with Proposed Savings					
Reduced additional management time will impact on the organisation of classes in schools. Whilst the basic staffing entitlement is based on school roll, the availability of additional management time is required to support some school classification structures, in particular where composite classes are required. Senior teachers will have less time to fulfil management duties or meet the range of ad-hoc needs that arise during the school day, as there would be limited Senior Leadership availability due to teaching commitments. This would impact on the capacity in all primary schools to deliver the improvement agenda whilst also supporting the range of challenges our children and families face post pandemic in particular the support of our dysregulated children.					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
0	FTE	£000	FTE	£000	FTE
304	5.3	456	8	456	8
FTE impact delivered through existing vacancies: N/A					
Note that the FTE Impact is an estimate – if the saving option is approved then the Chief Officer will assess the most effective way of delivering the saving target.					
Equality Impact Assessment Completed: Yes				EIA No: 850	

2024/25 BUDGET PREPARATION - SAVING OPTION

Chief Officer: Laura Mason			Saving Ref: EDU11			
Saving Title		Reduce General School Budgets				
Summary of Savings Proposal						
West Dunbartonshire’s 40 schools utilise approximately £800,000 in delegated school budgets (DMR) to fund 55 school service areas such as staff absence cover and learning and teaching resources such as paper, pencils, textbooks; health & safety resources; education activity expenditure; repairs and maintenance; fixtures and fittings; printing; and the maintenance of PE equipment. Under this proposal, a budget would be maintained for these services, with three options available for consideration:						
Option 1: budget of £720,000 retained (10% reduction)						
Option 2: budget of £760,000 retained (5% reduction)						
Option 3: budget of £780,000 retained (2.5% reduction)						
Impact and Risk Associated with Proposed Savings						
Head Teachers have identified that previous reductions in DMR budget as part of 2023/24 budget process means they have insufficient devolved budget to cover the costs for teaching staff absence, upkeep and maintenance of fixtures and fittings and provision of learning resources.						
This reduction would impact the budget utilised to address the needs of children, young people and families adversely affected by deprivation who require increased levels of support.						
The table below sets out the impact of the three options on a small, medium and large school’s DMR allocation.						
	23/24 Allocation		After 2.5% Reduction		After 5% Reduction	After 10% Reduction
Small	£4,819		£4,699		£4,578	£4,337
Medium	£7,093		£6,916		£6,738	£6,384
Large	£9,282		£9,050		£8,818	£8,354
Saving (Cumulative)						
Option	2024/25		2025/26		2026/27	
	£000	FTE	£000	FTE	£000	FTE

1	80	0	80	0	80	0
2	40	0	40	0	40	0
3	20	0	20	0	20	0
FTE impact delivered through existing vacancies: N/A						
Equality Impact Assessment Completed: Yes				EIA No: 851		

2024/25 BUDGET PREPARATION – SAVING OPTION

Chief Officer Laurence Slavin			Saving Ref: RES07			
Saving Title		Christmas Office Closure				
Summary of Savings Proposal						
<p>Under this proposal, the majority of Council office accommodation and depots would close over the Christmas period. Employees undertaking key statutory functions and essential services as identified by Chief Officers requiring access to office accommodation will retain access.</p> <p>There are two options to consider (3 day closure and 6 day closure). The exact closure days will vary year on year based on when weekends and bank holidays fall but, by means of illustration, the days over the next three financial years for each option are set out below:</p>						
Option	Period of Closure	24/25	25/26	26/27	Saving (£)	
1	3 Days	27 Dec	29 Dec	29 Dec	£3,500	
		30 Dec	30 Dec	30 Dec		
		31 Dec	31 Dec	31 Dec		
2	6 Days	23 Dec	22 Dec	22 Dec	£7,000	
		24 Dec	23 Dec	23 Dec		
		27 Dec	24 Dec	24 Dec		
		30 Dec	29 Dec	29 Dec		
		31 Dec	30 Dec	30 Dec		
		03 Jan	31 Dec	31 Dec		
<p>Employees would be required to take the above dates as part of their annual leave entitlement with the exception of those carrying out functions that are required by statute or are essential during this period.</p>						
Impact and Risk Associated with Proposed Savings						
<p>There would be no detrimental impact on the delivery of statutory functions or essential services as a result of this proposal.</p>						
Saving						
	2024/25		2025/26		2026/27	
Option	£000	FTE	£000	FTE	£000	FTE

1	3.5	0	3.5	0	3.5	0
2	7	0	7	0	7	0
FTE impact delivered through existing vacancies: N/A						
Equality Impact Assessment Completed: Yes				EIA No: 843		

2024/25 BUDGET PREPARATION – SAVING OPTION

Chief Officer: Alan Douglas			Saving Ref: RR03			
Saving Title		Reduce Hybrid Committee Meeting Provision				
Summary of Savings Proposal						
<p>The majority of the Council’s committee meetings are currently available on a hybrid basis, meaning they can be attended virtually as well as in person. When hybrid meetings were introduced during the Covid pandemic it was necessary to increase the number of committee officers to cope with the additional demands of the service.</p> <p>There are two options to consider:</p> <p>Option 1 – £25,000 - Retain hybrid meetings but in a reduced capacity. A fixed camera would be retained (focussed on the chair, lead officer and legal officer) but would not be operated by a Committee Officer. The Zoom system would still require an additional officer other than the committee officer taking the minutes to control the Zoom access during the meeting and operate the audio-cast recording. This would enable the Committee team to reduce its current establishment by 0.5 FTE.</p> <p>Option 2 - £41,000 - Committees would revert back to the pre-pandemic approach, with in person attendance only. This would enable the committee team to return to its existing establishment, removing one FTE post without impacting on the service.</p>						
Impact and Risk Associated with Proposed Savings						
<p>Option 1 – This option would mean members and officers participating in the meeting from home will not be able to see every speaker but would still hear every speaker. This would have no impact on any equalities group as the hybrid service would continue to operate and members and officers could participate remotely.</p> <p>The additional committee officer is currently on a temporary contract which can be terminated or reduced at no cost to the Council. A decision on whether a part-time post (17.5 hours per week) should be added to the establishment permanently or deleted is required by the end of February 2024.</p> <p>Option 2 - This would remove the option of attending meetings remotely for those members who prefer to do so and, in particular, any members with a disability. This would also impact on the IJB meetings, in particular as they are attended by NHS members who do not reside in West Dunbartonshire.</p>						
Saving (Cumulative)						
	2024/25		2025/26		2026/27	
Option	£000	FTE	£000	FTE	£000	FTE

1	20.5	0.5	20.5	0.5	20.5	0.5
2	41	1	41	1	41	1
FTE impact delivered through existing vacancies: 0 (deletion or reduction of temporary post)						
Equality Impact Assessment Completed: Yes				EIA No: 855		

Appendix 4 – Detailed Management Adjustments

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Amanda Graham				Saving Ref: CCF09	
Saving Title		Review of Facilities Management			
Summary of Savings Proposal A review of Facilities Management senior management was completed in 2022/23 creating a new structure with additional support for frontline staff. A vacancy has arisen outwith the core management team and following review, this post could potentially be deleted.					
Impact and Risk Associated with Proposed Savings There will be no material impact upon service delivery by removing this vacant post. A new structure implemented in 2022/23, which increased the number of team leaders from four to seven will mitigate against the risk of deleting the post and ensure continuity of service.					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
36	1	36	1	36	1
FTE impact delivered through existing vacancies: 1					
Equality Impact Assessment Completed: Yes				EIA No: 823	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Amanda Graham				Saving Ref: CCF10	
Saving Title		Review of Communications Team			
Summary of Savings Proposal <p>An opportunity exists to review the Communications team including roles and responsibilities. Under this proposal, a saving could be made by deleting two vacant posts from the organisation: the Marketing Officer post and the Graphic Designer post.</p>					
Impact and Risk Associated with Proposed Savings <p>The removal of the marketing officer post will mean the team no longer undertakes campaign activity. Campaigns while requiring significant capacity from the officer to develop also required significant capacity from individual services to deliver against the targets, monitor and evaluate. Given declining resources across the Council this has been a challenge for some time.</p> <p>The removal of the graphic design post will result in the number of design requests which can be fulfilled reducing significantly. Requests of a strategic nature such as for strategies and the annual report would continue to be fulfilled through the use of an external design and print agency. A small resource will be retained within the budget for this.</p> <p>This reduction in the team will mean less resource to support events which were led and managed by the marketing officer however these have also reduced this year.</p> <p>Social media marketing will continue to be fulfilled by the remaining members of the team, one of whom is on a temporary contract.</p>					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
50	2	50	2	50	2
FTE impact delivered through existing vacancies: 2					
Equality Impact Assessment Completed: Yes				EIA No: 812	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer Peter Barry				Saving Ref: HE07	
Saving Title		Homelessness Budget – White Goods, Furniture and Fittings			
Summary of Savings Proposal					
The Council has a statutory duty as a Local Authority Homelessness Service to provide temporary accommodation where a resident is believed, or has been assessed, to be homeless. As outlined in the Unsuitable Accommodation Order, all households experiencing homelessness must be housed in furnished self-contained temporary accommodation.					
Currently the Council has 246 temporary accommodation units and an annual budget of £262,000 for provision of basic furnishings including white goods, basic furniture and carpeting within them. This equates to £1,065 per property annually.					
Under this option, the Council would maintain a budget of £246,000 for this provision. This equates to a budget of £1,000 available per property annually.					
Impact and Risk Associated with Proposed Savings					
The Council has a statutory duty to provide furnished temporary accommodation and not adequately furnishing these units would be considered a breach of the Unsuitable Accommodation Order.					
In recent years furnishing contractors have increased prices and it is expected this will increase again in 2024/25. It should be noted that not every item of furniture will need replaced/renewed every time a household moves on to permanent accommodation, and due to procurement exercise, value for money is ensured.					
Saving					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
16	0	16	0	16	0
FTE impact delivered through existing vacancies: N/A					
Equality Impact Assessment Completed: Yes				EIA No: 857	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Victoria Rogers				Saving Ref: PT01																			
Saving Title		Rightsize ICT Budgets																					
Summary of Savings Proposal A review of ICT budgets has identified two areas where savings can be made. A saving of £16,000 can be made by reducing the required budget for Geographic Information System software and an additional £30,000 can be saved by correcting a general ICT inflationary increase applied in 2023/24 which duplicates the specific ICT inflation cost already accounted for in the budget.																							
Impact and Risk Associated with Proposed Savings None – this is a management adjustment to rightsize budgets.																							
Saving (Cumulative) <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="2" style="padding: 5px;">2024/25</th> <th colspan="2" style="padding: 5px;">2025/26</th> <th colspan="2" style="padding: 5px;">2026/27</th> </tr> <tr> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">46</td> <td style="padding: 5px;">0</td> <td style="padding: 5px;">46</td> <td style="padding: 5px;">0</td> <td style="padding: 5px;">46</td> <td style="padding: 5px;">0</td> </tr> </tbody> </table> <p style="margin-top: 5px;">FTE impact delivered through existing vacancies: N/A</p>						2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	46	0	46	0	46	0
2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
46	0	46	0	46	0																		
Equality Impact Assessment Completed: Yes				EIA No: 849																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Victoria Rogers				Saving Ref: PT02																			
Saving Title		VivUp Employee Benefits																					
<p>Summary of Savings Proposal</p> <p>The Council has implemented Vivup, an employee health and wellbeing platform which enables employees to access the benefits available to them more easily.</p> <p>The platform enables employees to order goods with payment through salary sacrifice or deduction. Repayments are on a 12/24/36 month basis directly through the employee's salary. This creates an opportunity to generate savings for employees and the Council through reductions in National Insurance and Pension Contributions.</p> <p>The platform is being rolled out incrementally, so it is expected that savings will increase however a conservative estimate of £30,000 has been assumed for 2024/25 increasing to £50,000 in future years. This will be kept under review.</p>																							
<p>Impact and Risk Associated with Proposed Savings</p> <p>The saving is based on employees utilising the benefits, so lack of take up could reduce this. Other local authorities have successfully implemented the platform.</p> <p>In order to mitigate any risk, the platform will be promoted to employees to ensure the workforce is aware of the benefits available to them through use of the platform.</p>																							
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2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
30	0	50	0	50	0																		
Equality Impact Assessment Completed: Yes				EIA No:787																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: VICTORIA ROGERS				Saving Ref: PT05	
Saving Title		Office equipment spend			
Summary of Savings Proposal Under this option, wherever possible, all new office equipment will be ordered from a pre-agreed catalogue of items with a limit set for amounts requested. Work will continue to ensure office equipment is collected from leavers so it can be redistributed and reused.					
Impact and Risk Associated with Proposed Savings No material risk associated with this option					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
10	0	15	0	15	0
FTE impact delivered through existing vacancies: N/A					
Equality Impact Assessment Completed: Yes				EIA No: 788	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: VICTORIA ROGERS				Saving Ref: PT06																			
Saving Title		Reduction in Mobile Phone usage																					
Summary of Savings Proposal An exercise is underway to reduce Council mobile phone provision across all service areas. A review of all contracts is underway to identify any mobiles phones not in use. This will save £22,000 per annum.																							
Impact and Risk Associated with Proposed Savings Access to Council email/diary or MS Teams could be maintained via employees' personal phones with appropriate authentication measures established. Some employees may choose not to use their personal phone, and therefore would be unable to access Council emails remotely other than via a laptop.																							
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2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
22	0	22	0	22	0																		
Equality Impact Assessment Completed: Yes				EIA No: 782																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: VICTORIA ROGERS				Saving Ref: PT07	
Saving Title		Reduce Corporate Training Budget			
Summary of Savings Proposal Under this option, provision of corporate training requirements such as i-learn system, hosting, licences and essential upskilling i.e. of new products/technology would be retained. Reduction in budget would mean withdrawing sponsorship, attendance at events and reduced succession planning/workforce planning training. This would reduce the current annual budget of £70k to £60k in 2024/25, with a £55k annual budget from 2025/26 onwards.					
Impact and Risk Associated with Proposed Savings Impact will be no provision outwith the current corporate offer from Learning and Development. The risk is a reduction in employee skills development, and limited resilience opportunities due to limited budget to support succession planning.					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
10	0	15	0	15	0
FTE impact delivered through existing vacancies: N/A					
Equality Impact Assessment Completed: Yes				EIA No: 789	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: VICTORIA ROGERS				Saving Ref: PT11	
Saving Title		SIP Trunking			
Summary of Savings Proposal <p>The Council requires to update telephone lines due to the national decommissioning of legacy copper cabling by 2025.</p> <p>Under this proposal, Session Initiation Protocol (SIP) cloud telephony, which uses a virtual connection to make and receive phone calls, would be implemented to replace the existing ISDN30 telephone lines and Virgin Media Centrex lines.</p> <p>The saving is based on previous rental and call charges for existing ISDN lines compared to the rental costs of SIP and calling charges. While rental for ISDN and SIP are similar, savings can be delivered as there is zero cost for local, national and mobiles calls using SIP.</p>					
Impact and Risk Associated with Proposed Savings <p>There is a risk that a change to hybrid working i.e. full time return to onsite working, would result in increased demand for SIP lines and impact the level of savings. Additional demand is unlikely to impact our available SIP line capacity.</p>					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
76	0	76	0	76	0
FTE impact delivered through existing vacancies: N/A					
Equality Impact Assessment Completed: Yes				EIA No: 819	

2024/25 BUDGET PREPARATION – SAVING OPTION

Chief Officer: VICTORIA ROGERS				Saving Ref: PT12																			
Saving Title		Replacement of Citrix Technology																					
<p>Summary of Savings Proposal</p> <p>The Council's Citrix application and remote access solution is nearing the end of life. This technology delivers application and remote access services to council employees.</p> <p>Under this proposal Citrix technology would be replaced with a suitable alternative solution. Proof of Concept trials are currently underway to identify preferred technology with the aim of the project to improve the digital workplace experience for employees and deliver savings for the Council.</p> <p>One of the solutions being trialed is currently available for a revenue spend of £377k for a 3-year agreement. The current revenue allocation for Citrix is approx. £200k per annum and implementation of the replacement technology should deliver a revenue saving of approximately £75k per annum.</p>																							
<p>Impact and Risk Associated with Proposed Savings</p> <p>There is technology risk as the new solution limits Bring Your Own Device functionality so reduces options for employees to access council services via personal devices. Email and MS Teams will still be available on personal devices.</p> <p>The solutions being trailed are all fit for purpose, and all deliver improvements. There is a risk that the technology choice requires to be influenced by budget pressures and the identified technology may not be the optimal option.</p>																							
<p>Saving (Cumulative)</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <th colspan="2" style="padding: 5px;">2024/25</th> <th colspan="2" style="padding: 5px;">2025/26</th> <th colspan="2" style="padding: 5px;">2026/27</th> </tr> <tr> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> </tr> <tr> <td style="padding: 5px;">75</td> <td style="padding: 5px;">0</td> <td style="padding: 5px;">75</td> <td style="padding: 5px;">0</td> <td style="padding: 5px;">75</td> <td style="padding: 5px;">0</td> </tr> </table> <p>FTE impact delivered through existing vacancies: N/A</p>						2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	75	0	75	0	75	0
2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
75	0	75	0	75	0																		
Equality Impact Assessment Completed: Yes				EIA No: 820																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Laurence Slavin		Saving Ref: RES05	
Saving Title		Water Direct Scheme	
Summary of Savings Proposal			
<p>The Council is responsible for collecting Water and Sewerage charges on behalf of Scottish Water, alongside Council Tax (CT). Although many people on low incomes will be entitled to Council Tax Reduction almost everyone has to pay at least 75% of the water and sewerage charges. This option is to implement the Water Direct Scheme (the Scheme) which facilitates the collection of water and sewerage debt from residents, direct from their benefits at source by the Department of Work and Pension (DWP). This will meet ongoing liability and help stop arrears from arising.</p> <p>Currently, the Council can only request deductions from state benefits where there are CT or water/sewerage arrears and the Council has obtained a Summary Warrant. This adds a 10% surcharge to the resident. The Scheme allows the Council to request deductions for water/sewerage charges without obtaining a Summary Warrant which will avoid any surcharge being added. The Scheme will apply if the ratepayer has debt from previous years, has current year arrears and is in receipt of any of:</p> <ul style="list-style-type: none">• Income Based Employment and Support Allowance• Pension Credit• Income Support• Income Based Job Seeker's Allowance• Universal Credit <p>The DWP determine if deductions can be applied. The deduction is the resident's weekly water/sewerage charge plus £3.85 per week towards prior year debts. If the deduction exceeds 25% of the benefit the ratepayer needs to consent to the deduction.</p> <p>Whilst considering applications for the Scheme, the Council's Corporate Debt Team would assess a resident's financial situation to identify the impact of any deduction based on the information we have available. The team would consider stopping Water Direct payments if we became aware the deduction was causing hardship and discuss alternative repayment options with them.</p>			
Impact and Risk Associated with Proposed Savings			
<p>Possible reputational risk due to ongoing cost of living crisis. Use of the Scheme is already in place in at least 50% of Scottish Councils and this will bring us in line with them.</p>			
Saving (Cumulative)			

2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
60	0	60	0	60	0
FTE impact delivered through existing vacancies: N/A					
Equality Impact Assessment Completed: YES				EIA No: 844	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer Laurence Slavin		Saving Ref: RES11																					
Saving Title	Review of Royal Mail costs																						
<p>Summary of Savings Proposal</p> <p>The Council currently pays £8,000 per annum for the lease of franking machines for first class mail in Aurora House and Church Street. Both machines were out of use for 18 months due to building closures during COVID. The contract for the Aurora House machine has expired and it can be removed. The contract for the Church Street machine expires in 2025/26 at which point it can be removed</p> <p>Since 2016 Council mail is sent second class other than by exception. Since the Council moved to this approach there have not been any reports of delays with second class mail arriving at its destination.</p> <p>It is recognised that some services may require to issue exceptional mail by first class/recorded and they would receive a small budget to enable them to continue to do this. It is estimated that this would save £4,000 per annum.</p> <p>The estimated savings form this proposal are as follows</p> <table border="1" style="margin: 10px auto; width: 80%; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th></th> <th>2024/25</th> <th>2025/26</th> <th>2026/27</th> </tr> </thead> <tbody> <tr> <td>Aurora – removal</td> <td>£ 8,000</td> <td>£ 8,000</td> <td>£ 8,000</td> </tr> <tr> <td>Reduction of postage costs</td> <td>£ 4,000</td> <td>£ 4,000</td> <td>£ 4,000</td> </tr> <tr> <td>Church Street – removal</td> <td>Nil</td> <td>£ 8,000</td> <td>£ 8,000</td> </tr> <tr style="background-color: #d3d3d3;"> <td>Total savings achieved</td> <td>£12,000</td> <td>£20,000</td> <td>£20,000</td> </tr> </tbody> </table>					2024/25	2025/26	2026/27	Aurora – removal	£ 8,000	£ 8,000	£ 8,000	Reduction of postage costs	£ 4,000	£ 4,000	£ 4,000	Church Street – removal	Nil	£ 8,000	£ 8,000	Total savings achieved	£12,000	£20,000	£20,000
	2024/25	2025/26	2026/27																				
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<p>Impact and Risk Associated with Proposed Savings</p> <p>No material impact or risk envisaged.</p>																							
<p>Saving (Cumulative)</p> <table border="1" style="margin: 10px auto; width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th colspan="2">2024/25</th> <th colspan="2">2025/26</th> <th colspan="2">2026/27</th> </tr> <tr style="background-color: #d3d3d3;"> <th>£000</th> <th>FTE</th> <th>£000</th> <th>FTE</th> <th>£000</th> <th>FTE</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">12</td> <td style="text-align: center;">0</td> <td style="text-align: center;">20</td> <td style="text-align: center;">0</td> <td style="text-align: center;">20</td> <td style="text-align: center;">0</td> </tr> </tbody> </table> <p>FTE impact delivered through existing vacancies: N/A</p>				2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	12	0	20	0	20	0		
2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
12	0	20	0	20	0																		
Equality Impact Assessment Completed: Yes			EIA No: 799																				

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer Laurence Slavin		Saving Ref: RES12																			
Saving Title		Income Generation (Balloch)																			
Summary of Savings Proposal <p>Under this option, income can be generated by transferring Balloch Park Kiosk and associated land for activity purposes to the non-operational estate. This would generate £12k per annum in lease income and remove £3k per annum in repair/maintenance costs.</p>																					
Impact and Risk Associated with Proposed Savings <p>No material risk or impact</p>																					
Saving (Cumulative) <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <th colspan="2" style="padding: 5px;">2024/25</th> <th colspan="2" style="padding: 5px;">2025/26</th> <th colspan="2" style="padding: 5px;">2026/27</th> </tr> <tr> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> </tr> <tr> <td style="text-align: center; padding: 5px;">15</td> <td style="text-align: center; padding: 5px;">0</td> <td style="text-align: center; padding: 5px;">15</td> <td style="text-align: center; padding: 5px;">0</td> <td style="text-align: center; padding: 5px;">15</td> <td style="text-align: center; padding: 5px;">0</td> </tr> </table> <p style="margin-top: 10px;">FTE impact delivered through existing vacancies: N/A</p>				2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	15	0	15	0	15	0
2024/25		2025/26		2026/27																	
£000	FTE	£000	FTE	£000	FTE																
15	0	15	0	15	0																
Equality Impact Assessment Completed: Yes			EIA No: 798																		

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Laurence Slavin				Saving Ref: RES14																			
Saving Title		Rightsizing Budgets																					
<p>Summary of Savings Proposal</p> <p>A reviewed of budget lines in Resources / Sundry Services / Chief Executive and Chief Officer Expenditure identified some areas where the budgeted spend can be reduced.</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">Chief Exec/CO's Travel</td> <td style="text-align: right;">£6,000</td> </tr> <tr> <td>Members Travel</td> <td style="text-align: right;">£4,000</td> </tr> <tr> <td>Members Books</td> <td style="text-align: right;">£1,600</td> </tr> <tr> <td>Chief Exec/CO's Supplies & Services</td> <td style="text-align: right;">£2,000</td> </tr> <tr> <td>Sundry Services Stock</td> <td style="text-align: right;">£3,027</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">£16,627</td> </tr> </table>						Chief Exec/CO's Travel	£6,000	Members Travel	£4,000	Members Books	£1,600	Chief Exec/CO's Supplies & Services	£2,000	Sundry Services Stock	£3,027	Total	£16,627						
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Chief Exec/CO's Supplies & Services	£2,000																						
Sundry Services Stock	£3,027																						
Total	£16,627																						
<p>Impact and Risk Associated with Proposed Savings</p> <p>No anticipated impact of these budget reductions and no associated risk.</p>																							
<p>Saving (Cumulative)</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <th colspan="2">2024/25</th> <th colspan="2">2025/26</th> <th colspan="2">2026/27</th> </tr> <tr> <th>£000</th> <th>FTE</th> <th>£000</th> <th>FTE</th> <th>£000</th> <th>FTE</th> </tr> <tr> <td>17</td> <td>0</td> <td>17</td> <td>0</td> <td>17</td> <td>0</td> </tr> </table> <p style="margin-top: 10px;">FTE impact delivered through existing vacancies: N/A</p>						2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	17	0	17	0	17	0
2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
17	0	17	0	17	0																		
Equality Impact Assessment Completed: Yes				EIA No: 845																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer Laurence Slavin				Saving Ref: RES15	
Saving Title		Historical lease review			
Summary of Savings Proposal <p>A review of historical leases agreed by previous district/regional authorities identified 31 properties offered at below market rent values or no rent to inform a savings option to support the 2023/24 budget.</p> <p>A further review has now taken place to consider the realised saving against the estimated saving and it has been determined that a further £25k can be assumed as annual income.</p>					
Impact and Risk Associated with Proposed Savings <p>No material risk or impact</p>					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
25	0	25	0	25	0
<p>FTE impact delivered through existing vacancies: N/A</p>					
Equality Impact Assessment Completed: Yes				EIA No: 797	

2024/25 BUDGET PREPARATION – SAVING OPTION

Chief Officer: Laurence Slavin				Saving Ref: RES19																			
Saving Title		Dumbarton Common Good Support Service Costs																					
Summary of Savings Proposal <p>The Council currently provides support services such as Finance and Legal to the Dumbarton Common Good. In recognition of the increased cost to the Council due to inflation and the impact of pay awards, it is necessary to increase the charge for these services.</p> <p>The current charge for these services has been capped at £0.014m for several years and therefore subsidised by the Council. The charge was increased for the first time in 2022/23 by £0.010m to £0.024m. It is now proposed that the charge is increased again by a further £0.021m to £0.045m to accurately reflect the cost of the service received.</p> <p>The allocation will continue to be reviewed annually and increased in line with inflation and the annual pay award.</p>																							
Impact and Risk Associated with Proposed Savings <p>No material risk or impact</p>																							
Cumulative Saving <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <th colspan="2" style="padding: 5px;">2024/25</th> <th colspan="2" style="padding: 5px;">2025/26</th> <th colspan="2" style="padding: 5px;">2026/27</th> </tr> <tr> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> </tr> <tr> <td style="text-align: center; padding: 5px;">21</td> <td style="text-align: center; padding: 5px;">0</td> <td style="text-align: center; padding: 5px;">21</td> <td style="text-align: center; padding: 5px;">0</td> <td style="text-align: center; padding: 5px;">21</td> <td style="text-align: center; padding: 5px;">0</td> </tr> </table> <p style="margin-top: 10px;">FTE impact delivered through existing vacancies: N/A</p>						2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	21	0	21	0	21	0
2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
21	0	21	0	21	0																		
Equality Impact Assessment Completed: Yes				EIA No: 846																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Laurence Slavin				Saving Ref: RES20																			
Saving Title		Valuation Joint Board Support Service Costs																					
Summary of Savings Proposal <p>The Council currently provides support services such as Finance, HR, IT and Legal to the Valuation Joint Board. In recognition of the increased cost of this provision due to inflation and the impact of pay awards, it is necessary to increase the charge for these services.</p> <p>The current fee has been £0.123m for the past four years and has been subsidised by the Council. It is proposed that the charge is increased by £0.011m to £0.134m to reflect the actual cost of the service received.</p> <p>The allocation will continue to be reviewed annually and increased in line with inflation and the annual pay award.</p>																							
Impact and Risk Associated with Proposed Savings <p>No material risk or impact</p>																							
Cumulative Saving <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th colspan="2" style="padding: 5px;">2024/25</th> <th colspan="2" style="padding: 5px;">2025/26</th> <th colspan="2" style="padding: 5px;">2026/27</th> </tr> <tr> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> </tr> </thead> <tbody> <tr> <td style="text-align: center; padding: 5px;">11</td> <td style="text-align: center; padding: 5px;">0</td> <td style="text-align: center; padding: 5px;">11</td> <td style="text-align: center; padding: 5px;">0</td> <td style="text-align: center; padding: 5px;">11</td> <td style="text-align: center; padding: 5px;">0</td> </tr> </tbody> </table> <p style="margin-top: 5px;">FTE impact delivered through existing vacancies: N/A</p>						2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	11	0	11	0	11	0
2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
11	0	11	0	11	0																		
Equality Impact Assessment Completed: YES				EIA No: 847																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Laurence Slavin				Saving Ref: RES21																						
Saving Title		Reduce Revenue and Benefit Establishment																								
<p>Summary of Savings Proposal</p> <p>A review of the Revenues and Benefits establishment has identified 3.41 FTE of vacancies providing an opportunity to permanently remove these jobs from the structure.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 10%;">FTE</th> <th style="width: 50%;">Job Title</th> <th style="width: 40%;">Salary (inc oncosts) (£)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0.48</td> <td>Council Tax Assistant</td> <td style="text-align: right;">13,641</td> </tr> <tr> <td style="text-align: center;">1</td> <td>Corporate Debt Officer</td> <td style="text-align: right;">37,198</td> </tr> <tr> <td style="text-align: center;">0.43</td> <td>Corporate Debt Assistant - Court Action</td> <td style="text-align: right;">13,959</td> </tr> <tr> <td style="text-align: center;">1</td> <td>Corporate Debt Assistant</td> <td style="text-align: right;">28,964</td> </tr> <tr> <td style="text-align: center;">0.5</td> <td>Corporate Debt Assistant</td> <td style="text-align: right;">14,845</td> </tr> <tr> <td style="text-align: center;">3.41</td> <td></td> <td style="text-align: right;">108,607</td> </tr> </tbody> </table>						FTE	Job Title	Salary (inc oncosts) (£)	0.48	Council Tax Assistant	13,641	1	Corporate Debt Officer	37,198	0.43	Corporate Debt Assistant - Court Action	13,959	1	Corporate Debt Assistant	28,964	0.5	Corporate Debt Assistant	14,845	3.41		108,607
FTE	Job Title	Salary (inc oncosts) (£)																								
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0.5	Corporate Debt Assistant	14,845																								
3.41		108,607																								
<p>Impact and Risk Associated with Proposed Savings</p> <p>Removal of vacancies will impact on the collection of rent, council tax, sundry and non-domestic rates debts which could lead to a reduction in income for the Council. A review of how debt is managed between Corporate Debt and Debt Partners and the work priorities will be carried out to help minimise impact. As this proposal is to be delivered through removing existing vacancies there is no impact on officers in post.</p>																										
<p>Saving (Cumulative)</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th colspan="2" style="width: 25%;">2024/25</th> <th colspan="2" style="width: 25%;">2025/26</th> <th colspan="2" style="width: 25%;">2026/27</th> </tr> <tr> <th style="width: 12.5%;">£000</th> <th style="width: 13%;">FTE</th> <th style="width: 12.5%;">£000</th> <th style="width: 13%;">FTE</th> <th style="width: 12.5%;">£000</th> <th style="width: 13%;">FTE</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">109</td> <td style="text-align: center;">3.41</td> <td style="text-align: center;">109</td> <td style="text-align: center;">3.41</td> <td style="text-align: center;">109</td> <td style="text-align: center;">3.41</td> </tr> </tbody> </table> <p>FTE impact delivered through existing vacancies: 3.41</p>						2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	109	3.41	109	3.41	109	3.41			
2024/25		2025/26		2026/27																						
£000	FTE	£000	FTE	£000	FTE																					
109	3.41	109	3.41	109	3.41																					
Equality Impact Assessment Completed: YES				EIA No: 848																						

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Gail Macfarlane				Saving Ref: RN17																			
Saving Title		Reduction in Vehicle Hire																					
Summary of Savings Proposal <p>The Council has a number of long and short term vehicle hires in place for service delivery including those required to undertake a specific sporadic tasks. A review has identified some hired vehicles which are now required permanently.</p> <p>Under this option, the Council would procure the vehicles and retain them for use for a decade as per vehicle disposal policy. This would achieve a revenue saving for the Council of £100k.</p>																							
Impact and Risk Associated with Proposed Savings <p>No material impact</p>																							
Saving (Cumulative) <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <th colspan="2" style="padding: 5px;">2024/25</th> <th colspan="2" style="padding: 5px;">2025/26</th> <th colspan="2" style="padding: 5px;">2026/27</th> </tr> <tr> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> </tr> <tr> <td style="text-align: center; padding: 5px;">100</td> <td style="text-align: center; padding: 5px;">0</td> <td style="text-align: center; padding: 5px;">100</td> <td style="text-align: center; padding: 5px;">0</td> <td style="text-align: center; padding: 5px;">100</td> <td style="text-align: center; padding: 5px;">0</td> </tr> </table> <p>FTE impact delivered through existing vacancies: N/A</p>						2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	100	0	100	0	100	0
2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
100	0	100	0	100	0																		
Equality Impact Assessment Completed: Yes				EIA No: 838																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Alan Douglas				Saving Ref: RR02	
Saving Title		Remove Area Officer/Registrar Post			
Summary of Savings Proposal The part-time Area Officer/Registrar post, which was created to manage the Clydebank Registration Office, is currently vacant. As the Clydebank Registration Service is now managed centrally from Dumbarton, there is an opportunity to remove this vacant post from the organisation and make a saving.					
Impact and Risk Associated with Proposed Savings No service impact					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
30	0.6	30	0.6	30	0.6
FTE impact delivered through existing vacancies: 0.6 FTE					
Equality Impact Assessment Completed: Yes				EIA No: 852	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Alan Douglas				Saving Ref:RR04																			
Saving Title		Leadership Support Team																					
<p>Summary of Savings Proposal</p> <p>Following a senior management restructure in 2023 with one less Chief Officer to support there is an imbalance within the LST, with one Personal Assistant (PA) supporting just one Chief Officer. This provides an opportunity to review the Leadership Support team (LST) structure.</p> <p>Under this option, one FTE PA post which will shortly be vacant, will be removed permanently from the structure. This will not impact upon the service and will also achieve an equal workload across the team. The LST Supervisor will manage the central mailbox and elected member enquiries.</p> <p>This will retain the current 2:1 ratio of chief officers to support staff.</p>																							
<p>Impact and Risk Associated with Proposed Savings</p> <p>A reduction in the team could impact on the team's ability to provide cover in event of a long term absence.</p>																							
<p>Saving (Cumulative)</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <th colspan="2" style="padding: 5px;">2024/25</th> <th colspan="2" style="padding: 5px;">2025/26</th> <th colspan="2" style="padding: 5px;">2026/27</th> </tr> <tr> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> <th style="padding: 5px;">£000</th> <th style="padding: 5px;">FTE</th> </tr> <tr> <td style="padding: 5px;">39</td> <td style="padding: 5px;">1</td> <td style="padding: 5px;">39</td> <td style="padding: 5px;">1</td> <td style="padding: 5px;">39</td> <td style="padding: 5px;">1</td> </tr> </table> <p style="padding: 5px;">FTE impact delivered through existing vacancies: 1</p>						2024/25		2025/26		2026/27		£000	FTE	£000	FTE	£000	FTE	39	1	39	1	39	1
2024/25		2025/26		2026/27																			
£000	FTE	£000	FTE	£000	FTE																		
39	1	39	1	39	1																		
Equality Impact Assessment Completed: Yes				EIA No: 853																			

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Alan Douglas				Saving Ref: RR05	
Saving Title		Members' Services			
Summary of Savings Proposal Following the change of Administration, the Members' Services team was reviewed to assess the new requirements of elected members. The post of Personal Assistant to Leader of the Council was replaced with a part-time Members' Secretary in Dumbarton (0.6 FTE). This was achieved on a voluntary basis, resulting in a saving of 0.4 FTE					
Impact and Risk Associated with Proposed Savings The new post of part time Members' Secretary has been in place for some time now and is working well. There is no apparent impact or risk associated with this saving.					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
15	0.4	15	0	15	0
FTE impact delivered through existing vacancies: 0.4					
Equality Impact Assessment Completed: Yes				EIA No: 854	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Alan Douglas				Saving Ref: RR07	
Saving Title		Manager of Democratic and Registration Services			
The Manager of Democratic and Registration Services is currently on phased retirement with a seven hour reduction to their working week.					
Under this option, the seven hour reduction would achieve a temporary saving £18,000 for the next two years.					
Impact and Risk Associated with Proposed Savings					
When the Manager of Democratic and Registration Services retires fully the intention would be to fill the post on a full time basis requiring a cost pressure added in future years to reinstate the post.					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
18	0.2	18	0.2	18	0.2
FTE impact delivered through existing vacancies: 0.2					
Equality Impact Assessment Completed: Yes				EIA No: 861	

2024/25 BUDGET PREPARATION – MANAGEMENT ADJUSTMENT

Chief Officer: Alan Douglas				Saving Ref: RR12	
Saving Title		Estimated Fee Income			
Summary of Savings Proposal A review has been carried out of income from fees associated with the activity carried out by Regulatory and Regeneration. This has concluded that, based on anticipated demand, the anticipated income in 2024/25 and beyond can be increased by £130k. This will be kept under review.					
Impact and Risk Associated with Proposed Savings While there is no impact to the service, it should be noted that fees are entirely dependent on market forces and in volatile times these may not materialise.					
Saving (Cumulative)					
2024/25		2025/26		2026/27	
£000	FTE	£000	FTE	£000	FTE
130	0	130	0	130	0
FTE impact delivered through existing vacancies: 0					
Equality Impact Assessment Completed: Yes				EIA No: 862	

Assessment No	834	Owner	ajgraham	
Resource	Transformation		Service/Establishment	Budget CCF
	First Name	Surname	Job title	
Head Officer	Amanda	Graham	Chief Officer - CCF	
	(include job titles/organisation)			
Members	Amanda Graham, Chief Officer - CCF			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	CCF01 WDLT Management Fee			
	The aim, objective, purpose and intended out come of policy			
	The Council currently provides an annual management fee to WDLT for the strategic and operational management of its Sport and Leisure Facilities, Community Facilities, Sports Development, Active Schools, Outdoor Recreation facilities and for event delivery. Under this option, the management fee would be reduced. The fee reduction would be a set percentage, which for illustration purposes would equate to: • 10% reduction - £407,000 • 20% reduction - £814,000 • 30% reduction £1,221,000			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	CCF, WDLT			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			Yes	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
WDLT and potentially staff and services users, dependent on how the WDLT opts to take forward the management fee reduction.				
Who will be/has been involved in the consultation process?				
Discussion with WDLT				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	

Age	The Council and WDLT, as it provides services for WDC, needs to comply with Public Sector	In determining options for addressing any funding gaps WDLT should consider	Funding options will be assessed by WDLT in terms of how they might impact services, for
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	Equality Duty (PSED).	relevant evidence for the areas listed below.	each protected group and for each of the areas below.
Cross Cutting	The Council needs to take into consideration the cumulative effects of its decisions. WDC needs to be aware of how the factors above interact for communities and individuals.	The factors above do interact. In terms of equality groups and factors above. EIAs carried out on WDLT services can be used to inform future EIAs.	Funding options to be assessed by WDLT in terms of how they might interact to impact services.
Disability	As above, and it is noted that the WDLT and the Council have a duty to make services accessible to disabled people.	As above, and it is noted that, Disabled people are more likely to be income deprived than non disabled people.	As above.
Social & Economic Impact	WDC needs to take into account the Fairer Scotland Duty when making Strategic funding decisions.	WDLT will have to look at economies or other means to fill the funding gap.	Funding options to be assessed by WDLT in terms of how they might impact services.
Sex	As above.	As above and it is noted that women are more likely to be income deprived than men.	As above.
Gender Reassign	As above.	As above.	As above.
Health	The Council Strategic Plan has focus on Health and Wellbeing.	The SLA in place.	Funding options to be assessed by WDLT in terms of how they might impact services.
Human Rights	The Council is a duty bearer in terms of the European Convention on Human Rights, this extends to WDLT as they provide public services on our behalf.	Human Rights considerations cross cut with equalities UNCRC rights are not yet incorporated into Scottish law, however in practice many of these cross cut with Human Rights and Equality Act considerations.	Funding options to be assessed by WDLT in terms of how they might impact services.

Marriage & Civil Partnership	As above.	As above.	As above.
Pregnancy & Maternity	As above.	As above.	As above.
Race	As above.	As above and it is noted that members	As above.

		of most BME groups are more likely to be income deprived than most white ethnic groups.	
Religion and Belief	As above.	As above.	As above.
Sexual Orientation	As above.	As above.	As above.

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Will the impact of the policy be monitored and reported on an ongoing basis?

Q7 What is your recommendation for this policy?

Introduce

Please provide a meaningful summary of how you have reached the recommendation

EIA 834 - The option would see the management fee to the leisure trust reduce however it would then be for the WDLT to decide how to manage this reduction in funding. Potential impacts are not clear but potential negative impacts are possible. The Council has a service level agreement with the Trust for the delivery of core services. Any change by the Trust which impacted on this would require to be negotiated and agreed with the Council. Equality considerations, Human Rights considerations, and as a matter of good practice United Nations Convention on the Rights of the Child considerations will inform any changes.

Assessment No	850	Owner	andbrown	
Resource	Transformation		Service/Establishment	Budget Ed
	First Name	Surname	Job title	
Head Officer	Laura	Mason	Chief Education Officer	
	(include job titles/organisation)			
Members	Laura Mason - Chief Education Officer Andrew Brown - Senior Education Officer Alison Bowers - Senior Education Officer Julie McGrogan - Senior Education Officer Claire Cusick - Senior Education Officer Ellen Moran Principal Educational Psychologist			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	EDU08 - Reduce Additional Management Time in Primary Schools			
	The aim, objective, purpose and intended out come of policy			
	Primary school staffing formulas include management time as part of their basic staffing entitlement. This is calculated based on school roll. Promoted staff are entitled to non-teaching time to carry out management duties within the school. This is allocated based on the size of the school and makeup of the school leadership team and agreed through the Local Negotiating Committees for Teachers. In addition, staffing formulas allocate additional management time to most schools. This is calculated by a formula based on total classes and pupil numbers. In total, the FTE equivalent of additional management time across our schools is 24.91. This option would reduce the additional management time by 8 FTE posts, an average reduction of 0.25 FTE per school.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	There has not been consultation yet however there will be with Head Teachers, WDC Parent Forum members, pupils, TU's, Staffing, Finance Officers and Education central staff. A range of teaching and promoted teaching staff will be affected.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			Yes	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
All children and young people of school age in West Dunbartonshire Council. A range of teaching and promoted teaching staff.				
Who will be/has been involved in the consultation process?			Page 203	

There has not been consultation yet however there will be with Head Teacher's, WDC Parent Forum members, pupils, TU's, Staffing, Finance Officers and Education central staff.

Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.

	Needs	Evidence	Impact
Age	N/A	N/A	N/A
Cross Cutting	The Council needs to be aware of how factors can interact.	Factors can and do combine to amplify the effects of income deprivation.	Some groups and combinations of groups may be more affected by reduced budgets.
Disability	The Council had a duty to make its services accessible to disabled people, including pupils. This is an anticipatory duty. We must seek to mitigate any negative impacts.	Families including families with children that have one or more disabled people in them are more likely to be income deprived.	Reduction may negatively impact on disabled pupils and their families.
Social & Economic Impact	The council is committed to examining how these factors interact.	The numbers of children with additional support needs and the complexity of their needs has increased in primary schools. Some children are adversely impacted by poverty. The nature of support required for children has intensified and requires more continuous and long term interventions. The most effective supports are based on those supported by significant relationships with a key adult.	Negative impact.

Sex	Need to assess differential impacts.	There are more females than males in primary school management roles. Single parent households are more likely to be income deprived, 90% of these are headed my women.	Employment: Women are more likely to be negatively impacted by the reduction in posts. Service users: Women who held single households more likely to be negatively affected.
Gender Reassign	N/A	N/A	N/A

Health			
Human Rights	The proposal will negatively impact on all children and young people including those with Protected Characteristics as noted above.	1. There will be less staff available in schools to support children and young people in overcoming the barriers their range of needs brings, when accessing education. 2. There will be less staff available to provide additional support to multi-agency planning to meet the needs of those most at risk or in need of support. 3. There will be less resources available to support staff who are faced with the challenges of children and young people who are dis-regulated or require alternative areas to learn away from the classroom. 4. There will be less opportunity for the personal and professional development of our employees and our service due to increased class contact of Management teams.	The negative impacts identified will not be removed, however some can be minimised in the short term by targeted use of existing and alternative resources and funding streams in some establishments. However, it needs to be noted that almost all of these alternatives rely on the additional funding of the Strategic Equity Fund which will cease in 2026.

Marriage & Civil Partnership	N/A	N/A	N/A
Pregnancy & Maternity	N/A	N/A	N/A
Race	BME families are a priority group in terms of reducing child poverty.	Families and children from BME groups are more likely to be income deprived.	Reduction may negatively impact on more on BME pupils their families.
Religion and Belief	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A
Actions			

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

The negative impacts identified will not be removed, however some can be minimised in the short term by targeted use of existing and alternative resources and funding streams in some establishments. However, it needs to be noted that almost all of these alternatives rely on the additional funding of the Strategic Equity Fund which will cease in 2026.

Will the impact of the policy be monitored and reported on an ongoing bases?

We will monitor impact of any changes on the rights of the child as a result of the reduction of the additional management time via school visits, at yearly staffing meetings, monitoring of Standards and Quality reports, ongoing consultation and interrogation of data.

Q7 What is you recommendation for this policy?

Introduce

Please provide a meaningful summary of how you have reached the recommendation

EIA 850: Reducing additional management time in primary schools will adversely affect children in our schools, and their rights. The negative impacts identified will not be removed, however some can be minimised in the short term by targeted use of existing and alternative resources and funding streams in some establishments. However, it needs to be noted that almost all of these alternatives rely on the additional funding of the Strategic Equity Fund which will cease in 2026.

Assessment No	851	Owner	andbrown	
Resource	Transformation		Service/Establishment	Budget Ed
	First Name	Surname	Job title	
Head Officer	Laura	Mason	Chief Education Officer	
	(include job titles/organisation)			
Members	Laura Mason - Chief Education Officer Andrew Brown - Senior Education Officer Alison Bowers - Senior Education Officer Julie McGrogan - Senior Education Officer Claire Cusick - Senior Education Officer Ellen Moran - Principal Educational Psychologist			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	EDU11 - Reduce General School Budgets			
	The aim, objective ,purpose and intended out come of policy			
	West Dunbartonshire's 40 schools utilise approximately £800,000 in delegated school budgets (DMR) to fund school services such as learning and teaching resources such as paper, pencils, textbooks; health &safety resources; education activity expenditure; repairs and maintenance; fixtures and fittings; printing; and the maintenance of PE equipment. In 2022, this budget was reduced from £1,000,000 to £800,000. This proposal would see a further 10% reduction in this budget, taking the total amount remaining to £720,000.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	There has not been consultation yet however there will be with Head Teacher's, WDC Parent Forum members, pupils, TU's, Staffing, Finance Officers and Education central staff. A range of teaching and promoted teaching staff will be affected.			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			Yes	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
All children and young people of school age in West Dunbartonshire Council.				
Who will be/has been involved in the consultation process?				
There has not been consultation yet however there will be with Head Teacher's, WDC Parent Forum members, pupils, TU's, Staffing, Finance Officers and Education central staff.				

Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.

	Needs	Evidence	Impact
Age			
Cross Cutting	We need to take account intersectional concerns in terms of impacts.	Factors can and do combine to amplify the effects of income deprivation.	Some groups and combinations of groups may be more affected by reduced budgets.
Disability	We have legal duty to make services accessible to disabled people. Priority group for tackling child poverty/e.g. reducing cost of the school day.	Households containing a disabled person are more likely to be income deprived.	Negative.

<p>Social & Economic Impact</p>	<p>(1) Impact of a reduced devolved budget on the capacity of schools to: -make a positive impact on outcomes for children and young people; -make decisions closest to the learner wherever possible and in line with the Education Reform programme; - support excellence and equity - ensuring every child and young person has the same opportunity to succeed; and -ensure budget allocation is sufficient to place the needs of all children and young people at the centre.</p> <p>2. Manage to plan ahead with certainty</p>	<p>Factors can and do combine to amplify the effects of income deprivation.</p>	<p>Negative Impact. 1. There will be less staff available in schools to support children and young people in overcoming the barriers deprivation brings, when accessing education. There will be less staff available to provide an educational experience which is personalised to the needs of our children and young people in our most deprived areas. There will be less resources available to support establishments in narrowing the attainment and opportunity gap between our most and least deprived pupils. Less resource available for children to use in learning (e.g. jotters, textbooks, chromebooks, paper, pens). Reduced opportunity to</p>
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			<p>provide creative and cultural experiences (e.g. school concerts, theatre shows, seasonal events Halloween Parties/ Christmas Concerts); increased expectation on families to provide funding for these events. 2. Failure to retain staff on short term contracts causing change and disruption to learning in schools due to staff leaving for permanent positions.</p>
Sex	<p>Women/single parents; Priority group in terms of child poverty.</p>	<p>Around 90% of single parents are women. They would be disproportionately affected by the introduction of this policy, as they would need to provide suitable clothing and footwear for walking longer distances to school. A greater number of single parent households would also have to manage the challenge of potentially getting children to multiple locations (ie one child at nursery, and one at primary school) each day.</p>	<p>Negative.</p>
Gender Reassign			
Health			
Human Rights	<p>Impact of a reduced devolved budget on the capacity of schools to: -make a positive impact on outcomes for children and young</p>	<p>Provision can impact on fulfillment of human rights.</p>	<p>Negative Impact There will be less staff available in schools to support children and young people in overcoming the</p>

	<p>people; -make decisions closest to the learner wherever possible and in line with the Education Reform programme; - support excellence and equity - ensuring every child and young person has the same opportunity to succeed; and -ensure budget allocation is sufficient to place the needs of all children and young people at the centre.</p> <p>We need comply with the ECHR for example article 8, Private/family life</p>		<p>barriers deprivation brings, when accessing education.</p> <p>There will be less staff available to provide an educational experience which is personalised to the needs of our children and young people in our most deprived areas.</p> <p>There will be less resources available to support establishments in narrowing the attainment and opportunity gap between our most and least deprived pupils. Less resource available for children to use in learning (e.g. jotters, textbooks, chromebooks, paper, pens) Reduced opportunity to provide creative and cultural experiences (e.g. school concerts, theatre shows, seasonal events Halloween Parties/ Christmas Concerts); increased expectation on families to provide funding for these events.</p>
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race	<p>BME families are a priority group for tackling child poverty/e.g. reducing cost of the school day.</p>	<p>People from BME groups are more likely to be income deprived.</p>	<p>Negative.</p>
Religion and Belief	<p>We are required to</p>	<p>The introduction of</p>	<p>Negative.</p>

	provide access to denominational and non-denominational schools for children and young people living in our catchment areas.	this change in policy would adversely affect choice of school, due to some non-denominational schools being easier to access than denominational schools.	
Sexual Orientation			

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

The negative impacts identified will not be removed, however some can be minimised in the short term by targeted use of existing and alternative resources and funding streams in some establishments. However, it needs to be noted that almost all of these alternatives rely on the additional funding of the Strategic Equity Fund which will cease in 2026.

Will the impact of the policy be monitored and reported on an ongoing bases?

We will monitor impact of any changes on the rights of the child as a result of the reduced devolved school management funding via school visits, monitoring of Standards and Quality reports, ongoing consultation and interrogation of data. Monitoring will be carried out on a termly basis. HR monitoring of range and demographic of staff potentially affected.

Q7 What is your recommendation for this policy?

Introduce

Please provide a meaningful summary of how you have reached the recommendation

EIA 851: This budget proposal provides funding for essential school services: learning and teaching resources e.g. paper, pencils, textbooks, health & safety resources, education activity expenditure, repairs and maintenance, fixtures and fittings, printing and the maintenance of PE equipment. The DMR budget has been reduced annually in recent years following the recurring variance exercise, and then budget saving exercise of 2022. This has resulted in an overall reduction of the devolved school budget by over £275k in the past two years. This saving proposal would reduce that budget by a further £80k (10%). If £80k was considered to be excessive it would also be an option to reduce the delegated budget by a lower percentage. Research has been carried out in consultation with the following: Devolved school management: guidelines - gov.scot (www.gov.scot) National Improvement Framework Education Scotland Scottish Attainment Challenge UNCRC

Assessment No	843	Owner	mlynn2	
Resource	Transformation		Service/Establishment	Budget Resource
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Michelle Lynn, Assets Coordinator			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 07 Two week Christmas closedown bar delivery of essential services			
	The aim, objective, purpose and intended out come of policy			
	The purpose of this paper is to propose the closure of Council office accommodation and depots on the days between the public holidays of Christmas and New Year whilst keeping open sufficient office capacity to accommodate key statutory functions and essential service requirements identified by Chief Officers. There are two options to consider (3 day closure and 6 day closure). The exact closure days will vary year on year based on when weekends and bank holidays fall. Staff would be required to take the above dates as part of their annual leave entitlement with the exception of those staff who carry out functions that are required by statute or are essential during this period.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	WDC Staff Members/Chief Officers. No extra travel arrangements required for staff for the purpose of this proposal as accommodation will be available across the authority for those required to carry out essential services.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
WDC staff members				
Who will be/has been involved in the consultation process?				
Chief Officers and Service Managers				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				

	Needs	Evidence	Impact	
Age	The council has duty	The Council's age	Those with less	

	of care toward all its workers, and in terms of the Public Sector Equality Duty.	profile confirms that the highest percentage of employees remain clustered in the age groups 50-59.	annual leave, because they have worked with the Council a smaller amount to time, and this may include younger workers may be more impacted.	
Cross Cutting	It is important that the Council takes into account factors that might cross cut.	The Council has legitimate business reasons for the proposal Some people may not want to take extra annual leave at this time of year.	Those who do not want to take an extended break at this time of year may feel disadvantaged. The Councils support of flexible working can help mitigate the lost flexibility at this time of year.	
Disability	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty	The Council's disability profile confirms 1.38% of employees have declared a disability.	There is no specific impact in relation to disability.	
Social & Economic Impact	N/A	N/A	N/A	

Sex	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty.	Women are more likely to have caring responsibilities than men. It is well documented and reported that males typically earn more than females with greater opportunity to access enhancements through overtime and allowances. Equal Pay Audit 2017. Workforce profile concludes 71% female and 29% male. The pay data for 21/22 used identifies that more males access overtime than females and that females typically work overtime	A small loss of flexibility in terms of when leave is taken across the year may affect women more than men.	
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		attract the rate at plain time, which is due to the majority working in a part-time role. It is well understood that females are main caregivers and benefit from flexibility to support the balance of working and home life.		
Gender Reassign	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty.	The Council's transgender profile confirms that 0.15% have declared transgender and 19.01% not transgender and 80.71% unknown.	There is no specific impact in relation to gender reassignment.	
Health	Health and well being of staff is a focus of the Council.	An extended break may be of benefit to staff's health.	Potentially positive some colleagues.	
Human Rights	N/A	N/A	N/A	

Marriage & Civil Partnership	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty.	No information reported on marital status/civil partnership. It is well documented and reported that males typically earn more than females with greater opportunity to access enhancements through overtime and allowances.	There is no specific impact in relation to marriage & civil partnership.
Pregnancy & Maternity	Cross-Cutting with Sex.	Cross-Cutting with Sex.	There is no specific impact in relation to pregnancy and maternity.
Race	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty.	The Council's race profile confirms 0.58% of the workforce are BAME.	There is no specific impact in relation to race.
Religion and Belief	The Council should follow ACAS guidance in relation to Religion and belief.	Not all people celebrate Xmas, and some on the basis of religion and belief. Some people may	Those who do not want to take an extended break at this time of year may feel disadvantaged,

		not want to take extra annual leave at this time of year The Council's religion and belief provide confirms that 1.45% are Christian, 0.89% other and 8.56% none.	however the Council has legitimate aims that may be met by the proposal.
Sexual Orientation	The council has duty of care toward all its workers, and in terms of the Public Sector Equality Duty.	The Council's sexual orientation profile concludes that 0.81% of the workforce have declared LGB and 18.26% as heterosexual with 80.41% unknown.	There is no specific impact in relation to sexual orientation.

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Provision will be provided for any individual who has specific requirements over the proposal period and can discuss directly with their line manager. Page 216

Will the impact of the policy be monitored and reported on an ongoing bases?
Yes, continued monitoring of staff accommodation is monitored via SAMG and service managers meetings.
Q7 What is you recommendation for this policy?
Don't Introduce
Please provide a meaningful summary of how you have reached the recommendation
EIA 843; There will be a small loss in flexibility of when annual leave is taken across the year. Those who do not want to take an extended break at this time of year, because of religion and belief or other reasons may be disadvantaged. Women are more likely to be carers than men. Those with less annual leave, because they have worked with the Council a smaller amount to time, and this may include younger workers may be more impacted. Flexible working practices across the Council can provide mitigation in terms of flexibility across the year. There are potential positive impacts in terms of health by having a longer break in place.

Assessment No	855	Owner	GHAWTHORN	
Resource	Regeneration, Environment and Growth		Service/Establishment	Budget R and R
	First Name	Surname	Job title	
Head Officer	George	Hawthorn	Manager of Democratic and Registration Services	
	(include job titles/organisation)			
Members	Alan Douglas			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RR 03 Removal of Hybrid Meetings from Council/Committee Meetings			
	The aim, objective, purpose and intended out come of policy			
	To stop the provision of hybrid council and committee meetings thus requiring all members and officers to travel to the meeting venue to participate in council/committee meetings.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Elected Members and Officers of the Council.			
Does the proposals involve the procurement of any goods or services?				No
If yes please confirm that you have contacted our procurement services to discuss your requirements.				No
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)				Yes
Relevance to Human Rights (HR)				No
Relevance to Health Impacts (H)				Yes
Relevance to Social Economic Impacts (SE)				No
Who will be affected by this policy?				
Elected Members, Officer of the Council and press.				
Who will be/has been involved in the consultation process?				
No consultation as such but all elected members will take part in the decision to remove or to keep hybrid council/committee meetings.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	

Age	Those elected members and officers who are elderly will no longer be able to attend meetings from the comfort of their homes. Elderly	Recent attendance at meetings suggests that elderly elected members make more use of the hybrid facility than younger persons. However, this often	Some elected members may miss out on the opportunity to participate in some meetings due to age related issues.
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	elected members and officers are more likely to become ill and are therefore less able to attend in person than younger persons. However, this often through preference and not necessity.	through preference and not necessity.		
Cross Cutting	It is important to take into account any cross cutting factors	Elements above can cross cut e.g. sex, disability etc.	Impacts above may cross cut	
Disability	The Council has a duty to ensure that meetings are accessible. Those elected members and officers who have disabilities or a short term disabling illness will no longer be able to attend meetings from the comfort of their homes. However, this often through preference and not necessity.	Recent attendance at meetings suggests that elected members with disabilities make more use of the hybrid facility than younger elected members. However, this often through preference and not necessity. All council officers are accessible.	Some elected members may miss out on the opportunity to participate in some meetings due to a disability or illness.	
Social & Economic Impact	n/a	n/a	no impact	

Sex	We need to consider the different commitment that men and women tend to have.	Women are more likely to have caring responsibilities than men No hard evidence to support this in terms of attendance information but it is reasonable to assume that this could have more impact on females who are pregnant and should not attend for health reasons.	Loss of flexibility may affect women more than men.
Gender Reassign	n/a	n/a	no impact
Health	Those elected members and officers who have	Recent attendance at meetings suggests that elected	Some elected members may miss out on the

	disabilities or a short term disabling illness will no longer be able to attend meetings from the comfort of their homes.	members with disabilities or in poor health make more use of the hybrid facility than those in good health.	opportunity to participate in some meetings due to a disability or poor health.
Human Rights	n/a	n/a	no impact
Marriage & Civil Partnership	n/a	n/a	no impact
Pregnancy & Maternity	Those female elected members and officers who are pregnant will no longer be able to attend meetings from the comfort of their homes. There could be occasions during a pregnancy when it is unadvisable for health reasons to travel to a meeting	No hard evidence to support this in terms of attendance information but it is reasonable to assume that this could have more impact on someone who is pregnant .	An elected member or officer who is pregnant may not be able to travel to a meeting.
Race	n/a	n/a	no impact
Religion and Belief	n/a	n/a	no impact
Sexual Orientation	n/a	n/a	no impact

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Removing hybrid meetings as an option does not automatically remove the rights or opportunity of an elected member or officer to attend meetings and participate in the democratic process. Hybrid meetings were introduced through necessity during the COVID pandemic but are no longer necessary to allow the democratic process to proceed.

Will the impact of the policy be monitored and reported on an ongoing bases?

Attendance at committee meetings is recorded and monitored. Past experience has shown that most elected members are able to and do attend meetings in person. All council premises are accessible to disabled persons so this is unlikely to be a barrier to attendance. If ill, members can be offered leave of absence up to six months, if they so choose. Officers are not obliged to attend their workplace if ill.

Q7 What is your recommendation for this policy?

Introduce

Please provide a meaningful summary of how you have reached the recommendation

EIA 855: It is possible that some elected members may miss out on the opportunity to participate in some meetings. Loss of flexibility may affect women more than men. Attendance at committee meetings is recorded and monitored. Past experience has shown that most elected members are able to and do attend meetings in person. All council premises are accessible to disabled persons so this is unlikely to be a barrier to attendance. If seriously ill, members can be offered leave of absence up to six months, if they so choose. Officers are not obliged to attend their workplace if ill.

Assessment No	823	Owner	kconnelly2	
Resource	Transformation		Service/Establishment	Budget CCF
	First Name	Surname	Job title	
Head Officer	Amanda	Graham	Chief Officer - CCF	
	(include job titles/organisation)			
Members	Amanda Graham, Chief Officer - CCF			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	CCF 09 FM restructure			
	The aim, objective, purpose and intended outcome of policy			
	The Facilities Management (FM) Service was restructured earlier this year creating additional support for frontline employees. There is a vacancy (G6 post) which is out with the core management team and a number of the duties had previously been subsumed into the newly created posts. The option will see the G6 vacancy removed from the structure.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	FM employees			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				
Disability				
Social & Economic Impact				

Sex				
Gender Reassign				
Health				
Human Rights				

Marriage & Civil Partnership				
Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is you recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
Screening 823: The saving would be achieved via a vacancy therefore the screening has not identified an assessment as being required.

Assessment No	812	Owner	rrea	
Resource	Transformation		Service/Establishment	Budget CCF
	First Name	Surname	Job title	
Head Officer	Amanda	Graham	Chief Officer Citizen, Culture and Facilities	
	(include job titles/organisation)			
Members	Citizen, Culture and Facilities			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	CCF 10 Reduction of two posts in Communications			
	The aim, objective, purpose and intended out come of policy			
	Post one: This post is currently vacant and the key task of delivering marketing campaigns is no longer being undertaken. In addition the number of council events, which the officer lead on, has reduced. Minor duties will be added to a currently vacant post with a new job description created and the position advertised. Post two: This post is currently vacant and will be removed from the structure. External design support will be used if required for the small number of tasks which require design.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	None			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				
Disability				

Social & Economic Impact				
Sex				
Gender Reassign				

Health				
Human Rights				
Marriage & Civil Partnership				
Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing basis?
Q7 What is your recommendation for this policy?
Please provide a meaningful summary of how you have reached the recommendation
Screening 812: The proposal is not relevant for assessment, as changes are minor and staff the reduction is voluntary, therefore no assessment is required.

Assessment No	857	Owner	jokerr	
Resource	Regeneration, Environment and Growth		Service/Establishment	HE Budget
	First Name	Surname	Job title	
Head Officer	John	Kerr	Housing Development and Homelessness Manager	
	(include job titles/organisation)			
Members	Peter Barry Claire McKay Joanne Sutherland			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	HE07 White Good in Homelessness Accommodation			
	The aim, objective, purpose and intended out come of policy			
	Financial Decision - Management Adjustment			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	None			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				
Disability				
Social & Economic Impact				
Sex				
Gender Reassign				
Health				

Human Rights				
Marriage & Civil Partnership				

Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing basis?
Q7 What is your recommendation for this policy?
Please provide a meaningful summary of how you have reached the recommendation
Screening 857; screened and found not relevant so no EIA undertaken as service delivery will not be affected.

Assessment No	849	Owner	JGALLACHER	
Resource	Transformation		Service/Establishment	Budget P and T
	First Name	Surname	Job title	
Head Officer	James	Gallacher	ICT Manager	
	(include job titles/organisation)			
Members	James Gallacher - ICT Manager Victoria Rogers - Chief Officer People & Technology Ric Rea - Performance & Strategy Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Rightsize ICT Budget (PT 01)			
	The aim, objective, purpose and intended out come of policy			
	A review of ICT budgets has identified two areas where savings can be made. A saving of £16,000 can be made by reducing the required budget for Geographic Information System software and an additional £30,000 can be saved by correcting a general ICT inflationary increase applied in 2023/24 which duplicates the specific ICT inflation cost already accounted for in the budget.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	ICT Performance & Strategy			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
None – this is a management adjustment to rightsize budgets.				
Who will be/has been involved in the consultation process?				
Chief Officers				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting	We look at areas that might cross cut in terms of impact.	No indication of review of any negative impacts.	Neutral for both employees and service users.	
Disability				

Social & Economic Impact	The Council has a duty to obtain best value. The Council	Reducing the costs associated with technology. .	Positive impact for Council financesz.	
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	must keep in mind the Fairer Scotland Duty when making strategic financial decisions.			
Sex				
Gender Reassign				
Health				
Human Rights				
Marriage & Civil Partnership				
Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is your recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
EIA 849: There is a positive impact in terms of the Council's finances. In terms of the Fairer Scotland Duty there is no opportunity to address social-economic inequalities in West Dunbartonshire.

Assessment No	787	Owner	Imair	
Resource	Transformation		Service/Establishment	Budget P and T
	First Name	Surname	Job title	
Head Officer	Alison	McBride	People &Change Manager	
	(include job titles/organisation)			
Members	Alison McBride, People &Change Manager Victoria Rogers, Chief Officer, People &Technology			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	PT02 VivUp Employee Benefits			
	The aim, objective,purpose and intended out come of policy			
	The Council has implemented Vivup, an employee health and wellbeing solution that delivers a single employee benefits platform which enables employees to more easily access the benefits available to them.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Strategic HR team			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			Yes	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
All employees can benefit from this if they choose to.				
Who will be/has been involved in the consultation process?				
Consultation has been undertaken via the TU convener meetings				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	VivUp is an online platform, requiring basic digital skills to access. All employees, regardless of age have access to a range of supports for digital skills	The WDC workforce has a completely age diverse workforce with a spectrum of digital skills ability and interest.	VivUp delivers a single employee benefits platform which enables employees to more easily access the benefits available to them. The platform enables employees	

			<p>to order goods with payment through the means of salary sacrifice or deduction.</p> <p>Repayments are on a 12, 24, 36 month basis directly through the employee's salary.</p> <p>This creates an opportunity to generate savings for employees and the Council through reductions in National Insurance and Pension Contributions</p>
Cross Cutting	<p>development.</p>	<p>All employees need support from time to time, and WDC provides a wide range of employee benefits and supports that some employees are either not aware of, or are not accessing.</p>	<p>With improved access to the benefits and supports through VivUp, the aim is that more employees will be able to take advantage of what is available to them</p> <p>WDC are committed to ensuring that all employees are supported and have access to benefits that will impact positively on their wellbeing - financial, health and mental health</p>
Disability	<p>Employees with disabilities will already have adjustments in place to enable equality of access to systems and supports.</p>	<p>The WDC workforce contains colleagues with a range of different impairments including hearing loss, visual impairment and dyslexia. Adjustments are in place for each individual.</p>	<p>Whilst the the benefits of Vivup for each employee will vary depending on how they choose to use it, impact on disabled people should be neutral.</p>
Social & Economic Impact	<p>Maintaining and supporting the health and wellbeing of our workforce is very important. The majority of our employees live and work in the local area.</p>	<p>VivUp aims to support health and wellbeing, providing easy access to benefits and support in times of need. It can help people to maintain good financial, physical and mental health, which has a positive impact on keeping</p>	<p>VivUp provides easier access for employees and in doing so also aims to increase uptake of all benefits available, resulting in better health and wellbeing impacts for more employees.</p>

		people in work.	
Sex	N/A	N/A	N/A
Gender Reassign	N/A	N/A	N/A
Health	Employee Wellbeing is of paramount concern and WDC aim to ensure that all relevant supports are in place to help employees who need support and to help them maintain good health.	The main aim of VivUp is to enable employees to more easily access the benefits available to them. The platform enables employees to order goods with payment through the means of salary sacrifice or deduction. Repayments are on a 12,24,36 month basis directly through the employee's salary. This creates an opportunity to generate savings for employees and the Council through reductions in National Insurance and Pension Contributions	The opportunity to pay direct from salary, while also saving on NI and Pension contributions can impact on financial wellbeing as well as overall health and mental health.
Human Rights	N/A	N/A	N/A
Marriage & Civil Partnership	N/A	N/A	N/A
Pregnancy & Maternity	Employees on maternity leave will continue to benefit from access to VivUp.	VivUp is an externally hosted site, easily accessed via a range of digital devices such as smartphones and laptops.	Employees will be able to access employee benefits through VivUp during maternity leave.
Race	N/A	N/A	N/A
Religion and Belief	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
No negative impact			
Will the impact of the policy be monitored and reported on an ongoing bases?			
Yes, use of VivUp will be monitored and reported as part of Employee Wellbeing updates			
Q7 What is your recommendation for this policy?			
Introduce			

Please provide a meaningful summary of how you have reached the recommendation
<p>EIA 787: Introducing VivUp is a management adjustment as the decision to go ahead has been taken and it will have been implemented although additional employee opportunities that will be added over the 23/24 year. We will ensure that the system is accessible, and that where needed, any adjustments are made for disabled colleagues. The platform enables employees to order goods with payment through the means of salary sacrifice or deduction. Repayments are on a 12/24/36 month basis directly through the employee's salary. This create an opportunity to generate savings for employees and the Council through reductions in National Insurance and Pension Contributions. The platform is being rolled out incrementally and it is expected that savings will increase, however a conservative estimate of £50,000 has been assumed for 2024/25 (employee opportunities implemented from August so savings reduced by 1/3) and future years initially. This figure will be updated when data on actual employee uptake is available.</p>

Assessment No	788	Owner	Imair	
Resource	Transformation		Service/Establishment	Budget P and T
	First Name	Surname	Job title	
Head Officer	Alison	McBride	People and Change Manager	
	(include job titles/organisation)			
Members	Victoria Rogers, Chief Officer People & Technology			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	PT05 Restriction in office equipment spend			
	The aim, objective, purpose and intended out come of policy			
	Restricting choice in equipment, office furniture and supports to pre-agreed catalogue items and, or amounts. Collecting equipment from leavers and ensuring recycling and sustainability. This option is cost avoidance rather than a saving as usually not budgeted at the level spent. Impact will be less choice for individuals but with less waste. The risk is that the spend levels sit with individual managers with a lack of consistent approach, results in significant cost for individual items and is not aligned to the council's sustainability aims. Reduction in the choice available will reduce the scope for individual managers to purchase equipment which is more expensive and out with the recommended scope. However, where additional or specialised equipment is required for accessibility or reasonable adjustments, sourcing the most appropriate equipment will be treated as a priority, with managers directed to contact the WeBuy Team to source the most suitable and cost-effective equipment. This option is cost avoidance and services will be charged for the cost involved in recycling of equipment. As returns and recycling opportunities increase due to the improved process, the saving opportunity will grow.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Management Adjustment - P and T			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				

Who will be/has been involved in the consultation process?

Please outline any particular need/barriers which equality groups may have in

relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.

	Needs	Evidence	Impact	
Age				
Cross Cutting				
Disability	The Council has a duty to make reasonable adjustments for employees.	Reasonable adjustment can include equipment; Reduction in the choice available will reduce the scope for individual managers to purchase kit which is more expensive and outwith recommended scope. However, where additional or specialised kit is required for accessibility or reasonable adjustment, sourcing the most appropriate kit will be treated as a priority with managers directed to contact the WeBuy Team to source the most suitable and cost-effective kit.	Neutral	
Social & Economic Impact				
Sex				
Gender Reassign				
Health				
Human Rights				
Marriage & Civil Partnership				
Pregnancy & Maternity				

Race			
Religion and Belief			
Sexual Orientation			

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is you recommendation for this policy?
Please provide a meaningful summary of how you have reached the recommendation
EIA 788: Reduction in the choice available will reduce the scope for individual managers to purchase equipment which is more expensive and out with the recommended scope. However, where additional or specialised equipment is required for accessibility or reasonable adjustments, sourcing the most appropriate equipment will be treated as a priority with managers directed to contact the WeBuy Team to source the most suitable and cost-effective items. This is a management adjustment to avoid unnecessary cost and maximise recycling and sustainability of office equipment.

Assessment No	782	Owner	JGALLACHER	
Resource	Transformation		Service/Establishment	Budget P and T
	First Name	Surname	Job title	
Head Officer	James	Gallacher	ICT Manager	
	(include job titles/organisation)			
Members	James Gallacher - ICT Manager Victoria Rogers - Chief Officer People & Technology Ric Rea - Performance & Strategy Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	PT 06 Reduction in Mobile Phone usage			
	The aim, objective, purpose and intended out come of policy			
	Reduce mobile phone usage across all service areas by restricting mobile phone usage to essential business use only.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	ICT Performance & Strategy			
Does the proposals involve the procurement of any goods or services?				Yes
If yes please confirm that you have contacted our procurement services to discuss your requirements.				No
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)				No
Relevance to Human Rights (HR)				No
Relevance to Health Impacts (H)				No
Relevance to Social Economic Impacts (SE)				Yes
Who will be affected by this policy?				
This policy will have an impact on council employees who are mobile phones users.				
Who will be/has been involved in the consultation process?				
Chief Officers, ICT and employees with line management responsibility. ICT has identified a large volume of mobile phones (approx. 1100) that have had no outgoing usage in the last 6 months from period Jan 23 to June 23. Outgoing usage means no outgoing calls, no outgoing SMS text or data usage. There is a rigorous process in place to identify employee mobile phones that are not in use, and managers will review the usage of these devices and business case to retain a device before termination is agreed. There may be some Council mobiles phones in use for incoming calls only and these will be identified through line management review/discussion.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				

	Needs	Evidence	Impact
Age			
Cross Cutting	We look at areas that might cross cut in terms of impact.	No indication of review of any negative impacts.	Neutral for both employees and service users.

Disability	The Council has a duty to ensure that we make reasonable adjustment for disabled people. The Council has a anticipatory duty to ensure that services and devices are accessible to disabled people. The Council has a duty to make reasonable adjustments for employees.	The way the exercise will be carried out will ensure that if access to a mobile phone is part of an adjustment for examples this will not be affected.	Neutral for both employees and service users.
Social & Economic Impact	The Council has a duty to obtain best value. The Council must keep in mind the Fairer Scotland Duty when making strategic financial decisions.	Reducing the costs associated with mobile technology. Reducing environmental impact of mobile phone use.	Positive impact for Council finances. Positive impact for the environment.
Sex			
Gender Reassign			
Health			
Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Will the impact of the policy be monitored and reported on an ongoing bases?

Q7 What is you recommendation for this policy?

Introduce
Please provide a meaningful summary of how you have reached the recommendation
EIA 782: There will be no impact on any protected group. The way the exercise will be conducted will ensure that, for example, loan workers and disabled employees who need mobile phones will still have access to these. Home workers will continue to have access to calls via MS Teams, and can also utilize Jabber for calls outside the organization. There is a positive impact in terms of the Council's finances.

Assessment No	789	Owner	Imair	
Resource	Transformation		Service/Establishment	Budget P and T
	First Name	Surname	Job title	
Head Officer	Alison	McBride	People &Change Manager	
	(include job titles/organisation)			
Members	Alison McBride, People &Change Manager Victoria Rogers, People and Technology Chief Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	PT07 Reducing Corporate Training Budget			
	The aim, objective, purpose and intended out come of policy			
	Reducing the training budget will mean that we cover corporate requirements only in terms of I-learn system, hosting, licenses and essential up-skilling i.e. of new products/technology. This will mean withdrawing sponsorship, attendance at events and reducing succession planning/workforce planning training requirements. It is suggested that this could be taken as a management adjustment and implemented start of 24/25.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	P&T management team			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Employees				
Who will be/has been involved in the consultation process?				
P&T management team				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				

Disability	The Council has a duty to make reasonable adjustments for employees	Disabled people may have different training needs.	Neutral impact, we will ensure that adjustments and design of training meet needs.
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Social & Economic Impact			
Sex			
Gender Reassign			
Health			
Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is you recommendation for this policy?
Please provide a meaningful summary of how you have reached the recommendation
EIA 789: Reducing the training budget will mean that only essential training spend will be possible e.g. I-learn provision, statutory training etc. and meeting any reasonable adjustments for disabled people. We will ensure that our suite of training is accessible. It is suggested that this could be taken as a management adjustment and implemented start of 24/25. Impact and Risk Associated with Proposed Savings Impact will be no provision out-with the current corporate offer on L&D The risk is that this impacts on employee skills development, limits resilience opportunities as there is little budget available to support succession planning and ultimately impacts upon employee retention, current annual budget is 70k, proposal would reduce to 60k for 24/25, and then a 55k annual budget from 25/26 and ongoing.

Assessment No	819	Owner	JGALLACHER	
Resource	Transformation		Service/Establishment	Budget P and T
	First Name	Surname	Job title	
Head Officer	James	Gallacher	ICT Manager	
	(include job titles/organisation)			
Members	James Gallacher - ICT Manager Victoria Rogers - Chief Officer People & Technology Ric Rea - Performance & Strategy Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	PT 11 SIP Trunking			
	The aim, objective, purpose and intended out come of policy			
	Implementation of a SIP cloud telephony solution to facilitate the transition from ISDN30 telephone lines & Virgin Media Centrex lines. This is necessary due to the national decommissioning of legacy copper cabling by 2025.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	ICT Performance & Strategy			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
This policy will have an impact on council employees who are telephony users.				
Who will be/has been involved in the consultation process?				
Chief Officers & ICT Employees. ICT has identified an opportunity to deliver savings with the move to cloud/internet telephone lines. The projected annual savings are, estimated minimum based on previous rental and call charges of the existing ISDN lines, compared to the rental costs of SIP and calling charges. The rental values are very similar between ISDN and SIP, however, the savings will be delivered due to zero cost for local, national and mobiles calls.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				

	Needs	Evidence	Impact	
Age				
Cross Cutting	We look at areas that might cross cut in terms of impact.	No indication of review of any negative impacts.	Neutral for both employees and service users.	

Disability				
Social & Economic Impact	The Council has a duty to obtain best value. The Council must keep in mind the Fairer Scotland Duty when making strategic financial decisions.	Reducing the costs associated with telephony technology. Reducing Environmental impact of mobile phone use.	Positive impact for Council finances. Positive impact for the environment.	
Sex				
Gender Reassign				
Health				
Human Rights				
Marriage & Civil Partnership				
Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is you recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
Screening 819; The proposal has been screened and is not relevant to any of the impact areas, including the Fairer Scotland Duty.

Assessment No	820	Owner	JGALLACHER	
Resource	Transformation		Service/Establishment	Budget P and T
	First Name	Surname	Job title	
Head Officer	James	Gallacher	ICT Manager	
	(include job titles/organisation)			
Members	James Gallacher - ICT Manager Victoria Rogers - Chief Officer People & Technology Ric Rea - Performance & Strategy Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	PT 12 Citrix Replacement			
	The aim, objective, purpose and intended out come of policy			
	WDC's Citrix application and remote access solution is nearing the end of life. This technology delivers application and remote access services to WDC employees. The aim of the project is to improve the digital workplace experience for employees and deliver savings for the Council. Reducing the costs associated with telephony technology. Reducing Environmental impact of mobile phone use.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	ICT Performance & Strategy			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
The change will affect all network users.				
Who will be/has been involved in the consultation process?				
Chief Officers & ICT Employees.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				

Cross Cutting	We look at areas that might cross cut in terms of impact.	No indication of review of any negative impacts.	Neutral for both employees and service users.
Disability	The accessibility needs of disabled staff must be catered	User experience should be similar to that of Citrix in	Neutral in terms of accessibility.

	for during any changes to technology and process.	terms of accessibility, a trial is underway. User's will no longer be able to use their own devices to access the whole system, (though users are still able to use their own device for Email and MS teams). If this causes any issues in terms of accessibility, reasonable adjustments will be put in place.		
Social & Economic Impact	The Council has a duty to obtain best value. The Council must keep in mind the Fairer Scotland Duty when making strategic financial decisions.	Reducing the costs associated with telephony technology. Reducing Environmental impact of mobile phone use.	Positive impact for Council finances Positive impact for the environment.	
Sex				
Gender Reassign				
Health				
Human Rights				
Marriage & Civil Partnership				
Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				
Actions				
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.				

Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is your recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
EIA 820: Accessibility will be maintained for example for disabled users. There will be a positive impact for computer users in terms of reliability. There is a positive impact in terms of the Council's finances. In terms of the Fairer Scotland Duty there is no opportunity to to address socio-economic inequalities in West Dunbartonshire.

Assessment No	844	Owner	mlynn2	
Resource	Transformation		Service/Establishment	Budget Resource
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Laurence Slavin - Chief Officer, Resources			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 05 Water Direct Scheme			
	The aim, objective, purpose and intended out come of policy			
	The Council is responsible for collecting Water and Sewerage charges on behalf of Scottish Water, alongside Council Tax (CT). Although many people on low incomes will be entitled to Council Tax Reduction almost everyone has to pay at least 75% of the water and sewerage charges. This option is to implement the Water Direct Scheme (the Scheme) which facilitates the collection of water and sewerage debt from residents, direct from their benefits at source by the Department of Work and Pension (DWP). This will meet ongoing liability and help stop arrears from arising, and prevent the imposition of extra charges added when summary warrants are obtained.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	WDC residents.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
WDC residents.				
Who will be/has been involved in the consultation process?				
Chief Officers and Service Managers. This scheme had been adopted by other Local Authorities for example Glasgow City Council.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				

	Needs	Evidence	Impact	
Age				
Cross Cutting	We need to be aware of how membership of different groups	People can be members of several groups that are more	Some positive effect on people who are members of several	

	can interact.	likely to be income deprived.	groups that are more likely to be income deprived who may have trouble paying charges.	
Disability	We need to consider potential impacts.	Disabled people more likely to be income deprived.	Potential positive impact in reducing level of debt.	
Social & Economic Impact	The Council has a focus on reducing poverty.	The current situation means that charges are added when summary warrants are obtained, this would not be the case under the proposal to move to Water Direct.	Some positive effect on income deprived groups who may have trouble paying charges.	
Sex	We need to consider potential impacts.	Women are more likely to be income deprived.	Potential positive impact in reducing level of debt.	
Gender Reassign				
Health				
Human Rights				
Marriage & Civil Partnership				
Pregnancy & Maternity				
Race	We need to consider potential impacts.	Some ethnic groups are more likely to be income deprived than others e.g. many BME groups and Gypsy/Travellers.	Potential positive impact in reducing level of debt.	
Religion and Belief				
Sexual Orientation				

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Proposal does not have a negative impact with any group.

means no further charges are added.
Will the impact of the policy be monitored and reported on an ongoing bases?
Yes continued monitoring of scheme.
Q7 What is you recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
EIA 844; Some potential benefit to people who are income deprived and especially for groups more likely to be in this position (e.g. women, disabled people, people from BME communities). The Water Direct scheme allows the Council to request deductions for ongoing Water and Waste Water charges avoiding the need to obtain a Summary Warrant which

Assessment No	799	Owner	mlynn2	
Resource	Transformation		Service/Establishment	Budget Resource
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Michelle Lynn, Assets Coordinator Laurence Slavin, Chief Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 11 Review of Royal Mail costs			
	The aim, objective, purpose and intended out come of policy			
	<p>Currently the Council requires to pay £8000 per annum for the lease of franking machines for first class mail. Both machines were out of use for 18 months due to building closures during the COVID19 Pandemic. It is proposed to end the lease with immediate effect given we are no longer under contract. Since 2016 Council mail is sent second class other than by exception and this has been the case. It would be proposed that any service which requires exceptional first class or recorded mail, could be transferred a small amount of budget to fund this, and as is the case now, would make their own internal arrangement to post. Second class mail has a target arrival time of two days and since the Council moved to this approach a number of years ago, there have not been any occasions reported to the service of delays with second class mail arriving at its destination timeously.</p>			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	No staff members will be displaced as a result of this proposal. Should opportunities arise for additional income a further assessment of the impact will be produced for that purpose.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				

Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.

	Needs	Evidence	Impact
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Age	N/A	N/A	N/A
Cross Cutting	N/A	N/A	N/A
Disability	N/A	N/A	N/A
Social & Economic Impact	N/A	N/A	N/A
Sex	N/A	N/A	N/A
Gender Reassign	N/A	N/A	N/A
Health	N/A	N/A	N/A
Human Rights	N/A	N/A	N/A
Marriage & Civil Partnership	N/A	N/A	N/A
Pregnancy & Maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion and Belief	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Will the impact of the policy be monitored and reported on an ongoing bases?

Q7 What is your recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 799 concludes that the proposal is not relevant in terms of any of the areas covered in our assessments, and therefore does not require an impact assessment. It builds on successful existing arrangements and does not introduce significant changes.

Assessment No	798	Owner	mlynn2	
Resource	Transformation		Service/Establishment	Budget Resource
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Michelle Lynn, Assets Coordinator Laurence Slavin, Chief Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 12 Income Generation (Balloch)			
	The aim, objective, purpose and intended out come of policy			
	An initial review of all property related assets has been undertaken with a number of areas which generate additional income and associated revenue saving. These have not been assumed in any other savings exercise and are deliverable within the financial years. New income opportunities for Balloch Park Kiosk and associated land for activity purposes via transfer to non-operational estate.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	No staff members will be displaced as a result of this proposal. Should opportunities arise for additional income a further EIA will be produced for that purpose.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	N/A	N/A	N/A	

Cross Cutting	N/A	N/A	N/A
Disability	N/A	N/A	N/A
Social & Economic Impact	N/A	N/A	N/A
Sex	N/A	N/A	N/A
Gender Reassign	N/A	N/A	N/A

Health	N/A	N/A	N/A
Human Rights	N/A	N/A	N/A
Marriage & Civil Partnership	N/A	N/A	N/A
Pregnancy & Maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion and Belief	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Will the impact of the policy be monitored and reported on an ongoing bases?

Q7 What is you recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 798 concludes that the proposal is not relevant and therefore does not require an impact assessment, as it builds on successful existing arrangements and does not introduce significant changes.

Assessment No	845	Owner	mlynn2	
Resource	Transformation		Service/Establishment	Budget Resource
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Laurence Slavin, Chief Officer - Resources			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 14 Rightsizing Budgets			
	The aim, objective, purpose and intended out come of policy			
	A review of budget lines in Resources / Sundry Services / Chief Executive and Chief Officer Expenditure identified some areas where the budgeted spend can be reduced.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Chief Executive/Chief Officers			
Does the proposals involve the procurement of any goods or services?				No
If yes please confirm that you have contacted our procurement services to discuss your requirements.				No
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)				No
Relevance to Human Rights (HR)				No
Relevance to Health Impacts (H)				No
Relevance to Social Economic Impacts (SE)				No
Who will be affected by this policy?				
Resources / Sundry Services / Chief Executive				
Who will be/has been involved in the consultation process?				
Chief Officers and Service Managers				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	N/A	N/A	N/A	
Cross Cutting	N/A	N/A	N/A	
Disability	N/A	N/A	N/A	
Social & Economic Impact	N/A	N/A	N/A	
Sex	N/A	N/A	N/A	

Gender Reassign	N/A	N/A	N/A
Health	N/A	N/A	N/A
Human Rights	N/A	N/A	N/A
Marriage & Civil Partnership	N/A	N/A	N/A
Pregnancy &	N/A	N/A	N/A

Maternity			
Race	N/A	N/A	N/A
Religion and Belief	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Proposal does not have a negative impact with any group.

Will the impact of the policy be monitored and reported on an ongoing bases?

No monitoring will be required.

Q7 What is you recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 845 concludes that the proposal is not relevant and does not require an impact assessment.

Assessment No	797	Owner	mlynn2	
Resource	Transformation		Service/Establishment	Budget Resource
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Michelle Lynn Assets Coordinator Laurence Slavin, Chief Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 15 Historical lease review			
	The aim, objective, purpose and intended out come of policy			
	An initial review of all property related assets has been undertaken with a number of areas which generates a new capital receipt, additional income and associated revenue saving. These have not been assumed in any other savings exercise and are deliverable within the financial years listed. Review of historical leases by previous district/regional authorities (31 properties) was reviewed as part of savings exercise 23/24 which were offered at below market rent values or no rent.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	No staff members will be displaced as a result of this proposal. Should opportunities arise for additional income a further EIA will be produced for those proposals.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
Tenants of commercial properties				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				

	Needs	Evidence	Impact	
Age				
Cross Cutting	We need to take into account any equality and other linked implications of	We evaluate impacts based on evidence and take account of how factors interact.	We will examine potential impacts of any proposed changes to ensure	

	proposals.		consideration on potential impacts and how these interact.	
Disability				
Social & Economic Impact	We need to take into account the Fairer Scotland Duty when considering Strategic financial decisions and follow the statutory guidance relating to this.	We evaluate impacts based on evidence.	We will examine potential impacts of any proposed changes to ensure consideration on potential impacts.	
Sex				
Gender Reassign				
Health				
Human Rights				
Marriage & Civil Partnership				
Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Will the impact of the policy be monitored and reported on an ongoing basis?

Q7 What is your recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 797: increasing charges may have equality and socio-economic impacts. We are therefore committed to impact assessing any and all future proposals that would increase these.

Assessment No	846	Owner	mlynn2	
Resource	Regeneration, Environment and Growth		Service/Establishment	Budget Regen'
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Laurence Slavin, Chief Officer - Resources			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 19 Dumbarton Common Good Support Service Costs			
	The aim, objective, purpose and intended outcome of policy			
	The Council currently provides support services such as Finance and Legal to the Dumbarton Common Good. In recognition of the increased cost to the Council due to inflation and the impact of pay awards, it is necessary to increase the charge for these services.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	WDC Staff members/Chief Officers			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
WDC residents				
Who will be/has been involved in the consultation process?				
Chief Officers and Service Managers				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	N/A	N/A	N/A	
Cross Cutting	N/A	N/A	N/A	

Disability	N/A	N/A	N/A
Social & Economic Impact	N/A	N/A	N/A
Sex	N/A	N/A	N/A
Gender Reassign	N/A	N/A	N/A
Health	N/A	N/A	N/A

Human Rights	N/A	N/A	N/A
Marriage & Civil Partnership	N/A	N/A	N/A
Pregnancy & Maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion and Belief	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Proposal does not have a negative impact with any group.

Will the impact of the policy be monitored and reported on an ongoing bases?

Yes continued monitoring of scheme.

Q7 What is you recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 846 concludes that the proposal is not relevant and therefore does not require an impact assessment, as it builds on existing arrangements.

Assessment No	847	Owner	mlynn2	
Resource	Transformation		Service/Establishment	Budget Resource
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Laurence Slavin, Chief Officer - Resources			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 20 Valuation Joint Board Support Service Costs			
	The aim, objective, purpose and intended out come of policy			
	The Council currently provides support services such as Finance, HR, IT and Legal to the Valuation Joint Board. In recognition of the increased cost of this provision due to inflation and the impact of pay awards, it is necessary to increase the charge for these services.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	WDC employees/ Chief Officers			
Does the proposals involve the procurement of any goods or services?				No
If yes please confirm that you have contacted our procurement services to discuss your requirements.				No
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)				No
Relevance to Human Rights (HR)				No
Relevance to Health Impacts (H)				No
Relevance to Social Economic Impacts (SE)				No
Who will be affected by this policy?				
N/A				
Who will be/has been involved in the consultation process?				
Chief Officers and Service Managers				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	N/A	N/A	N/A	
Cross Cutting	N/A	N/A	N/A	
Disability	N/A	N/A	N/A	
Social & Economic Impact	N/A	N/A	N/A	

Sex	N/A	N/A	N/A
Gender Reassign	N/A	N/A	N/A
Health	N/A	N/A	N/A
Human Rights	N/A	N/A	N/A
Marriage & Civil	N/A	N/A	N/A

Partnership			
Pregnancy & Maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion and Belief	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Proposal does not have a negative impact with any group.

Will the impact of the policy be monitored and reported on an ongoing bases?

N/A

Q7 What is you recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 847 concludes that the proposal is not relevant and therefore does not require an impact assessment, as it builds on existing arrangements.

Assessment No	848	Owner	mlynn2	
Resource	Regeneration, Environment and Growth		Service/Establishment	Budget Regen'
	First Name	Surname	Job title	
Head Officer	Laurence	Slavin	Chief Officer Resources	
	(include job titles/organisation)			
Members	Laurence Slavin			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RES 21 Reduce Revenue and Benefit Establishment			
	The aim, objective, purpose and intended out come of policy			
	A review of the Revenues and Benefits establishment has identified 3.41 FTE of vacancies providing an opportunity to permanently remove these jobs from the structure.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	WDC staff/chief officers			
Does the proposals involve the procurement of any goods or services?				No
If yes please confirm that you have contacted our procurement services to discuss your requirements.				No
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)				No
Relevance to Human Rights (HR)				No
Relevance to Health Impacts (H)				No
Relevance to Social Economic Impacts (SE)				No
Who will be affected by this policy?				
WDC Staff				
Who will be/has been involved in the consultation process?				
Chief Officers and Service Managers				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	N/A	N/A	N/A	
Cross Cutting	N/A	N/A	N/A	
Disability	N/A	N/A	N/A	

Social & Economic Impact	N/A	N/A	N/A
Sex	N/A	N/A	N/A
Gender Reassign	N/A	N/A	N/A
Health	N/A	N/A	N/A
Human Rights	N/A	N/A	N/A

Marriage & Civil Partnership	N/A	N/A	N/A
Pregnancy & Maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion and Belief	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Proposal does not have a negative impact with any group.

Will the impact of the policy be monitored and reported on an ongoing bases?

A review of existing processes within the Council Tax service means the impact of removing 0.48 Council Tax FTE will be minimal.

Q7 What is you recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 848 concludes that the proposal is not relevant and therefore does not require an impact assessment.

Assessment No	838	Owner	GMacfarlane2	
Resource	Regeneration , Environment and Growth		Service/Establishment	Budget R and N
	First Name	Surname	Job title	
Head Officer	Gail	Macfarlane	Chief Officer - Roads &Neighbourhood	
	(include job titles/organisation)			
Members	Capital and Fleet Manager, Fleet Coordinator			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	R&N17 Saving Option Reduction in Hire Cars			
	The aim, objective, purpose and intended out come of policy			
	The purpose of the saving option is to reduce the reliance on the use of hire cars by the council and to prioritizes the procurement of fleet vehicles where vehicles are required. The change applies to small vehicles .			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Fleet Service, procurement, service users			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			Yes	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Service users within the council				
Who will be/has been involved in the consultation process?				
Fleet Service, procurement team, service users				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				
Disability				

Social & Economic Impact				
Sex				
Gender Reassign				
Health				
Human Rights				

Marriage & Civil Partnership				
Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Will the impact of the policy be monitored and reported on an ongoing bases?

Fleet use will be monitored to maximise use of vehicles

Q7 What is you recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 838: The proposal has been screened and is not relevant to any of the impact areas, therefore no impact assessment is required.

Assessment No	852	Owner	GHAWTHORN	
Resource	Regeneration , Environment and Growth		Service/Establishment	Budget R and R
	First Name	Surname	Job title	
Head Officer	George	Hawthorn	Manager of Democratic and Registration Services	
	(include job titles/organisation)			
Members	Alan Douglas			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RR 02 Loss of Area Officer/Registrar post.			
	The aim, objective, purpose and intended out come of policy			
	The part-time post of Area Officer/Registrar is vacant and is no longer required as part of the registration service structure.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Clydebank Library staff were consulted when the registration office transferred to the Clydebank Library. There have been no issue since the move was implemented.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				

Disability			
Social & Economic Impact			
Sex			
Gender Reassign			
Health			
Human Rights			

Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is you recommendation for this policy?
Please provide a meaningful summary of how you have reached the recommendation
Screening 852: This proposal is not relevant for impact assessment, in terms of either staff or service users, as there will be no practical changes or effects for either group.

Assessment No	853	Owner	GHAETHORN	
Resource	Regeneration , Environment and Growth		Service/Establishment	Budget R and R
	First Name	Surname	Job title	
Head Officer	George	Hawthorn	Manager of Democratic and Registration Services	
	(include job titles/organisation)			
Members	Alan Douglas			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RR 04 Restructuring of Leadership Support Team			
	The aim, objective, purpose and intended out come of policy			
	A reduction in the number of Chief Officers has prompted a review of the Leadership Support Team. There is currently a vacancy within the team and it therefore proposed that the post is not filled and the workload within the team to re-allocated on a 2 to1 ratio that is 2 Chief Officers to share 1 Leadership Support Officer.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Chief Officers have been consulted on the restructuring proposals.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				

Cross Cutting			
Disability			
Social & Economic Impact			
Sex			
Gender Reassign			

Health			
Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is you recommendation for this policy?
Please provide a meaningful summary of how you have reached the recommendation
Screening 853: This proposal is not relevant for impact assessment, in terms of either staff or leadership officers, as there will be no practical changes or effects for either group.

Assessment No	854	Owner	GHAWTHORN	
Resource	Regeneration , Environment and Growth		Service/Establishment	Budget R and R
	First Name	Surname	Job title	
Head Officer	George	Hawthorn	Manager of Democratic and Registration Services	
	(include job titles/organisation)			
Members	Alan Douglas			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RR 05 Reduction in Members' Services Support			
	The aim, objective, purpose and intended out come of policy			
	Following a review of secretarial support required for elected members it was proposed that the hours of one post be reduced from five days per week to three days per week. This arrangement has now been in place since January 2023 without any issue being raised.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Elected members.			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				

Disability			
Social & Economic Impact			
Sex			
Gender Reassign			
Health			

Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing bases?
Q7 What is you recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
Screening 854: This proposal is not relevant for impact assessment, in terms of either staff or elected members, as there will be no practical changes or effects for either group.

Assessment No	861	Owner	ADouglas	
Resource	Regeneration, Environment and Growth		Service/Establishment	Budget R and R
	First Name	Surname	Job title	
Head Officer	Alan	Douglas	Chief Officer of Regulatory and Regeneration Services	
	(include job titles/organisation)			
Members	Alan Douglas- George Hawthorn			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RR07 Manager of Democratic and Registration Services. Remove the sum equivalent to one day from the establishment budget			
	The aim, objective, purpose and intended out come of policy			
	To achieve savings by removing the sum equivalent to one day from the establishment budget to reflect the reduction in the number of days worked due to flexible retirement.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Manager of Democratic and Registration Services			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			No	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			No	
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				

Disability			
Social & Economic Impact			
Sex			
Gender Reassign			
Health			

Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

Will the impact of the policy be monitored and reported on an ongoing basis?

Q7 What is your recommendation for this policy?

Please provide a meaningful summary of how you have reached the recommendation

Screening 861: proposal screening and not relevant to impact areas we assess on therefore no Impact assessment is needed.

Assessment No	862	Owner	ADouglas	
Resource	Regeneration, Environment and Growth		Service/Establishment	Budget R and R
	First Name	Surname	Job title	
Head Officer	Alan	Douglas	Chief Officer of Regulatory and Regeneration Services	
	(include job titles/organisation)			
Members	Alan Douglas - Chief Officer of Regulatory and Regeneration George Hawthorn Manager of Democratic and Registration Services			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	RR12 Increase the fee target in a number of areas within Regulatory and Regeneration Services.			
	The aim, objective, purpose and intended out come of policy			
	To increase the fee target in a number of areas within Regulatory and Regeneration Services.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Regulatory and Regeneration Services			
Does the proposals involve the procurement of any goods or services?				No
If yes please confirm that you have contacted our procurement services to discuss your requirements.				No
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)				No
Relevance to Human Rights (HR)				No
Relevance to Health Impacts (H)				No
Relevance to Social Economic Impacts (SE)				No
Who will be affected by this policy?				
Who will be/has been involved in the consultation process?				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age				
Cross Cutting				
Disability				

Social & Economic Impact				
Sex				
Gender Reassign				
Health				

Human Rights				
Marriage & Civil Partnership				
Pregnancy & Maternity				
Race				
Religion and Belief				
Sexual Orientation				

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
Will the impact of the policy be monitored and reported on an ongoing basis?
Q7 What is your recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
Screening 862: proposal screening and not relevant to impact areas we assess on therefore no Impact assessment is needed.

WEST DUNBARTONSHIRE COUNCIL
Report by the Chief Officer – Resources
Council – 20 December 2023

**Subject: General Services Budgetary Control Report to 31 October 2023
(Period 7)**

1. Purpose

- 1.1** This report provides an update on the General Services revenue budget and the approved capital programme to 31 October 2023.

2. Recommendations

- 2.1** Council is asked to:

- i) note a current projected annual adverse variance on the revenue account of £2.785m (1.0% of total budget); and
- ii) note that projected expenditure on the capital account is lower than the 2023/24 budget by £36.365m (39.85% of budget), made up of £35.988m (39.43% of budget) of project re-profiling, and an in-year underspend of £0.377m (0.41% of budget).

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council (the Council) on 1 March 2023, Members agreed the revenue estimates for 2023/2024. A total net budget of £265.160m was approved for General Services.
- 3.2** Since the budget was agreed, additional funding has been provided by the Scottish Government resulting in a revised total net budget of £268.231m.

	Service	£m	£m
Agreed budget 1 March 2023			265.160
Additional Funding:			
No One Left Behind	Housing & Employability	0.189	
Child Poverty	Housing & Employability	0.078	
SNCT Payaward	Education	2.724	
Summer 23 Programme	Education	0.080	
Total Additional Funding			3.071
Revised budget as at Period 7			268.231

- 3.3** The budgetary control report has to be updated to reflect the dissolution of the department previously known as Supply, Distribution and Property (SDP), with

the budgets being repositioned under their new Chief Officers and relevant departments. This does not affect the overall 2023/24 budget.

Capital

- 3.4** At its 1 March 2023 meeting, the Council also agreed the updated General Services Capital Plan for 2023/2024 to 2031/32. The three years from 2023/24 to 2025/26 were approved in detail with the remaining years being indicative at that stage. After adjusting for anticipated re-profiling from 2022/23 into 2023/24, the budget agreed for 2023/24 was £79.916m, as noted below.
- 3.5** Since then, budget adjustments have taken place through further 2022/23 capital re-profiling and additional external funding and additional income received in 2022/23 which should have been carried forward into 2023/24 per grant conditions, revising the 2023/24 annual budget to £91.266m, as follows:

	£m
Agreed budget 2023/24 (Council – March 2023)	79.916
Additional re-profiling from 2022/23 – following year end	9.258
Additional income received in 2022/23	0.125
New Funding introduced:	
Nature Restoration Fund	0.257
Cycling, Walking and Safer Streets	0.561
Strathclyde Partnership for Transport	0.650
Road Safety	0.134
School Upgrades	0.200
Play Parks	0.157
Community Bus	0.008
Revised budget 2023/24 as at Period 7	91.266

4. Main Issues

Revenue

- 4.1** The summary report at Appendix 1 highlights a projected annual adverse variance (overspend) of £2.785m (1.0% of the total budget). Appendix 2 provides more detailed service reports by Chief Officer.
- 4.2** Information on projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.
- 4.3** A list of agreed management adjustments totalling £11.809m is shown within Appendix 4. Current indications show, £11.157m is on target to be achieved. However, Appendix 4 also shows that it is anticipated that £0.651m will not be achieved and will be funded by the smoothing fund for 2023/24 only, with the expectation that the full saving will be achieved in future years.

- 4.4 A breakdown of the 2023/24 earmarked balances are shown within Appendix 5 and is summarised as follows:

	£000
Earmarked balances brought forward from 2022/23	24.590
Transfers in identified in 2023/24 (includes the balance of the agreed cost of living funds over the next 4 years)	0.975
Transfer out identified in 2023/24 to fund 2022/23 pay	(2.195)
Anticipated forecast spend 2023/24	(12.392)
Amounts due to be released in 2023/24	(0.05)
Balance anticipated to be c/fwd into 2024/25	10.973

- 4.5 At its meeting on 25 October 2023, Council were advised of the potential need for a contribution from the General Fund towards an anticipated deficit within the Housing Revenue Account (HRA). A detailed review to reduce the projected deficit, has successfully identified options which means that a contribution from the General Fund will not be required.
- 4.6 The 2023/24 pay award has recently been agreed but not yet paid to staff. The impact of the award is still being analysed by finance officers and we are seeking greater clarity over the Council's share of additional funds being made available by the Scottish Government as a contribution to fund the agreed award. Consequently, the projected outturn still reflects the assumed pay award of 4%. The Period 10 Budgetary Control Report to be reported to Council on 27 March 2024, will reflect the actual award and associated funding.
- 4.7 Due to the current financial challenges facing the Council, recruitment restrictions have been implemented and the filling of vacancies is subject to active review. For variances linked to this action (beyond the budgeted turnover targets), in year savings through not filling vacancies, are now being removed from services and held in a central code. This has resulted in a number of favourable service variances being removed from services and held centrally (currently £0.990m). This has no impact on the overall projected outturn of the Council, simply on how that outturn is reported.
- 4.8 With vacancy savings being removed from service budgets and transferred to a central budget, other projected overspends identified within services are now more clearly reported. This demonstrates that, if the Council were to only meet the budgeted turnover level of vacancies, there would be a far more significant overspend which highlights the extent to which the Council cannot afford to operate with its current full establishment.
- 4.9 The effects of removing the vacancy savings from service budgets to a central budget as at Period 7 are noted below:

Service with Vacancy Transfers at Period 7	Variance in BCR	Vacancy Savings Moved to Central Budget	Variance if vacancies were not removed
	(under)/over £000	(under)/over £000	(under)/over £000
Resources	525	63	462
Regulatory and Regeneration	(300)	244	(544)
People and Technology	(58)	115	(173)
Citizens, Culture & Facilities	249	406	(157)
Roads and Neighbourhood	1,616	79	1,537
Miscellaneous	446	83	363
Central Budget		990	

Capital

- 4.10** The current progress on the capital plan is shown in Appendices 6 to 9.
- 4.11** The overall programme summary report at Appendix 6 shows that planned 2023/24 expenditure is lower than the 2023/24 budget by £36.365m (39.85% of budget), made up of £35.988m (39.43% of budget) of project re-profiling, and an in-year underspend of £0.377m (0.41% of budget).
- 4.12** Appendix 6 also provides an analysis of the overall programme at each alert status and a summary budgetary control report including detailing the number of projects and corresponding spend as a percentage of the overall programme currently at red, amber or green alert status for project life and the current year. The current projections are based on best judgement as to how these projects will continue in operation during the remainder of the year.
- 4.13** Appendices 7 and 8 detail the financial analysis of projects at red and green status respectively (currently no amber) and provide additional information on action being taken to minimise or mitigate under or overspends where possible. Appendix 9 provides an analysis of resources.
- 4.14** From the analysis within the appendices it can be seen there are a number of projects with identified re-profiling to date. Those with re-profiling valued at greater than £0.500m, are listed as follows:

Project Name	Period 5 Re-profiling (£m)	Period 7 Re-profiling (£m)	Movement
Waste Transfer Station	1.780	1.780	0
Exxon City Deal	6.495	7.845	1.350
Strathleven Place	0	1.540	1.540
New West Bridgend Community Centre	0	0.990	0.990

Regeneration/Local Economic Development	0	1.911	1.911
Regeneration Fund	0	3.824	3.824
Clydebank Can on the Canal	0	0.707	0.707
District Heating Network Expansion	0	6.959	6.959
Heritage Fund	0	0.558	0.558
River Leven Flood Prevention Scheme	0	0.620	0.620
Gruggies Burn	0	0.930	0.930
Vehicle Replacement Strategy	0	0.500	0.500
Depot Rationalisation	0	1.938	1.938
Schools Estate Improvement Plan	0	0.985	0.985
HSCP ICT Upgrade of systems	0	0.534	0.534

- 4.15** For comparison purposes, a summary of the monthly re-profiling position is noted below:

	Period 5	Period 7	Movement
	£m	£m	£m
Overall capital plan	93.433	91.266	(2.167)
Overall variance	(8.857)	(36.365)	(27.508)
Re-Profiling	(8.868)	(35.988)	(27.120)
Net over/ under	0.011	(0.377)	(0.388)
% Re-Profiling	9.49%	39.43%	29.94%

5. Option Appraisal

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

6. People Implications

- 6.1** There are no people implications.

7. Financial and Procurement Implications

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

8. Risk Analysis

- 8.1** The main risks are as follows:

- (a) The present variances should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31

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

- (b) As a consequence of current market conditions, capital receipts may either not be received or they may be less than anticipated. The budget assumption is that all capital receipts achieved in 2023/24 will be used to the principal and premium repayments within the loan charges budget. Any shortfall in capital receipts below that budgeted will affect the revenue budget position. This is being closely monitored and any issues will be reported to Council;
- (c) As a consequence of current market conditions, inflation is at an all-time high and interest rates continue to rise. To forecast for the full year costs budget assumptions have been required (particularly around energy and interest costs). These assumptions continue to change regularly and therefore it is likely that the projected year end budgetary position will change from that reported.

9. Equalities Impact Assessment (EIA)

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

10. Environmental Sustainability

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

11. Consultation

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

12. Strategic Assessment

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

Laurence Slavin
Chief Officer – Resources

Date: 28 November 2023

Person to Contact: Janine Corr, Accountant
Council Offices, Church Street, Dumbarton
E-mail: janine.corr@west-dunbarton.gov.uk

Appendices: Appendix 1 - Revenue Budgetary Control 2023/24

Appendix 2 -	– Corporate Summary; Revenue Budgetary Control 2023/24 – Chief Officer Summaries;
Appendix 3 -	Analysis of Revenue Variances over £50,000;
Appendix 4 -	Monitoring of Efficiencies
Appendix 5 -	Monitoring of Earmarked Balances
Appendix 6 -	Overall Capital Programme Summary;
Appendix 7-	Analysis of Projects at Red Status;
Appendix 8 -	Analysis of Projects at Green Status;
Appendix 9 -	Analysis of Capital Resources.

Background Papers:

- Ledger output – Period 7;
- General Services Revenue Estimates 2023/24
- General Services Capital Plan Update - Council 1 March 2023.

Wards Affected All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
SUMMARY

APPENDIX 1

PERIOD END DATE

31 October 2023

Department Summary	Total Budget	Spend to Date	Projected Spend	Variance		Annual RAG Status
	£000	£000	£000	£000	%	
Resources	1,662	5,230	2,187	525	31.6%	↓
Regulatory and Regeneration	3,112	1,953	2,812	(300)	-9.6%	↑
People & Technology	10,261	6,479	10,203	(58)	-0.6%	↑
Citizens, Culture and Facilities	14,287	8,638	14,536	249	1.7%	↓
Education, Learning and Attainment	119,364	66,876	122,748	3,384	2.8%	↓
Roads and Neighbourhood	16,191	18,348	17,807	1,616	10.0%	↓
Housing and Employability	2,384	1,674	2,489	105	4.4%	↓
Miscellaneous Services	7,529	4,488	7,975	446	5.9%	↓
Vacancy Freeze	990	0	0	(990)	-100.0%	↑
Loan Charges	13,976	3,494	13,976	0	0.0%	→
Capital Receipts used to fund Loan Charges	(2,884)	(253)	(2,884)	0	0.0%	→
Requisition (VJB)	732	195	779	47	6.4%	↓
Requisition (SPT)	1,588	1,588	1,588	0	0.0%	→
Requisition (CJP)	1,697	0	63	(1,634)	-96.3%	↑
Requisition (HSCP)	84,671	21,168	84,671	0	0.0%	→
Non GAE Allocation	(7,328)	(1,832)	(7,328)	0	0.0%	→
Total Expenditure	268,231	138,046	271,622	3,390	1.3%	↓
Council Tax	(40,254)	(16,773)	(40,254)	0	0.0%	→
Revenue Support Grant	(126,501)	(52,028)	(125,863)	638	-0.5%	↓
Non Domestic Rates	(93,396)	(38,915)	(93,396)	0	0.0%	→
Use of Reserves	(8,080)	(3,367)	(9,323)	(1,243)	15.4%	↑
Total Resources	(268,231)	(111,082)	(268,837)	(605)	0.2%	↑
Net Expenditure	0	26,964	2,785	2,785	1.0%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
RESOURCES SUMMARY

APPENDIX 2

PERIOD END DATE

31 October 2023

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status
Service Summary	£000	£000	£000	£000	%
Audit	68	(66)	70	2	3%
Finance	1,291	816	1,374	83	6%
Rent Rebates & Allowances	(341)	2,310	(256)	85	-25%
Revenues & Benefits	2,233	1,401	2,236	3	0%
Finance Business Centre	323	173	330	8	2%
Cost of Collection of Rates	17	0	36	19	116%
Cost of Collection of Council Tax	(798)	(177)	(823)	(25)	3%
Office Accommodation	1,231	273	1,280	49	4%
Corporate Assets	(2,361)	620	(2,060)	301	-13%
Corporate Asset Maintenance	0	(120)	0	0	0%
Total Net Expenditure	1,662	5,230	2,187	525	32%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
REGULATORY AND REGENERATION SUMMARY

APPENDIX 2

PERIOD END DATE

31 October 2023

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance		Annual RAG Status
	£000	£000	£000	£000	%	
Democratic and Registration Service	780	400	777	(3)	(0)	↑
Environmental Health	744	417	732	(12)	(0)	↑
Licensing	(149)	(183)	(190)	(41)	0	↑
Legal Services	740	472	727	(13)	(0)	↑
Planning	687	27	428	(259)	(0)	↑
Procurement	156	321	155	(1)	(0)	↑
Economic Development	155	499	183	28	0	↓
Total Net Expenditure	3,112	1,953	2,812	(300)	(0)	↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
PEOPLE AND TECHNOLOGY

APPENDIX 2

PERIOD END DATE

31 October 2023

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Transactional Services	810	472	814	4	0%	↓
Strategic People and Change	2,034	1,107	2,079	45	2%	↓
Information Services	4,631	3,396	4,529	(102)	-2%	↑
Central Administration Support	2,786	1,504	2,781	(5)	0%	↑
Total Net Expenditure	10,261	6,479	10,203	(58)	-1%	↑

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
CITIZENS, CULTURE AND FACILITIES

APPENDIX 2

PERIOD END DATE

31 October 2023

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance		Annual RAG Status
	£000	£000	£000	£000	%	
Communications & Marketing	259	102	260	1	1%	↓
Citizen Services	1,308	834	1,339	31	2%	↓
Performance & Strategy	236	114	225	(11)	-4%	↑
Clydebank Town Hall	340	134	273	(67)	-20%	↑
Libraries	1,814	962	1,833	19	1%	↓
Arts and Heritage	301	173	315	14	5%	↓
Catering Services	4,635	2,740	4,683	48	1%	↓
Building Cleaning	1,785	1,042	1,818	33	2%	↓
Building Cleaning PPP	(218)	(165)	(205)	14	-6%	↓
Facilities Assistants	2,307	1,191	2,287	(20)	-1%	↑
Facilities Management	556	302	572	17	3%	↓
Communities	917	1,171	1,098	181	20%	↓
Events	48	37	37	(11)	-22%	↑
Total Net Expenditure	14,287	8,638	14,536	249	2%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
EDUCATION, LEARNING AND ATTAINMENT

APPENDIX 2

PERIOD END DATE

31 October 2023

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance		Annual RAG Status
Service Summary	£000	£000	£000	£000	%	
Primary Schools	33,730	19,434	33,475	(255)	-1%	↑
Secondary Schools	33,013	19,716	33,369	356	1%	↓
Specialist Educational Provision	17,358	9,762	20,628	3,270	19%	↓
Psychological Services	606	284	573	(33)	-5%	↑
Sport Development / Active Schools	627	(193)	627	0	0%	→
Early Education	9,530	9	9,490	(40)	0%	↑
PPP	16,501	12,041	16,518	17	0%	↓
Creative Arts	654	315	650	(4)	-1%	↑
Curriculum for Excellence	92	64	92	0	0%	→
Central Admin	953	834	956	3	0%	↓
Workforce CPD	365	181	354	(11)	-3%	↑
Performance & Improvement	453	267	447	(6)	-1%	↑
Education Development	2,025	1,005	2,037	12	1%	↓
Raising Attainment - Primary	0	0	0	0	0%	→
Leisure Management	3,459	3,158	3,534	75	2%	↓
Raising Attainment - Secondary	0	0	0	0	0%	→
Pupil Equity Fund (including LAC PEF)	0	0	0	0	0%	→
Total Net Expenditure	119,364	66,876	122,748	3,384	3%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
ROADS AND NEIGHBOURHOOD

APPENDIX 2

PERIOD END DATE

31 October 2023









Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance		Annual RAG Status
	£000	£000	£000	£000	%	
Transport, Fleet & Maintenance Services	(601)	346	(366)	235	-39%	↓
Roads Services	3,014	3,496	3,430	416	14%	↓
Grounds Maintenance & Street Cleaning Client	7,416	4,326	7,416	0	0%	→
Outdoor Services	194	104	278	84	43%	↓
Burial Grounds	(265)	(80)	(241)	24	-9%	↓
Crematorium	(1,101)	(421)	(983)	118	-11%	↓
Waste Services	9,757	5,557	10,429	672	7%	↓
Depots	0	0	0	0	0%	→
Capital Investment Programme	(5)	166	2	7	-140%	↓
Consultancy Services	225	548	265	40	18%	↓
Ground Maintenance & Street Cleaning Trading A/c	(2,443)	4,306	(2,423)	20	-1%	↓
Total Net Expenditure	16,191	18,348	17,807	1,615	10%	↓

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
HOUSING AND EMPLOYABILITY

APPENDIX 2

PERIOD END DATE

31 October 2023

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status
Service Summary	£000	£000	£000	£000	%
Working 4 U	2,238	1,456	2,192	(46)	-2% 
Homeless Persons	482	860	744	262	54% 
Private Sector housing	18	8	18	0	0% 
Private Sector Housing Grants	81	0	83	2	2% 
Housing Maintenance Trading A/c	(877)	(730)	(896)	(19)	2% 
Housing Asset and Investment	50	1	0	(50)	-100% 
Anti Social Behaviour	392	79	348	(44)	-11% 
Total Net Expenditure	2,384	1,674	2,489	105	4% 

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2023/24
MISCELLANEOUS

APPENDIX 2

PERIOD END DATE

31 October 2023

Service / Subjective Summary	Total Budget	Spend to Date	Projected Spend	Variance	Annual RAG Status
Service Summary	£000	£000	£000	£000	%
Sundry Services	5,588	3,452	6,053	465	8% ↓
Members Allowances, etc	701	373	699	(2)	0% ↑
Chief Executive and Chief Officers	1,240	663	1,223	(17)	-1% ↑
Total Net Expenditure	7,529	4,488	7,975	446	6% ↓

YEAR END DATE

31 October 2023

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

Resources					
Finance	1,291	1,374	83	6%	↓
	The service provided by this area deals with Accountancy, Capital, Treasury, Reconciliations, Cash Office and Municipal Bank				
Main Issues / Reason for Variance	Main reason for adverse variance is full turnover savings are not being achieved.				
Mitigating Action	None available at this time.				
Anticipated Outcome	Adverse variance is anticipated				

Rent Rebates & Allowances	(341)	(256)	85	-25%	↓
Service Description	Payment of Rent Rebates and other Allowances				
Main Issues / Reason for Variance	Reduction in overpayment (OP) recoveries is due to DWP recovering some HB OP's against Universal Credit, subject to the OP reason. Previously the Council would have received 40% subsidy in OP's with the ability to recover 100% of the OP, therefore a potential to receive up to 140% of the OP value. This change means we receive 100% subsidy of the OP therefore a reduction from the potential 140% that could have been recovered.				
Mitigating Action	None available at this time.				
Anticipated Outcome	Adverse variance is anticipated				

Corporate Assets	(2,361)	(2,060)	301	-13%	↓
Service Description	This service provides asset and estate management				
Main Issues / Reason for Variance	Savings options have not been realised in respect of re letting of proposed sites, which has therefore left the Council liable.				
Mitigating Action	The unachieved amount of saving (£0.427m) will be funded from the smoothing fund for 2023/24. It is anticipated that the full saving will be achieved in future years.				
Anticipated Outcome	After use of the smoothing fund, a favourable variance is anticipated.				

YEAR END DATE

31 October 2023

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

Planning	687	428	(259)	-38%	↑
Service Description	This Service provides Building & Planning services				
Main Issues / Reason for Variance	The main reason for the favourable variance is that income is higher than budgeted. The additional income predicted is an in-year benefit only as a result of one-off additional fees.				
Mitigating Action	No action is possible at this time.				
Anticipated Outcome	A favourable variance is anticipated.				

People & Technology

Information Services	4,631	4,529	(102)	-2%	↑
Service Description	This service area provides general ICT support to the Council and also supports transformational change and modernisation of working practices through technology				
Main Issues / Reason for Variance	Main reason for the favourable variance is additional telephone costs are being offset by recharge income to recover these from other services. In addition centralised printing and leasing costs for copiers are anticipated to overspend during the year.				
Mitigating Action	None at this moment				
Anticipated Outcome	Favourable variance overall is anticipated				

Citizens, Culture and Facilities

Clydebank Town Hall	340	273	(67)	-20%	↑
Service Description	The service provides civic accommodation and facilities within Clydebank				
Main Issues / Reason for Variance	The main reason for the favourable variance is reduced expenditure on property costs (principally gas and non-domestic rates). There has also been an increase in projected income.				
Mitigating Action	None necessary.				
Anticipated Outcome	Favourable variable anticipated.				

YEAR END DATE

31 October 2023

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
Communities	917	1,098	181	20%	↓
Service Description	This service provides support to communities				
Main Issues / Reason for Variance	There have been delays in achieving the communities restructure saving of £383k. The delay is due to time taken for consultation/ job evaluation panel. Revised savings expected are for 6 months only.				
Mitigating Action	Adverse variance will be covered from the "smoothing fund".				
Anticipated Outcome	Nil variance after use of "smoothing fund".				

Education , Learning and Attainment

Primary Schools	33,730	33,475	(255)	-1%	↑
Service Description	This service area includes all Primary Schools.				
Main Issues / Reason for Variance	The principal adverse variances are an increase in the caseload for clothing grants (£122k) and an overspend against APT&C employee costs (£195k) following the increase in turnover targets . SPT bus contract costs are also anticipated to be higher (£36k) than when the budget was set. Offsetting this is a favourable variance against school meals income following an alteration in the expansion of free school meals to primaries 6 and 7 (£220k) albeit income from lets is adverse (£18k). Utility prices have been particularly volatile over the past 18 months. Electricity and gas budgets were increased by about 11% for 2023/24 . However, actual prices for electricity have increased by up to 70% while gas prices have fallen by 22%. The overall impact has been favourable - while electricity has an adverse variance of £68k while gas has a favourable variance of £467k.				
Mitigating Action	Expenditure (particularly utility prices) and income (particularly income from school meals in the new academic year) will be closely monitored.				
Anticipated Outcome	An underspend is anticipated.				

YEAR END DATE

31 October 2023

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
Secondary Schools	33,013	33,369	356	1%	↓
Service Description	This service area includes all Secondary Schools.				
Main Issues / Reason for Variance	<p>The principal adverse variances are an overspend on APT&C employee costs (£46k) following the increase in turnover targets and an overspend on teacher costs (£49k) . Income from lets (£86k) and from school meals (£200k) are likely to be less than anticipated when the budget was set. Utility prices have been particularly volatile over the past 18 months. Electricity and gas budgets were increased by about 11% for 2023/24 . However, actual prices for electricity have increased by up to 70% while gas prices have fallen by 22%. The overall impact has been favourable - while electricity has an adverse variance of £33k while gas has a favourable variance of £119k. The budget for non-domestic rates was increased by almost 12% in 2023/24 but actual charges are 22% higher resulting in an adverse variance of £64k.</p>				
Mitigating Action	Expenditure and income will be closely monitored.				
Anticipated Outcome	An overspend is anticipated.				
Specialist Educational Provision	17,358	20,628	3,270	19%	↓
Service Description	This service area covers all ASN Services.				
Main Issues / Reason for Variance	<p>The principal adverse variances are an overspend on employee costs, principally APT&C, (£323k) following the increase in turnover targets and the knock-on effects of last year's higher pay increase . Transport costs will be significantly over-budget due to difficulties sourcing sufficient taxis with a subsequent need to replace them with buses (£288k). While the number of pupils on day placements is currently on a par with last year the average increase in daily rates from providers is 20% .Day placement costs are therefore significantly higher (£532k) while residential placements (£2.014m) are 18% greater at a time when residential placement costs have also increased considerably. There is an adverse variance against the budget for placements with other local authorities (£129k) and projected income from other local authority placements within West Dunbartonshire is also adverse (£96k). Property costs (£53k) - principally electricity - are higher than when the budget was set. Income to assist with Ukrainian pupils (£176k) has been received and will offset additional employee costs.</p>				
Mitigating Action	Expenditure and income will be closely monitored.				
Anticipated Outcome	An overspend is anticipated.				

YEAR END DATE

31 October 2023

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
Leisure Management	3,459	3,534	75	2%	↓
Service Description	Payment to West Dunbartonshire Leisure Trust for leisure services				
Main Issues / Reason for Variance	The management fee to WDLT has been higher because of delays in the reduction in community facilities provision. In addition budgeted contribution from Education towards overall management fee overstated.				
Mitigating Action	None at the moment.				
Anticipated Outcome	Adverse variance is anticipated.				

Roads and Neighbourhood

Roads Services	3,014	3,430	417	14%	↓
Service Description	This service relates to Roads operations, design, structures, street lighting, road safety and school crossing patrols				
Main Issues / Reason for Variance	Plant hire costs have increased during the year to a level not foreseen when the budget was set (£268k) . Similarly, electricity and street lighting costs have increased during the year to a level not anticipated when the budget was set due to unique inflationary pressures (£289k). Miscellaneous property costs are also £12k greater than anticipated (the largest being the depot cost allocation including a higher electricity element). Payments to contractors/materials (£520k) are anticipated to be higher than anticipated when the budget was set. As a result of higher operating costs income, including capital recharges, are anticipated to be greater than budgeted (£673k)				
Mitigating Action	Management will continue to monitor all budget heads with a view to minimising the overspend.				
Anticipated Outcome	An adverse variance is anticipated.				

Transport, Fleet & Maintenance Services	(601)	(366)	235	-39%	↓
Service Description	Transport services across WDC				
Main Issues / Reason for Variance	The cost of specialist repairs and materials/parts has increased to levels not reflected in current budgets. VTU income remains adverse (£55k) due to continuing restrictions on what MOTs are undertaken.				
Mitigating Action	Expenditure and income will continue to be monitored.				
Anticipated Outcome	Overspend anticipated at present.				

YEAR END DATE

31 October 2023

Budget Details	Variance Analysis				RAG Status
	Total Budget	Projected Spend	Variance		
	£000	£000	£000	%	
Outdoor Services	194	278	84	43%	↓
Service Description	This service covers the outdoor sporting facilities provided by WDC and public conveniences				
Main Issues / Reason for Variance	Income from fees and charges is unlikely to be as budgeted (£71k). Other costs - principally electricity - higher than when the budget was set.				
Mitigating Action	Income will be monitored to establish whether there has been a downturn in demand.				
Anticipated Outcome	Overspend anticipated.				
Crematorium	(1,101)	(983)	118	-11%	↓
Service Description	This service provides crematorium services within the Council area				
Main Issues / Reason for Variance	Although there are savings on gas costs income from cremations is less than budgeted with income less than the corresponding period last year.				
Mitigating Action	Income and expenditure will continue to be monitored throughout the year.				
Anticipated Outcome	The increased income target is unlikely to be met				
Waste Services	9,757	10,429	672	7%	↓
Service Description	Waste Collection and Refuse disposal services				
Main Issues / Reason for Variance	Employee costs are higher due to the knock-on effect of the higher pay award , higher turnover targets and higher overtime than reflected in the budget (£114k) . Transport costs, principally hires, are greater than anticipated when the budgets were set because of delays in acquiring new vehicles (£275k). The number of tonnes going to landfill is also greater than anticipated (£271k).				
Mitigating Action	Waste removal/tonnage costs in particular will be closely monitored.				
Anticipated Outcome	Overspend anticipated				

YEAR END DATE

31 October 2023

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

Homeless Persons	482	744	262	54%	↓
Service Description	This service seeks to prevent homelessness occurring across the authority and improves access to support services				
Main Issues / Reason for Variance	The adverse variance is due to the inflationary effect on costs of white goods and furniture together with requirement to retain bed and breakfast places due to demand / delay in having WDC properties available,				
Mitigating Action	It is expected that the need for bed and breakfast contingency will cease later in year as more WDC properties become ready for occupancy				
Anticipated Outcome	A year end overspend is anticipated				

Housing Asset and Investment	50	0	(50)	-100%	↑
Service Description	This service manages capital investment across council and private sector housing stock.				
Main Issues / Reason for Variance	Employee costs are showing a favourable variance due to vacant posts within the service. Employee cost underspend is offset by a reduction in the level of income being recharged to the Housing Revenue Account.				
Mitigating Action	None Required				
Anticipated Outcome	Slight underspend at year end				

YEAR END DATE

31 October 2023

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

Sundry Services	5,588	6,053	465	8%	↓
Service Description	This service area budgets for non departmental specific costs such as pensions costs, external grants and elderly welfare payments, external audit fees and insurance costs. The service heading also holds a number of general savings options which have still to be fully allocated eg procurement targets.				
Main Issues / Reason for Variance	One of the main reasons for this variance relates to anticipated increased cost of insurance (£0.300m). The Council's insurance policies have recently been renewed and the revised policies have increased excesses with an increased requirement of "self-insurance". The remaining variance is the result of the procurement savings target not being fully achieved.				
Mitigating Action	Income and expenditure will continue to be monitored throughout the year.				
Anticipated Outcome	An overall adverse variance is anticipated at this time				

Other

Vacancy Freeze	990	0	(990)	-100%	↑
Service Description	This budget represents the removal of budgeted vacancies from service departments.				
Main Issues / Reason for Variance	The favourable variance reflects the non filling of vacancies due to the implementation of recruitment restrictions.				
Mitigating Action	None required.				
Anticipated Outcome	A favourable variance is anticipated				

YEAR END DATE

31 October 2023

Budget Details		Variance Analysis			
		Total Budget	Projected Spend	Variance	RAG Status
		£000	£000	£000	%
Requisition (Criminal Justice Partnership)					
Requisition (CJP)		1,697	63	(1,634)	-96% ↑
Service Description	This cost represents the payment made to HSCP in relation to the Criminal Justice Partnership				
Main Issues / Reason for Variance	Historically the budget has been set to include the Criminal Justice ringfenced expenditure (£1.634m) and the (CPP) Community Justice Transitional Funding (£0.063m). However, the ringfenced expenditure is directly incurred by HSCP; with the associated ringfenced Scottish Government funding being paid direct to the HSCP and as such has been removed from the projected council spend and the projected council income. Overall, this is a nil effect to the Council's budgetary control outturn. The forecast outturn remaining, represents the payment due to HSCP with regards the CPP element (£0.063m) which the council receives as part of the RSG and is due to be paid over to the HSCP.				
Mitigating Action	None Required				
Anticipated Outcome	Overall, nil impact on outturn position.				
Resources					
Revenue Support Grant		(126,501)	(125,863)	638	-1% ↓
Service Description	This income represents the funding received from the Scottish Government known as the "Revenue Support Grant".				
Main Issues / Reason for Variance	Historically the budget has been set to include the income for the Criminal Justice Partnership. This element of income has been removed from the forecast outturn (£1.634m), as has the associated expenditure as reflected within the CJP requisition payment. This is offset by additional general revenue grant income (£0.995m) which has been increased to reflect updated assumptions based on the most recent Scottish Government payment profile.				
Mitigating Action	None Required				
Anticipated Outcome	A favourable variance is anticipated				
Use of Reserves		(8,080)	(9,323)	(1,243)	15% ↑
Service Description	This budget represents the use of General Fund Reserves.				
Main Issues / Reason for Variance	The budgeted amount of reserves reflects the amount that was required to balance the budget at the beginning of the financial year. Since then, additional amounts have been identified for use, from within the earmarked balances, including the use of the smoothing fund, to fund the cost of those savings options which will not be achieved fully in year as identified in Appendix 4.				
Mitigating Action	None Required				
Anticipated Outcome	A favourable variance is anticipated				

MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24

Efficiency Detail	Ref	Chief Officer	Budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
STATUS: COMPLETE						
1 Reduce West Dunbartonshire Leisure Trust's management fee by 10%	CCF03	A Graham	416,000	416,000	-	
2 Clydebank Town Hall	CCF04	A Graham	130,000	130,000	-	
3 Review Events Programme	CCF07	A Graham	32,000	32,000	-	
4 Facilities Management Restructure	CCF08	A Graham	64,000	64,000	-	
5 Community Planning Provision	CCF10	A Graham	22,000	22,000	-	
6 Citizen, Culture and Facilities General Efficiencies	CCF11	A Graham	40,000	40,000	-	
7 Contribution from the Dumbarton Common Good Fund to support the purchase of library resources	CCF14	A Graham	10,000	10,000	-	
8 Remove two posts across the Communications, Culture and Performance areas	CCF16	A Graham	80,000	80,000	-	
9 Allocate cost of Repair Contact Centre to HRA	CCF17	A Graham	120,000	120,000	-	
10 Reduce opening hours and/or days across the library network	CCF18	A Graham	95,000	95,000	-	
11 Review provision of library services within the school estate to consider part time or term time only provision	CCF19	A Graham	20,000	20,000	-	
12 Reduce staff numbers in the Customer Contact Centre and promote a digital first approach encouraging more residents to self serve and submit enquiries via the Council website.	CCF20	A Graham	90,000	90,000	-	
13 Income from Animal Feed Inspections	RR01	A Douglas	14,000	14,000	-	
14 Remove additional EHO posts Budget	RR02	A Douglas	105,000	105,000	-	
15 Remove a vacant section head post within Regularity and Regeneration Services	RR05	A Douglas	70,000	70,000	-	
16 Removal Of Residual Budget for Trainee	RR06	A Douglas	8,000	8,000	-	
17 Revert Trading Standards Officer Post to Authorised Officer	RR07	A Douglas	13,000	13,000	-	
18 Charging for Pre application advice	RR09	A Douglas	10,000	10,000	-	
19 Value of Works for Building Warrants	RR10	A Douglas	5,000	5,000	-	
20 Remove One Enforcement Officer Post	RR11	A Douglas	26,000	26,000	-	
21 Reduce support provided to local businesses and organisations including a reduction in officers within the Council's economic development team	RR12	A Douglas	169,000	169,000	-	
22 End affiliations to some external organisations	RR14	A Douglas	3,000	3,000	-	
23 Remove a vacant Trading Standards Authorised Officer post	RR14	A Douglas	42,000	42,000	-	
24 Non regulated procurement under £2m to be carried out by services and remove need for procurement monitoring activity for contracts awarded under that threshold	SDP01	A Douglas	110,000	110,000	-	

MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24

	Efficiency Detail	Ref	Chief Officer	Budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
25	Non-Complex procurement to be carried out by services and remove need for procurement monitoring activity for those contracts	SDP02	A Douglas	148,000	148,000	-	
26	Review and improve purchase to pay administration procedures reducing the need for Corporate Procurement Unit support and allowing services to fully undertake purchase to pay activities	SDP03	A Douglas	99,000	99,000	-	
27	Historical Lease Review	SDP06	L Slavin	55,000	55,000	-	
28	Consultancy Services Reduction	SDP08	G Macfarlane	82,000	82,000	-	
29	Reduce Consultancy Services and Capital Investment Team	SDP11	G Macfarlane	212,000	212,000	-	
30	Structural Patching	RN07	G Macfarlane	150,000	150,000	-	
31	Environmental Trust Grant Reduction	RN17	G Macfarlane	87,000	87,000	-	
32	Fund the Outreach Support Service for children and families through the Family Wellbeing Fund.	EDU04	L Mason	212,000	212,000	-	
33	Education Performance Budget	EDU10	L Mason	25,000	25,000	-	
34	Instrumental Technician	EDU14	L Mason	37,000	37,000	-	
35	Labour increase in turnover target	LAB ITEM	L Slavin	250,000	250,000	-	
36	Reduce the size of the Council's Audit & Fraud team by removing 1.8TE of vacancies rising to 2.8 in future years	RES01	L Slavin	75,000	75,000	-	
37	Clydebank Property Company	RES02	L Slavin	30,000	30,000	-	
38	Remove voluntary grant funding provided to West Dunbartonshire Community & Volunteering Services and reduce funding provided to the Clydebank Asbestos Group by 25%	RES04	L Slavin	17,000	17,000	-	
39	Reduce Reconciliation Team	RES07	L Slavin	75,000	75,000	-	
40	Close Municipal Bank	RES08	L Slavin	40,000	21,764	18,236	Additional one off costs incurred in the closure of the bank. The unachieved amount of saving will be funded from the Smoothing Fund for 2023/24. However, it is anticipated that the full saving will be achieved in future years.
41	Increase the Council's annual turnover savings target from £2.698m to £3.410m	RES09	L Slavin	712,000	712,000	-	
42	Reduce the size of the Council's Insurance Management team from four officers to three.	RES10	L Slavin	50,000	50,000	-	
43	Reduce manual processing by automating the generation of debtor and creditor invoices	RES11	L Slavin	25,000	25,000	-	
44	Central Admin Support Printing	RES12	L Slavin	12,500	12,500	-	
45	Education Lets	RES13	L Slavin	12,500	12,500	-	
46	100% Electronic Payments	RES14	L Slavin	2,000	2,000	-	
47	Remove TeamMate	RES15	L Slavin	8,000	8,000	-	
48	Remove discretionary element of long term empty properties	RES17	L Slavin	52,000	52,000	-	
49	Sales, Fees and Charges 10% Increase	RES19	L Slavin	394,000	394,000	-	

MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24

	Efficiency Detail	Ref	Chief Officer	Budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
50	Reduce the size of the Council's Automation team from three to two in 2023/24 and by a further one in 2024/25	RES21	L Slavin	37,500	37,500	-	
51	Right size the Building Insurance Income budget	RES23	L Slavin	80,000	80,000	-	
52	Right size the Strathclyde Passenger Transport and Valuation Joint Board Budgets	RES24	L Slavin	77,000	77,000	-	
53	Remove the Provost Hospitality Fund which is used for hospitality for provost hosted events and for commemorating special events within the community	RES05	L Slavin	9,000	9,000	-	
54	Review of Capital Programme	RES06	L Slavin	295,000	295,000	-	
55	Reduce anti-social behaviour service by removing backshift/weekend provision and limiting to phone provision within normal office hours.	HE01	P Barry	127,000	127,000	-	
56	Remove or reduce the Modern Apprenticeship Pathway Scheme	HE02	P Barry	50,000	50,000	-	
57	Ashton View Rent	HE03	P Barry	10,000	10,000	-	
58	Community Budgeting	HE05	P Barry	6,000	6,000	-	
59	Driving Lessons	HE06	P Barry	48,000	48,000	-	
60	Reduce the Working 4U Service by up to 25%	HE07	P Barry	1,145,000	1,145,000	-	
61	Reduce funding provided to West Dunbartonshire Citizen Advice Bureau by up to 90%	HE08	P Barry	87,000	87,000	-	
62	WFU - Withdraw Flexible Options	HE09	P Barry	39,000	39,000	-	
63	Reduce funding provided to Y-Sort-it by up to 90%	HE10	P Barry	39,000	39,000	-	
64	Reduce the number of Tenant Liaison Officers from four to two	HE11	P Barry	99,000	99,000	-	
65	Mitchell Way Office Accommodation Rent	HE12	P Barry	42,000	42,000	-	
66	Reduce the level of funding available to Community Councils	HE13	P Barry	11,000	11,000	-	
67	Reduction in Colour Printing	PT03	V Rogers	12,000	12,000	-	
68	Remove surplus budget in People & Change team	PT04	V Rogers	29,000	29,000	-	
69	Reduction in ICT Management	PT06	V Rogers	50,000	50,000	-	
70	Reduction in ICT Support	PT07	V Rogers	82,000	82,000	-	
70	TOTAL COMPLETE			6,930,500	6,912,264	18,236	

MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24

Efficiency Detail	Ref	Chief Officer	Budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
STATUS: IN PROGRESS						
1 Co-locate Dalmuir Library and Dalmuir Community Centre within the existing Community Centre building	CCF01	A Graham	14,000	14,000	-	
2 Consider further options for co-location and closure - in particular potential options for Balloch, Parkhall, Duntocher, Faifley and Dalmuir	CCF02	A Graham	50,000	50,000	-	
3 Income Generation through Commercialisation	CCF05	A Graham	44,000	44,000	-	
4 Generate additional income through commercialisation opportunities at Church Street, Bruce Street Baths and Aurora House including letting available space to third parties.	CCF06	A Graham	77,000	77,000	-	
5 Reduce community facility provision across West Dunbartonshire to a level more consistent with neighbouring local authorities through a combination of closure and community asset transfers. Reduction of 7.8 FTE in WDLT staff	CCF13	A Graham	257,000	257,000	-	
6 Office/ Depot Rationalisation	SDP05	L Slavin	380,000	98,344	281,656	New tenants for 3 properties not achieved. Minimum running costs currently being charged. Balance not achieved relates to forgone rental income. 23/24 shortfall to be funded from the smoothing fund and asset management continue to market sites with a view to achieving the full saving in 24/25.
7 Commercialisation of Assets (Pavilions/Cafés)	SDP07	L Slavin	41,000	41,000	-	
8 External Consultancy Income	SDP09	G Macfarlane	50,000	50,000	-	
9 Review the use of Municipal Buildings to identify alternative uses or commercial opportunities	SDP14	L Slavin	37,000	-	37,000	Discussions have been ongoing with prospective tenants but not yet realised.
10 Review possible early closure of Clydebank Town Centre Office with employees based there relocated to alternative Council accommodation	SDP15	L Slavin	108,000	-	108,000	Minimum running costs currently being charged. Balance not achieved relates to forgone rental income. 23/24 shortfall to be funded from the smoothing fund and asset management continue to market site with a view to achieving the full saving in 24/25.
11 Civic Waste Amenity Sites	RN02	G Macfarlane	63,000	63,000	-	
12 Residual Waste Optimisation	RN03	G Macfarlane	138,000	138,000	-	
13 Review the charging policy for the Care of Gardens scheme or remove provision entirely	RN04	G Macfarlane	211,000	211,000	-	
14 Parking Enforcement	RN05	G Macfarlane	100,000	100,000	-	
15 Reduce or remove the provision of weekend litter collection at key destinations such as parks and town centres	RN06	G Macfarlane	47,000	47,000	-	
16 Reduce provision of grass cutting, bin clearing, litter collection and street sweeping	RN09	G Macfarlane	460,000	460,000	-	
17 Improve recycling rates through a review of the programme of residual waste collection	RN10	G Macfarlane	50,000	50,000	-	

MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2023/24

	Efficiency Detail	Ref	Chief Officer	Budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
18	Electric Vehicle Charging	RN13	G Macfarlane	91,000	91,000	-	
19	Transfer the provision of Christmas lights to community groups or traders associations with assistance provided by the Council at switch on events	RN15	G Macfarlane	25,000	25,000	-	
20	Remove Additional Deprivation Allowance	EDU02	L Mason	654,000	654,000	-	
21	Reduce the number of learning assistants in schools by 2.34 FTE from the current establishment of 28 FTE.	EDU03	L Mason	32,000	32,000	-	
22	Reduce General School Budgets	EDU05	L Mason	200,000	200,000	-	
23	Curriculum Development	EDU06	L Mason	100,000	100,000	-	
24	Reduce the school clothing grant to the statutory level of £120 for primary school children and £150 for secondary school children	EDU07	L Mason	774,000	774,000	-	
25	Reduce the provision of School Travel to the national statutory limits	EDU08	L Mason	200,000	185,000	15,000	Per Education Committee July 2023
26	Reduce the budget for grounds maintenance and either reduce frequency of grass cuts in educational premises or create areas of biodiversity which would not require grass cutting	EDU15	L Mason	100,000	100,000	-	
27	Review the role of Senior Early Learning and Childcare Officers enabling the removal of six Early Learning and Childcare Officers posts	EDU17	L Mason	119,000	119,000	-	
28	Reduce accountancy provision by removing one vacant post and transferring 70% of a post to work charged to the HRA	RES22	L Slavin	73,000	73,000	-	
29	Reduce the Communities Team by 50% or Restructure Communities Team by bringing W4U Youth Learning Team and wider Community Planning support into the Communities Team	HE04	P Barry	383,000	191,500	191,500	The unachieved amount of saving will be funded from the Smoothing Fund for 2023/24. However, it is anticipated that the full saving will be achieved in future years.
29	TOTAL IN PROGRESS			4,878,000	4,244,844	633,156	
99	TOTAL EFFICIENCIES/MANAGEMENT ADJUSTMENTS			11,808,500	11,157,108	651,392	

	DEPARTMENT	Brought forward into 2023/24	Transfers In/Out 2023/24	Revised 2023/24 Budget	Actual Spend as at Period 7 2023/24	Projected Spend 2023/24	Expected released in 2023/24	Expected to be carried forward into 2024/25
		(a)	(b)	(c) = (a) + (b)	(d)	(e)	(f)	(g) = (c) - (e) - (f)
		£	£	£	£	£	£	£
RESOURCES								
1	Barclay Review Implementation: SG Funding for standardised NDR billing & publication relief recipients	12,637		12,637	-	12,637		-
2	DHP income	49,687		49,687	49,687	49,687		-
3	Social Welfare Fund carry forward from 22/23	94,608		94,608		94,608		-
REGULATORY & REGENERATION								
4	W4B Business Awards	13,090		13,090	13,090	13,090		-
5	Zero carbon (carried forward from 20/21)	38,000		38,000				38,000
6	Regulatory - Econ Development- Business Awards	1,950		1,950	1,950	1,950		-
7	Previous provision for equal pay/holiday pay	209,859		209,859				209,859
8	Regulatory - Econ Development- Business Awards	6,000		6,000	6,000	6,000		-
9	Regulatory - Underspend in 'design panel' budget for IDOX upgrade	12,000		12,000	6,425	12,000		-
PEOPLE & TECHNOLOGY								
10	OD & Change Training Budget	64,935		64,935	-	64,935		-
11	Automation Team (VKY)	30,284		30,284	-	30,284		-
CITIZENS, CULTURE & FACILITIES								
12	Library Improvement Fund	12,500		12,500		12,500		-
13	Community focused activity programme in Alexandria Library	6,000		6,000		6,000		-
14	Events Income & spend-Comms & Marketing	1,000		1,000		1,000		-
15	Arts & Heritage - re-installation of artworks in Clydebank Town Hall	6,305		6,305	6,305	6,305		-
EDUCATION								
16	Education recovery (ELT)	210,325		210,325	210,325	210,325		-
17	Holiday Hunger	100,000		100,000	100,000	100,000		-
18	Probationers	474,000		474,000	94,800	474,000		-
19	Whole Family Wellbeing Funding	328,697		328,697	214,422	328,697		-
20	Ending Core curriculum charges	129,000		129,000	25,800	129,000		-
21	Removal of music instruction fees	47,000		47,000	9,400	47,000		-
HOUSING & EMPLOYABILITY								
22	Parental Employee Support Fund Boost	114,000		114,000	-	114,000		-
23	Modern Apprentice 22/23 underspend	250,000		250,000	39,036	250,000		-
24	Communities - comm empowerment budget	15,000		15,000	-	15,000		-
25	Housing green growth retermination	26,000		26,000	-	26,000		-
MISCELLANEOUS SERVICES								
26	Be the best unspent monies (Good Idea Fund)	4,743		4,743			4,743	-
27	ERO Expenditure - required to be c/f within WDC balance sheet, re VJB	26,145		26,145		26,145		-
CHANGE FUND								
28	Direct debit functionality	2,000		2,000		2,000		-
29	SIP Telephony project	118,000		118,000		118,000	-	-
30	50% Grade 5 Post recharge from People & Technology (Final Year)	18,769		18,769		18,769		-
COST OF LIVING								
31	22/23 Cost of Living b/fwd -Committed	688,827	975,295	1,664,122	151,964	969,871	-	694,251
32	22/23 Cost of Living b/fwd - UnCommitted	174,599	-	174,599	-	-	-	174,599
OTHER								
33	Voluntary Redundancy & Early Retirement Reserve (fund from one off service concessionary benefit)	12,271,595		12,271,595	-	4,000,000	-	8,271,595
34	Smoothing Fund for 2 year Service Transformation Programme (fund from one off service concessionary benefit)	3,169,000		3,169,000	702,931	1,584,500	-	1,584,500
35	Budget funding reserve	1,473,000		1,473,000	-	1,473,000	-	-
36	Scottish Government Pay Award Funding Provided as Capital funds in 22/23 & 23/24 (fund from one off service concessionary benefit)	4,390,000	2,195,000	2,195,000	-	2,195,000	-	-
TOTAL		24,589,555	- 1,219,705	23,369,849	1,632,135	12,392,303	4,743	10,972,803

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 6

PERIOD END DATE 31 October 2023

PERIOD 7

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red Projects are forecast to be overspent and/or experience material delay to completion	53	57.0%	91,994	66.1%	53	57.0%	4,077	53.0%
Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	40	43.0%	47,243	33.9%	40	43.0%	3,621	47.0%
TOTAL EXPENDITURE	93	100%	139,237	100%	93	100%	7,698	100%

Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Actual Variance £000	Re-profiling £000	Over/ (Under) £000
Red Projects are forecast to be overspent and/or significant delay to completion	218,453	91,994	217,435	(1,018)	57,804	4,077	21,450	(36,353)	(35,988)	(366)
Amber Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	73,543	47,243	74,473	930	33,462	3,621	33,451	(11)	0	(11)
TOTAL EXPENDITURE	291,996	139,237	291,908	(88)	91,266	7,698	54,902	(36,365)	(35,988)	(377)

TOTAL RESOURCES	(283,133)	(136,148)	(283,045)	88	(91,266)	(7,698)	(54,902)	36,365		
NET EXPENDITURE	8,863	3,088	8,863	(0)	0	0	0	0		

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF RED PROJECTS

APPENDIX 7

PERIOD END DATE

31 October 2023

PERIOD

7

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Valuation Joint Board - Requisition of ICT Equipment						
Project Life Financials	16	6	35%	16	(0)	-2%
Current Year Financials	2	2	119%	2	0	19%
Project Description	Requisition ICT Equipment.					
Project Manager	Russell Hewton					
Chief Officer	Russell Hewton					
Project Lifecycle	Planned End Date		31-Mar-23	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Replacement of laptops, monitors and other ICT equipment. No further spend anticipated.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Requisition of ICT Equipment.						
Payment Card Industry Data Security Standard (PCIDSS)						
Project Life Financials	10	10	99%	10	(0)	-1%
Current Year Financials	0	0	0%	10	10	13594%
Project Description	Module would ensure that WDC were compliant with the current requirements of PCIDSS for card payments without the need for numerous costly workarounds					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
The module is now live						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Upgraded version with PCI compliant telephone payment system.						
Electronic Insurance System						
Project Life Financials	50	51	101%	51	1	1%
Current Year Financials	7	0	0%	8	1	10%
Project Description	Acquisition of a claims/incident management system supported by an electronic document management system.					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date		31-Mar-23	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
The overspend is due to inflationary costs.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Upgraded Electronic Insurance System.						

PERIOD END DATE

31 October 2023

PERIOD

7

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
4 Enhancements to Cash Receipting System						
Project Life Financials	40	40	100%	40	(0)	0%
Current Year Financials	35	0	0%	35	0	0%
Project Description	To enhance the cash receipting system in the way payments are made and allocated to back office by increasing the level of security that is required for online payments made by customers					
Project Manager	Karen Shannon					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	30-Sep-23	Forecast End Date	30-Nov-23		
Main Issues / Reason for Variance						
Budget has been reprofiled to Financial Year 2023-2024. Version 2 of the upgrade was completed Jan 2023. Call Secure Module went Live in October 2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Enhancements to the cash receipting system including PCI compliant telephone payment system.						
5 IFRS 16 Database						
Project Life Financials	5	5	100%	5	0	0%
Current Year Financials	5	0	0%	5	0	0%
Project Description	This is a system which will ensure that WDC has the correct level of information and adheres to correct reporting of IFRS16 - Leasing.					
Project Manager	Jackie Nicol Thomson					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
IFRS16 has been postponed and is due for implementation this financial year. It is anticipated that full spend will be incurred by 31 March 2024.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Completion of project by 31 March 2024						
Strathleven Place						
Project Life Financials	1,590	50	3%	1,590	0	0%
Current Year Financials	1,590	0	0%	50	(1,540)	-97%
Project Description	Re-development of Strathleven.					
Project Manager	Michelle Lynn					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
This project is linked to Glencairn House and Depot Rationalisation and will free up the current museum store and office space in Poplar Road. Opportunities exist to attract external funding. Detailed design work ongoing for Glencairn House.						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Project delivered on budget with required specifications						

PERIOD END DATE

31 October 2023

PERIOD

7

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
7 Dalmonach CE Centre						
Project Life Financials	1,150	1,150	100%	1,150	(0)	0%
Current Year Financials	5	2	33%	5	0	0%
Project Description	To create new community facilities with additional space for early years provisions.					
Project Manager	Michelle Lynn					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	30-Apr-23		
Main Issues / Reason for Variance						
Project complete and final account to be agreed.						
Mitigating Action						
None required.						
Anticipated Outcome						
To create new community facilities with additional space for early years provisions.						

8 New Sports Changing Facility Dumbarton West (Old OLSP site)						
Project Life Financials	349	9	3%	349	0	0%
Current Year Financials	340	0	0%	0	(340)	-100%
Project Description	New Sports Changing Facility Dumbarton West (Old OLSP site)					
Project Manager	Michelle Lynn					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Start date anticipated in 24/25. This will be confirmed when works commence on the wider housing site.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
To deliver new sports changing facility.						

9 New Sports Changing Facility at Lusset Glen in Old Kilpatrick						
Project Life Financials	150	150	100%	150	0	0%
Current Year Financials	134	0	0%	134	(0)	0%
Project Description	New Sports Changing Facility at Lusset Glen in Old Kilpatrick					
Project Manager	Michelle Lynn					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Project had been delayed due to a number of COVID-19 related issues and utilities issues. Unit is now in production but delay to site due to the utility disconnection and demolition works. Demolition works complete and waiting for a date for installation due to be complete by 31st March 2024.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
To deliver new sports changing facility.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date	Forecast Spend	Variance		
	£000	£000	%	£000	£000	%
10 New Westbridgend Community Centre						
Project Life Financials	2,375	185	8%	2,375	(0)	0%
Current Year Financials	1,085	16	1%	95	(990)	-91%
Project Description	New Westbridgend Community Centre					
Project Manager	Michelle Lynn					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Various delays due to Covid and other utility issues. Planning was previously delayed but now resolved. Building warrant applications submitted and tender to be issued. PQQ complete, and anticipate going to tender at end January with a site start in spring 2024. Also awaiting confirmation of RCGF funding.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
New build community facility.						
11 Legal Case Management System						
Project Life Financials	33	33	100%	33	0	0%
Current Year Financials	33	0	0%	33	0	0%
Project Description	Legal Case Management System					
Project Manager	Alan Douglas					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Budget has been rephased from 2022/23. Project was originally delayed due to COVID19 restrictions and a decision was made to resume project once Microsoft 365 was implemented. It is anticipated that the project will complete by 31 March 2024.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project will be delivered on budget						
12 Installation of Solar PV at Clydebank Leisure Centre						
Project Life Financials	61	4	6%	61	(0)	0%
Current Year Financials	58	1	1%	1	(57)	-99%
Project Description	Installation of Solar PV at Clydebank Leisure Centre.					
Project Manager	Steven Milne					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Tender works delayed due to Energy Officer being involved in other priority work. Aim to be tendered within this financial year but works will not be completed.						
Mitigating Action						
None Required.						
Anticipated Outcome						
Works to be undertaken in 24/25						

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Budget Details		Project Life Financials						
		Budget		Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%	
13 Replace failed heating controls/valves & recommission								
Project Life Financials		20	20	100%	20	0	0%	
Current Year Financials		7	1	19%	7	0	0%	
Project Description		Replace failed heating controls/valves & recommission.						
Project Manager		Steven Milne						
Chief Officer		Alan Douglas						
Project Lifecycle		Planned End Date		31-Mar-23	Forecast End Date		31-Mar-24	
Main Issues / Reason for Variance								
Expect full spend before 31 March 2024.								
Mitigating Action								
None required.								
Anticipated Outcome								
Delivery of project with full budget spend.								
14 Leisure Energy projects - air handling units, upgrade lighting, circulating pumps, and draught proofing								
Project Life Financials		290	63	22%	290	0	0%	
Current Year Financials		227	0	0%	0	(227)	-100%	
Project Description		Measures to be installed at both Meadow Centre & Vale of Leven Swimming Pool; new pool hall Air Handling Units, upgrade lighting, circulating pumps Vale of Leven Swimming Pool, internal and external lighting and draught proofing.						
Project Manager		Steven Milne						
Chief Officer		Alan Douglas						
Project Lifecycle		Planned End Date		31-Mar-23	Forecast End Date		31-Mar-24	
Main Issues / Reason for Variance								
Expecting full spend prior to 31 March 2024. Other priority projects have contributed to delay. Also require to appoint structural engineer to progress report and it is anticipated that this will be undertaken in the near future.								
Mitigating Action								
Liaising with Leisure to see if opportunity to carry works between Dec and March . Appoint new external structural engineer to provide SER.								
Anticipated Outcome								
It is anticipated that Tender will go out this financial year. Depending on feedback from leisure re opportunity to close centre for AHU works, it is hoped Civil works will at least be initiated this financial year with AHU works completed next financial year.								
15 Regeneration/Local Economic Development								
Project Life Financials		5,064	1,616	32%	4,527	(538)	-11%	
Current Year Financials		2,933	146	5%	1,022	(1,911)	-65%	
Project Description		Budget to facilitate the delivery of Regeneration throughout West Dunbartonshire, aligned to the Economic Strategy. External						
Project Manager		Gillian McNamara						
Chief Officer		Alan Douglas						
Project Lifecycle		Planned End Date		31-Mar-23	Forecast End Date		31-Mar-25	
Main Issues / Reason for Variance								
LED budget is invested across our town centres and strategic sites and is used to develop and implement projects as well as providing match funding to lever in external funding. During 2023/2024 the key projects to be developed and delivered include a Alexandria Town Centre Masterplan projects (Smollet Fountain, Green heritage Corridors). Some projects including Arc of Attraction related projects in Dumbarton Development Framework projects in Clydebank as well and the new Activity Centre will be progressed in 24/25. Many regeneration projects are subject to factors outwith Council control and close monitoring of the programming is required. A contingency is included for increasing costs and new funding opportunities.								
Mitigating Action								
none required								
Anticipated Outcome								
projects delivered on time and on budget								

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Budget Details		Project Life Financials					
		Budget		Spend to Date		Forecast Spend	Variance
		£000	£000	%	£000	£000	%
16	Regeneration Fund						
	Project Life Financials	16,155	5,172	32%	13,997	(2,158)	-13%
	Current Year Financials	4,098	21	1%	274	(3,824)	-93%
	Project Description	Funding to implement major regeneration projects linked to community charrettes.					
	Project Manager	Gillian McNamara					
	Chief Officer	Alan Douglas					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-25		
	Main Issues / Reason for Variance						
	Progress being made by Malin Group with expenditure of Clyde Mission funding at the Scottish Marine Technology Park. Remaining projects are multi-year.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Projects delivered on time and on budget						
17	Place Based Investment Programme						
	Project Life Financials	1,927	1,617	84%	1,927	0	0%
	Current Year Financials	1,147	0	0%	837	(310)	-27%
	Project Description	Scottish Government Funding to establish a Place-Based Investment Programme to ensure that all place based investments are shaped by the needs and aspirations of local communities.					
	Project Manager	Gillian McNamara					
	Chief Officer	Alan Douglas					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Projects continue to be progressed.23/24 allocation will be distributed as capital grants.						
	Mitigating Action						
	None required at this time						
	Anticipated Outcome						
	Projects delivered on budget						
18	Clydebank Can On The Canal						
	Project Life Financials	747	40	5%	747	0	0%
	Current Year Financials	707	0	0%	0	(707)	-100%
	Project Description	New activities centre in Clydebank Town Centre.					
	Project Manager	Gillian McNamara					
	Chief Officer	Alan Douglas					
	Project Lifecycle	Planned End Date	31-Dec-22	Forecast End Date	30-Jun-24		
	Main Issues / Reason for Variance						
	Kier is appointed to design and deliver the Activities Centre at Clydebank Town Centre. Design of the project is underway and a commencement date for construction will be 2024.						
	Mitigating Action						
	None available at this time						
	Anticipated Outcome						
	Projects delivered on budget						

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Budget Details	Project Life Financials					
	Budget	Spend to Date	Forecast Spend	Variance		
	£000	£000	%	£000	£000	%
19 Levelling Up Capacity						
Project Life Financials	320	134	42%	320	0	0%
Current Year Financials	221	0	0%	35	(186)	-84%
Project Description	Successful LUF applications that meet UK Government's over-riding objective of Levelling Up and transformational regeneration.					
Project Manager	Gillian McNamara					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	30-Jun-24		
Main Issues / Reason for Variance						
This capacity funding was awarded by UK Government to assist with development of LUF bids. WDC will be awarded LUF and the capacity funding will be used to fund consultancy work associated with current and future LUF projects development.						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Projects delivered on budget						
20 District Heating Network Expansion						
Project Life Financials	11,220	406	4%	11,220	(0)	0%
Current Year Financials	7,209	312	4%	250	(6,959)	-97%
Project Description	District Heating Network Expansion.					
Project Manager	Patricia Rowley/ Craig Jardine					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Network expansion to GJNH (Golden Jubilee National Hospital) will commence pending approval to proceed by the GJNH Board including agreeing tariff rates . Unable to confirm exact programme until approval has been given.						
Mitigating Action						
Network expansion to Golden Jubilee is discussed at every District Heating Project Board						
Anticipated Outcome						
Project to be delivered on programme and within budget once it has been fully set.						
21 Heritage Capital Fund						
Project Life Financials	2,749	2,203	80%	2,762	13	0%
Current Year Financials	814	(113)	-14%	255	(558)	-69%
Project Description	Heritage Capital Fund.					
Project Manager	Sarah Christie/Michelle Lynn					
Chief Officer	Amanda Graham					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Budget to be taken per Council savings option						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project to be delivered within amended budget and within revised timescale.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
22 Allotment Development						
Project Life Financials	449	307	68%	492	44	10%
Current Year Financials	446	10	2%	260	(186)	-42%
Project Description	To develop an allotment site.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-24	Forecast End Date		31/09/2024
Main Issues / Reason for Variance						
Works Progressing						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Additional allotments delivered within budget						
23 Kilmaronock Cemetery Expansion						
Project Life Financials	50	37	73%	50	(0)	0%
Current Year Financials	13	0	0%	13	0	0%
Project Description	Expansion of existing cemetery at Kilmaronock.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-23	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Project Underway						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Sustainable burial environment for local residents.						
24 Cemetery Extension, North Dalnotter						
Project Life Financials	250	0	0%	250	0	0%
Current Year Financials	250	0	0%	0	(250)	-100%
Project Description	Cemetery Extension, North Dalnotter					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-24	Forecast End Date		31-Mar-25
Main Issues / Reason for Variance						
North Dalnotter will now be delivered in financial year 24/25						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Sustainable burial environment for local residents.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
25 Posties Park Sports Hub - New sports hub to include gym & running track						
Project Life Financials	3,576	5,348	150%	5,348	1,772	50%
Current Year Financials	864	907	105%	907	43	5%
Project Description	Creation of a sports hub at Posties/Marinecraft to include a new changing pavilion/Gym, new all-weather 6 lane running track, conversion of blaze sports pitch to grass, new fencing, upgrade of existing floodlights and additional car parking. This combines the budget approved by the Council in February 2015 for Community Sports Facilities at Posties Park, draw down of budget from the generic sports facilities budget line.					
Project Manager	Craig Jardine					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-22	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Scottish Water connection now complete. Programme to completion being finalised by Contractor, anticipated February 24						
Mitigating Action						
None available at this time						
Anticipated Outcome						
New sports Hub delivered						
26 Vale of Leven Cemetery Extension						
Project Life Financials	817	588	72%	817	(0)	0%
Current Year Financials	529	0	0%	300	(229)	-43%
Project Description	Extension of existing cemetery in Vale of Leven.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Project will be completed Summer 2024						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Extension to existing cemetery providing a sustainable burial environment.						
27 East End Park Resurfacing						
Project Life Financials	200	200	100%	200	0	0%
Current Year Financials	210	0	0%	200	(10)	-5%
Project Description	Resurfacing of 3G pitch at East End Park.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
External funding confirmed and design commencing.						
Mitigating Action						
None required.						
Anticipated Outcome						
Resurfacing of 3G pitch at East End Park.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
28 Play Parks Grant Funding						
Project Life Financials	739	259	35%	739	(0)	0%
Current Year Financials	380	30	8%	200	(180)	-47%
Project Description	Renew and replace play park equipment					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date		31-Mar-28	Forecast End Date		31-Mar-28
Main Issues / Reason for Variance						
Tender documentation complete, commencement programmed February 24.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Renewal of play parks						
29 Balloch Mountain Bike Track						
Project Life Financials	210	10	5%	190	(20)	-10%
Current Year Financials	200	0	0%	10	(190)	-95%
Project Description	Develop a mountain bike skills trail at Balloch Castle Country Park.					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date		30-Nov-23	Forecast End Date		31-Mar-25
Main Issues / Reason for Variance						
Design undertaken this financial year.						
Mitigating Action						
00-Jan-00						
Anticipated Outcome						
00-Jan-00						
30 Bus Rapid Deployment Fund						
Project Life Financials	217	3	1%	217	0	0%
Current Year Financials	214	0	0%	0	(214)	-100%
Project Description	Funding has been awarded from Sustrans to assist with social distancing measures required as a result of the COVID-19 pandemic.					
Project Manager	Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
External Funding bid submitted by City Region to Scottish Government. If successful Officers will be informed of quantum of funding available for project delivery						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
To improve journey times and reliability of bus services.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
31 Auld Street Clydebank - Bond						
Project Life Financials	400	400	100%	400	(0)	0%
Current Year Financials	42	0	0%	42	(0)	0%
Project Description	00 January 1900					
Project Manager	Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Road construction works completed in previous years. Remaining funds are insufficient to complete footpath construction. Works on hold until such time as additional funds can be secured.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
To complete remaining civil works required.						
32 Electrical Charging Points - Rapid Charge						
Project Life Financials	314	314	100%	314	(0)	0%
Current Year Financials	56	0	0%	56	(0)	0%
Project Description	Funding has been awarded from Transport Scotland for the Installation of electrical charging points					
Project Manager	Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-23	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Moss O' Balloch charging points installed 22/23 awaiting commissioning by Scottish Power. Further locations identified for installation.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
To provide Electric Vehicle Charging points within West Dunbartonshire.						
33 Flood Risk Management						
Project Life Financials	237	166	70%	237	0	0%
Current Year Financials	237	166	70%	237	(0)	0%
Project Description	Enhancement of drainage infrastructure to ensure compliance with Flood Risk Management Act 2009.					
Project Manager	Raymond Walsh/ Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Ongoing works will be completed by 31/3/24.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Project should be complete within budget.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
34 Flood Prevention						
Project Life Financials	500	18	4%	500	0	0%
Current Year Financials	500	18	4%	350	(150)	-30%
Project Description	Various flood prevention projects.					
Project Manager	Raymond Walsh					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Various Flood Prevention Projects being undertaken with limited uptake on property protection scheme.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Projects should be complete within budget.						
35 River Leven Flood Prevention Scheme						
Project Life Financials	800	181	23%	800	0	0%
Current Year Financials	620	0	0%	0	(620)	-100%
Project Description	River Leven Flood Prevention Scheme.					
Project Manager	Raymond Walsh					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-26		
Main Issues / Reason for Variance						
Awaiting outcome of Scottish Government & SEPA consideration of submitted study .						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Project should be completed within budget.						
36 Gruggies Burn Flood Prevention						
Project Life Financials	15,053	1,054	7%	15,053	(0)	0%
Current Year Financials	1,530	0	0%	600	(930)	-61%
Project Description	Commission of Gruggies Flood Prevention Scheme.					
Project Manager	Sharron Worthington					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
Detailed design underway. Design will be completed 24/25						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project should be completed within budget.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
37 A813 Road Improvement Phase 1						
Project Life Financials	1,700	1,207	71%	1,700	0	0%
Current Year Financials	693	0	0%	200	(493)	-71%
Project Description	A813 Road Improvement Phase 1.					
Project Manager	Sharron Worthington					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-26	Forecast End Date		31-Mar-27
Main Issues / Reason for Variance						
Detailed design ongoing and will determine programme of delivery.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
To provide an improved A813.						
38 Clydebank Charrette, A814						
Project Life Financials	4,300	4,300	100%	4,300	(0)	0%
Current Year Financials	138	4	3%	138	0	0%
Project Description	Clydebank Charrette, A814					
Project Manager	Sharron Worthington					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-22	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Works complete and on maintenance period - retention payment due prior to March 2024.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project will enhance the A814 through Clydebank.						
39 Vehicle Replacement Strategy						
Project Life Financials	1,000	500	50%	1,000	0	0%
Current Year Financials	1,000	0	0%	500	(500)	-50%
Project Description	Replacement of refuse collection vehicles.					
Project Manager	Gail MacFarlane					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date					
			31-Mar-25	Forecast End Date		31-Mar-25
Main Issues / Reason for Variance						
Bin lorries ordered and build slot allocated this financial year. Expected March 24						
Mitigating Action						
None available.						
Anticipated Outcome						
Replacement of refuse collection vehicles.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
40 Vehicle Replacement						
Project Life Financials	12,177	3,542	29%	12,177	0	0%
Current Year Financials	3,314	455	14%	3,000	(314)	-9%
Project Description	Replacement of vehicles which have reached end of programmed lifespan (7 year heavy vehicles, 10 year light vehicles).					
Project Manager	Gail MacFarlane					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	30-May-24		
Main Issues / Reason for Variance						
Vehicles have been ordered including bin lorries, sweepers and tractors. It is anticipated budget will be fully spent.						
Mitigating Action						
None Required.						
Anticipated Outcome						
Replacement of fleet within budget.						
41 Purchase of gritters						
Project Life Financials	400	400	100%	400	0	0%
Current Year Financials	400	0	0%	400	0	0%
Project Description	Purchase of gritters.					
Project Manager	Hugh Campbell					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Gritters received						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project delivered within budget.						
42 Waste Transfer Station						
Project Life Financials	1,980	200	10%	1,980	0	0%
Current Year Financials	1,980	0	0%	200	(1,780)	-90%
Project Description	The design, development and construction of a recycling and bulk waste transfer facility that will ensure all recycling material can be sorted and disposed off appropriately to ensure compliance with landfill ban in 2025.					
Project Manager	Gail MacFarlane					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Dec-25		
Main Issues / Reason for Variance						
Detailed design ongoing						
Mitigating Action						
None Required.						
Anticipated Outcome						
Project delivered within budget.						

PERIOD END DATE

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
43	Exxon City Deal						
	Project Life Financials	33,491	7,946	24%	34,049	558	2%
	Current Year Financials	11,845	1,179	10%	4,000	(7,845)	-66%
	Project Description	As part of the City Deal project the WDC Exxon site at Bowling regeneration with alternative A82 route included.					
	Project Manager	Patricia Rowley					
	Chief Officer	Gail McFarlane					
	Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
	Main Issues / Reason for Variance						
	Regular updates are provided at every Council meeting and monthly Project Board meetings and to City Deal. The main issues contained within the new Council's approved Outline Business Case are still valid, which include Exxon's remediation strategy, land transfer arrangements and issues relating to adjoining owners. WDC Consultants are monitoring the remediation process to ensure compliance with specification, also Esso are independently monitoring the remediation works. Final Business Case submission was June 2023. Through the Scape framework we are working closely with Balfour Beatty to achieve a formal pre construction agreement to allow the detailed design works to commence and the full construction programme to be developed. Agreements in principle are progressing with third party land owners.						
	Mitigating Action						
	None Required						
	Anticipated Outcome						
	Delivery of the project on time and within the increased budget						
44	Depot Rationalisation						
	Project Life Financials	8,535	645	8%	8,535	(0)	0%
	Current Year Financials	2,238	17	1%	300	(1,938)	-87%
	Project Description	Depot Rationalisation.					
	Project Manager	Michelle Lynn/Craig Jardine					
	Chief Officer	Gail McFarlane					
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
	Main Issues / Reason for Variance						
	Committee approval given to upgrade and improve depots. Project delivery will be phased, work underway to determine phasing of spend and scope.						
	Mitigating Action						
	None available at this time						
	Anticipated Outcome						
	Deliver project outcomes within agreed budget						
45	AV Equipment - Education						
	Project Life Financials	869	361	42%	869	(0)	0%
	Current Year Financials	397	0	0%	100	(297)	-75%
	Project Description	Purchase of AV Equipment for Education.					
	Project Manager	David Jones/ Julie McGrogan					
	Chief Officer	Laura Mason					
	Project Lifecycle	Planned End Date	31-Mar-29	Forecast End Date	31-Mar-29		
	Main Issues / Reason for Variance						
	Carrying out establishment evaluation and change in procurement process - now obtaining 3 quotes to ensure best value.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Purchase of AV Equipment for Education.						

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
46 Digital Inclusion							
Project Life Financials		376	376	100%	376	(0)	0%
Current Year Financials		41	0	0%	41	0	0%
Project Description		Increase the ratio of chrome book devices for most disadvantaged children and families and support for families with remote access.					
Project Manager		David Jones/ Julie McGrogan					
Chief Officer		Laura Mason					
Project Lifecycle		Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance							
Awaiting Scot Gov award of new web based proprietary device contract - ITT returns due 12 October 2023 expected spend this academic year.							
Mitigating Action							
None required at this time.							
Anticipated Outcome							
Increase the Chromebook ratio for most disadvantaged children.							
47 Schools Estate Improvement Plan							
Project Life Financials		20,621	18,805	91%	20,332	(290)	-1%
Current Year Financials		4,222	469	11%	3,237	(985)	-23%
Project Description		Improvement of Schools Estate.					
Project Manager		Michelle Lynn/ Craig Jardine					
Chief Officer		Laura Mason					
Project Lifecycle		Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance							
Works progressing in line with programme							
Mitigating Action							
None at this time							
Anticipated Outcome							
Project delivered within budget and to required specification							
48 Schools Estate Improvement Plan - next Phase - Faifley Campus							
Project Life Financials		35,619	3,805	11%	35,619	0	0%
Current Year Financials		3,495	419	12%	3,000	(495)	-14%
Project Description		Improvement of Schools Estate.					
Project Manager		Craig Jardine					
Chief Officer		Laura Mason					
Project Lifecycle		Planned End Date	31-Mar-26	Forecast End Date	31-Jul-27		
Main Issues / Reason for Variance							
The next phase of the Schools Estate Improvement Plan involves the development of a new Campus provision in the Faifley area. WDC has been successful in securing funding from the Scottish Government Learning Estate Improvement Programme. SFT confirmed the indicative funding allocation for this project at £18.416m on the 4 May 2021, this will be received as a revenue stream over the 25 years of the Scottish Government financial support (subject to the Council adhering to the funding criteria). Site Options Appraisal has taken place and Members approved the recommendation to proceed with the new Faifley Campus on the St Joseph's site at Education Committee on 9th June 2021. Work is progressing well to reach Financial Close by the end of November which will enable the Contractor to be on site pre-Christmas. Planning permission has been agreed and Stage 1 Building Warrant approved.							
Mitigating Action							
None required at this time							
Anticipated Outcome							
Delivery of the project within budget and on time.							

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
49 Choices Programme - to assist young people who require additional support						
Project Life Financials	750	638	85%	638	(112)	-15%
Current Year Financials	112	0	0%	0	(112)	-100%
Project Description	Bringing together Central Support Services which will include relocation of Choices Programme.					
Project Manager	Michelle Lynn					
Chief Officer	Laura Mason					
Project Lifecycle	Planned End Date 31-Mar-23 Forecast End Date 31-Mar-24					
Main Issues / Reason for Variance	Complete.					
Mitigating Action	None available at this time.					
Anticipated Outcome	Project delivered on budget.					
50 HSCP ICT Upgrade of systems						
Project Life Financials	584	50	9%	584	0	0%
Current Year Financials	584	16	3%	50	(534)	-91%
Project Description	Review/replace the current case management systems.					
Project Manager	Alastair Handley					
Chief Officer	Beth Culshaw					
Project Lifecycle	Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24					
Main Issues / Reason for Variance	Work is ongoing to consider spend plans which will be developed as part of the digital strategy, however delays in recruitment of the Digital manager has impacted on this to date. It is unlikely that the budget will be fully spent by March 2024, however the budget will be required to be carried forward to next financial year to progress planned works.					
Mitigating Action	None available at this time					
Anticipated Outcome	Review/replace the current case management systems.					
51 Community Alarm upgrade						
Project Life Financials	308	50	16%	308	0	0%
Current Year Financials	308	0	0%	50	(258)	-84%
Project Description	To upgrade Community Alarm					
Project Manager	Julie Slavin					
Chief Officer	Beth Culshaw					
Project Lifecycle	Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24					
Main Issues / Reason for Variance	Unfortunately there has been very little progress on the project to date, however the phone providers are progressing at speed with the Analogue to Digital transition, the award for the National digital platform should be complete next month and the process to formalise arrangements with East Dunbartonshire Council for the ARC cover for the calls is ongoing. The National Digital office have indicated that West Dunbartonshire should be transitioned to the new digital platform during early 2024. Once details					
Mitigating Action	None available at this time					
Anticipated Outcome	Community Alarm Upgrade					

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
52 Replace Elderly Care Homes and Day Care Centres							
Project Life Financials		27,550	27,272	99%	27,272	(277)	-1%
Current Year Financials		277	0	0%	0	(277)	-100%
Project Description		Design and construction of replacement elderly care homes and day care centres in Dumbarton and Clydebank areas.					
Project Manager		Craig Jardine					
Chief Officer		Beth Culshaw					
Project Lifecycle		Planned End Date		31-Mar-22	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance							
Project Complete.							
Mitigating Action							
The statement of final account has been signed and financial risk exposure should be reduced through efforts to dispose of the existing properties at the earliest opportunity.							
Anticipated Outcome							
Dumbarton Care Home opened 2017. Clydebank Care Home was certified complete on 9 November 2020.							
53 Internet of Things Asset Tracking							
Project Life Financials		60	50	83%	50	(10)	-17%
Current Year Financials		10	0	0%	0	(10)	-100%
Project Description		Asset Tracking.					
Project Manager		James Gallacher					
Chief Officer		Victoria Rogers					
Project Lifecycle		Planned End Date		31-Oct-22	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance							
Project completed.							
Mitigating Action							
None available at this time.							
Anticipated Outcome							
Technical aspect of the project is complete and WDC assisting with user testing. Delayed but on budget.							

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Agresso development						
Project Life Financials	30	30	100%	30	0	0%
Current Year Financials	23	3	15%	23	0	0%
Project Description	The purpose of this project is to carry out an upgrade of the Agresso Finance System which was last upgraded in 2015. The requirement to upgrade is to maintain a level of support available from Unit 4 who have advised that support for older versions of the system is being reduced.					
Project Manager	Adrian Gray					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
Main Issues / Reason for Variance						
Work to significantly reduce the database size to facilitate a system upgrade has now been completed. Upgrade work can now commence, ICT currently building required servers in preparation for new version to be installed, configured and tested.						
Mitigating Action						
None required						
Anticipated Outcome						
Anticipate completion of upgrade during 23-24 financial year.						
Cost of Living						
Project Life Financials	1,000	500	50%	1,000	0	0%
Current Year Financials	250	55	22%	250	0	0%
Project Description	To support Council and community organisations with capital costs for cost of living initiatives.					
Project Manager	Adrian Gray					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26		
Main Issues / Reason for Variance						
No variances currently anticipated.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Project will be delivered on time and on budget						
Building Upgrades and H&S - lifecycle & reactive building upgrades						
Project Life Financials	2,230	2,222	100%	2,230	0	0%
Current Year Financials	2,230	731	33%	2,230	0	0%
Project Description	Lifecycle and reactive building upgrades.					
Project Manager	Michelle Lynn					
Chief Officer	Laurence Slavin					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Works progressing						
Mitigating Action						
None required at this time						
Anticipated Outcome						
Projects delivered to required specifications						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
4 Solicitor Project Support for Capital Projects						
Project Life Financials	53	48	90%	48	(5)	-10%
Current Year Financials	7	0	0%	7	0	0%
Project Description	Solicitor costs to directly support capital projects					
Project Manager	Alan Douglas					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Trainee solicitor in place. Budget will be fully spent.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Solicitor support for Capital Projects, with full budget spend anticipated.						
5 Re -imagine Antonine Wall						
Project Life Financials	30	20	67%	30	0	0%
Current Year Financials	10	0	0%	10	0	0%
Project Description	Council's capital contribution towards the multi-partner (five local authorities and Historic Environment Scotland) Rediscovering the Antonine Wall project which is also funded by the Heritage Lottery Fund.					
Project Manager	Pamela Clifford					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
This goes into the overall Antonine Project budget - 5 Councils and Historic Environment Scotland - Expected spent by March 2024						
Mitigating Action						
No action required						
Anticipated Outcome						
Anticipate full budget spend.						
6 Demolition 215 Main Street Alexandria						
Project Life Financials	155	155	100%	155	0	0%
Current Year Financials	10	0	0%	10	0	0%
Project Description	Demolition of 215 Main Street Alexandria.					
Project Manager	Pamela Clifford					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
This outstanding money is being sought through the recharging order and through debtors.						
Mitigating Action						
No action required at this time in the hands of Legal						
Anticipated Outcome						
Continue to pursue repayment						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Replace existing main hall Air Handling unit at Clydebank Town Hall						
Project Life Financials	87	79	91%	79	(8)	-9%
Current Year Financials	79	68	86%	79	0	0%
Project Description	Replace existing main hall Air Handling unit at Clydebank Town Hall.					
Project Manager	Steven Milne					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Works are currently being undertaken to upgrade controls in Clydebank Town Hall.						
Mitigating Action						
None Required.						
Anticipated Outcome						
Replace existing main hall Air Handling unit at Clydebank Town Hall.						

Zero Carbon						
Project Life Financials	450	193	43%	193	(258)	-57%
Current Year Financials	0	0	0%	0	0	0%
Project Description	Zero Carbon					
Project Manager	Steven Milne					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
This project has been completed. However a credit is outstanding and should be received this financial year.						
Mitigating Action						
Officers will continue to peruse the credit note						
Anticipated Outcome						
Credit note received and project closed						

LUF						
Project Life Financials	22,213	22,100	99%	22,100	(113)	-1%
Current Year Financials	19,984	1,596	8%	19,984	0	0%
Project Description	Year one LUF spend includes acquisition cost of Artizan Centre, and design development for Glencairn House and Connecting Dumbarton					
Project Manager	Gillian McNamara					
Chief Officer	Alan Douglas					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Artizan Masterplan approved by IRED in Nov 2023, deigns progressing as planned.						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Projects delivered on budget						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
10	Transformation of Infrastructure Libraries and Museums					
	Project Life Financials	421	421	100%	421	(0)0%
	Current Year Financials	116	0	0%	116	00%
	Project Description	To improve performance and efficiency of Council's Libraries and Cultural Services.				
	Project Manager	David Main				
	Chief Officer	Amanda Graham				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance					
	Awaiting outcome of Council decisions on library colocations before commencing with final spend of capital investment.					
	Mitigating Action					
	None required.					
	Anticipated Outcome					
	Projects delivered on budget					
11	Invest in "Your Community Initiative"					
	Project Life Financials	912	912	100%	912	00%
	Current Year Financials	6	(1)	-11%	6	(0)0%
	Project Description	Capital budget to support the roll out of Your Community, an initiative designed to achieve coordinated service delivery in response to community need. This is complimented by community capacity building, empowering WD citizens to do more for their own communities (leading to less reliance on council). Also included is the implementation of participatory budgeting to support and build capacity in communities.				
	Project Manager	Elaine Troup				
	Chief Officer	Amanda Graham				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance					
	The budget will continue to support and contribute to building capacity in communities.					
	Mitigating Action					
	Project complete					
	Anticipated Outcome					
	Project complete					
12	Public non-adopted paths and roads					
	Project Life Financials	478	0	0%	478	00%
	Current Year Financials	478	0	0%	478	(0)0%
	Project Description	Upgrades to drainage and lighting to enhance the lifespan of paths and roads within facilities in public parks, cemeteries and civic spaces.				
	Project Manager	Ian Bain				
	Chief Officer	Gail MacFarlane				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24	
	Main Issues / Reason for Variance					
	Full budget committed					
	Mitigating Action					
	None required at this time.					
	Anticipated Outcome					
	Better access with parks, cemeteries and open spaces.					

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	Budget Details	Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
13	Sports Facilities Upgrades - Argyll Park - Construction of 3 All Weather Tennis Courts						
	Project Life Financials	221	221	100%	221	0	0%
	Current Year Financials	8	7	87%	8	0	0%
	Project Description	Project is part of wider investment in sporting facilities and is dependent on match funding from Sports Scotland. Agreement in principle to wider WDC strategic priorities.					
	Project Manager	Ian Bain					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		03-Apr-21	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Project works complete. Retentions to be paid.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	New all weather tennis courts.						
14	Large bins for high traffic areas (pilot)						
	Project Life Financials	25	25	100%	25	0	0%
	Current Year Financials	6	0	0%	6	0	0%
	Project Description	Supply and install extra large litter bins as a pilot project within hotspot problem areas.					
	Project Manager	Ian Bain					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-23	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Project complete.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Large bins provided for high traffic areas						
15	Nature Restoration Fund						
	Project Life Financials	485	485	100%	485	0	0%
	Current Year Financials	430	0	0%	430	0	0%
	Project Description	Nature resource for Fairley Community					
	Project Manager	Ian Bain					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Projects identified with a number commenced.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	completion of project on time and on budget						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Cycling, Walking and Safer Streets						
Project Life Financials	1,094	561	51%	561	(533)	-49%
Current Year Financials	561	0	0%	561	0	0%
Project Description	Introduction of enhanced walking routes and traffic calming schemes to introduce safer streets within West Dunbartonshire.					
Project Manager	Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Works for a footway/cycleway improvement at Bellsmyre Avenue are now complete. Dropped kerbs at various locations are underway. Proposed further works to cycleways due to commence late 2023.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
To improve connectivity and enhanced Cycling routes within West Dunbartonshire.						
Turnberry Homes - traffic calming/ management at Turnberry housing development off Castle Road						
Project Life Financials	60	60	100%	60	0	0%
Current Year Financials	5	0	0%	5	0	0%
Project Description	Funding has been received from Turnberry Homes and will be used to introduce traffic calming and traffic management measures to mitigate the impact of additional traffic accessing the housing development off Castle Road, Dumbarton.					
Project Manager	Derek Barr					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Speed Humps to be programmed.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Traffic calming to be installed in Dumbarton East.						
Strathclyde Partnership for Transport - Bus, cycling and walking infrastructure improvements & Park and Rides						
Project Life Financials	2,277	1,447	64%	1,447	(830)	-36%
Current Year Financials	650	0	0%	650	0	0%
Project Description	Strathclyde Partnership for Transport - Bus, cycling and walking infrastructure improvements.					
Project Manager	Raymond Walsh					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
For Bus Infrastructure a program of works is being developed. For A8014 Kilbowie Rd works are being planned awaiting further feedback from Utilities, For A814 Congestion measures further development & expansion of vehicle detection systems and for Balloch P & R Consultants are appointed, agreement in principal with Network Rail & further investigatory works are planned.						
Mitigating Action						
None required at this time.						
Anticipated Outcome						
Improve accessibility to Public Transport and improve journey time reliability.						

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	Budget Details	Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
19	Infrastructure - Roads						
	Project Life Financials	24,658	5,198	21%	27,224	2,565	10%
	Current Year Financials	2,195	35	2%	2,195	(0)	0%
	Project Description	Infrastructure - Roads.					
	Project Manager	Hugh Campbell					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Roads Operations have completed an extensive surfacing program and measurement claims received have been processed. A programme of structural patching is ongoing.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Intention is to complete various surfacing works by the end of March 2024.						
20	Street lighting and associated electrical infrastructure						
	Project Life Financials	84	7	8%	84	0	0%
	Current Year Financials	84	7	8%	84	0	0%
	Project Description	WDC is responsible for the maintenance of 18,000 street lighting columns and associated illuminated signs and bollards. This budget is required for this infrastructure.					
	Project Manager	Hugh Campbell					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Ongoing lighting works to be completed by 31/3/24.						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Intention is to complete works within budget.						
21	Depot Improvement Works						
	Project Life Financials	97	97	100%	97	(0)	0%
	Current Year Financials	29	20	70%	29	0	0%
	Project Description	Improvement of WDC Roads Depot.					
	Project Manager	Hugh Campbell					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Detailed design underway. Design will be completed 24/25						
	Mitigating Action						
	None available at this time.						
	Anticipated Outcome						
	Intention is to complete works within budget.						
22	Roads Safety						
	Project Life Financials	134	134	100%	134	0	0%
	Current Year Financials	134	0	0%	134	0	0%
	Project Description	Roads Safety					
	Project Manager	Sharron Worthington					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	New funding which will be allocated to appropriate projects.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Projects delivered on time and on budget						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Roads Plant						
Project Life Financials	81	80	99%	81	0	0%
Current Year Financials	75	9	12%	75	0	0%
Project Description	Purchase of Roads plant and equipment.					
Project Manager	Hugh Campbell					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
New plant has been purchased.						
Mitigating Action						
None required.						
Anticipated Outcome						
To purchase equipment.						
Traffic Signal Upgrades						
Project Life Financials	300	300	100%	300	0	0%
Current Year Financials	26	0	0%	26	0	0%
Project Description	Upgrade Traffic Signals					
Project Manager	Raymond Walsh					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Upgrade of obsolete equipment will be completed by 31/3/24.						
Mitigating Action						
None required.						
Anticipated Outcome						
To upgrade traffic signals.						
Pavement improvements						
Project Life Financials	1,000	1,000	100%	1,000	0	0%
Current Year Financials	878	388	44%	878	0	0%
Project Description	Various pavement improvement projects.					
Project Manager	Hugh Campbell					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Footway resurfacing works in Longden street (Whitcreek), Sycamore Drive (Parkhall) & Beechwood Drive are complete with further projects to be programmed.						
Mitigating Action						
None required.						
Anticipated Outcome						
Improvement to pavements.						

PERIOD END DATE

31 October 2023

PERIOD

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	Budget Details	Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
26	Replacement of compactors at Dalmoak civic amenity site						
	Project Life Financials	179	80	45%	160	(19)	-10%
	Current Year Financials	9	0	0%	9	0	0%
	Project Description	The purchase of 2 compactors for the Council civic amenity site at Dalmoak.					
	Project Manager	Gail MacFarlane					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-23	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Complete						
	Mitigating Action						
	None Required.						
	Anticipated Outcome						
	Project delivered within budget.						
27	2022/23 GRANT OFFER FOR ELECTRIC VEHICLE INFRASTRUCTURE						
	Project Life Financials	60	44	73%	49	(11)	-19%
	Current Year Financials	16	5	30%	5	(11)	-70%
	Project Description	2022/23 GRANT OFFER FOR ELECTRIC VEHICLE INFRASTRUCTURE					
	Project Manager	Gail MacFarlane					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-23	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Project in progress.						
	Mitigating Action						
	None Required.						
	Anticipated Outcome						
	Project delivered within budget.						
28	Smarter Choices						
	Project Life Financials	79	79	100%	79	0	0%
	Current Year Financials	79	0	0%	79	0	0%
	Project Description	Smarter Choices, Smarter Places					
	Project Manager	Gail MacFarlane					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	New Funding - Project in progress.						
	Mitigating Action						
	None Required.						
	Anticipated Outcome						
	Project delivered within budget.						
29	River bank erosion repair - Levenhowe						
	Project Life Financials	20	20	100%	20	0	0%
	Current Year Financials	20	0	0%	20	0	0%
	Project Description	River bank erosion repair in the Levenhowe area					
	Project Manager	Gail MacFarlane					
	Chief Officer	Gail MacFarlane					
	Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance						
	Project underway						
	Mitigating Action						
	None Required.						
	Anticipated Outcome						
	Project delivered within budget.						

PERIOD END DATE

31 October 2023

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Park Improvements and Multi Games Area - Goldenhill Park						
Project Life Financials	150	150	100%	150	0	0%
Current Year Financials	150	0	0%	150	0	0%
Project Description	Park Improvements and Multi Games Area - Goldenhill Park					
Project Manager	Gail MacFarlane					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-25
Main Issues / Reason for Variance						
MUGA due for commencement in February and environmental improvements complete						
Mitigating Action						
None Required.						
Anticipated Outcome						
Project delivered within budget.						
Whitecrook Tennis Court Up-grade						
Project Life Financials	59	59	100%	59	0	0%
Current Year Financials	59	43	74%	59	(0)	0%
Project Description	Whitecrook Tennis Court Up-grade					
Project Manager	Ian Bain					
Chief Officer	Gail MacFarlane					
Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Project Complete						
Mitigating Action						
None Required.						
Anticipated Outcome						
Project delivered within budget.						
Free School Meals						
Project Life Financials	694	694	100%	694	0	0%
Current Year Financials	122	102	83%	122	0	0%
Project Description	Provision of Capital Funding from Scottish Government to implement free school meal initiative.					
Project Manager	Michelle Lynn					
Chief Officer	Laura Mason					
Project Lifecycle	Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
Main Issues / Reason for Variance						
Provision of Capital Funding from Scottish Government to implement free school meal initiative.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Project delivered within amended timescales.						

PERIOD END DATE

31 October 2023

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Early Years Early Learning and Childcare Funding						
Project Life Financials	8,628	8,769	102%	8,769	141	2%
Current Year Financials	287	67	23%	287	(0)	0%
Project Description	Early learning and childcare funding awarded to West Dunbartonshire Council to facilitate the expansion in entitlement to funded ELCC to 1140 hours from August 2020.					
Project Manager	Michelle Lynn					
Chief Officer	Laura Mason					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Works progressing and budget spend anticipated in 2023/24						
Mitigating Action						
None at this time						
Anticipated Outcome						
The project will be completed to deliver the requirements of the Early Years expansion plans.						
Aids & Adaptations - Special Needs Adaptations & Equipment						
Project Life Financials	845	2	0%	845	0	0%
Current Year Financials	845	2	0%	845	0	0%
Project Description	Reactive budget to provide adaptations and equipment for HSCP clients.					
Project Manager	Julie Slavin					
Chief Officer	Beth Culshaw					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
A new system is being implemented by Equip which has delayed recharge of spend to date, however anticipate the budget being fully spend by March 2024						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Provision of adaptations and equipment to HSCP clients as anticipated.						
Criminal Justice Adaptations						
Project Life Financials	19	1	3%	19	0	0%
Current Year Financials	19	1	3%	19	0	0%
Project Description	Renovation of Unit 11 Levenside Business Court.					
Project Manager	Julie Slavin					
Chief Officer	Beth Culshaw					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Works complete						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Renovation of Unit 11 Levenside Business Court						

PERIOD END DATE

31 October 2023

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
ICT Modernisation						
Project Life Financials	892	205	23%	892	0	0%
Current Year Financials	892	205	23%	892	0	0%
Project Description	This budget is to facilitate ICT infrastructure and modernise working practices.					
Project Manager	James Gallacher					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
All PC's and laptops have now been replaced across Corporate/Education estate. Chromebook replacements are at checking/inventory stage and scoping requirements.						
Mobile phone replacement under review. Anticipating full budget spend.						
Mitigating Action						
none required						
Anticipated Outcome						
projects delivered on time and on budget						

ICT Security & DR						
Project Life Financials	873	202	23%	873	0	0%
Current Year Financials	873	202	23%	873	0	0%
Project Description	The project is for the enhancement of security systems, server replacement and the update of corporate applications to ensure compliance with 15/16 PSN requirements, to enhance the disaster recovery capabilities of WDC.					
Project Manager	James Gallacher					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
Due to delays on SWAN2 contract some of this capital budget is required for installations costs and is to be carried to 24/25 budget, will be clarified further at contract sign off. Wireless access project installation complete and awaiting final installation costs from DLO. Technology replacement project ongoing with proof of concepts nearing completion and procurement strategy at committee stage, In addition indentifying volume and costs to replace WYSE terminals. Infrastructure hardware replacement estimated £100k spend and Security & Compliance remediation estimated £70k						
Mitigating Action						
none required						
Anticipated Outcome						
projects delivered on time and on budget						

365 Implementation						
Project Life Financials	503	503	100%	503	0	0%
Current Year Financials	185	24	13%	185	(0)	0%
Project Description	Project services to delivery Microsoft 365 Implementation including 3rd party supplier, training, technical consultancy etc.					
Project Manager	James Gallacher					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	30-Sep-23	Forecast End Date	30-Sep-23		
Main Issues / Reason for Variance						
Budget spend for planned Sharepoint discovery and implementation alongside One Drive for Business. Further external consultancy required for 365 Tenancy configuration and to ensure Security of 365 environment.						
Mitigating Action						
none required						
Anticipated Outcome						
projects delivered on time and on budget						

PERIOD END DATE

31 October 2023

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Development of Workforce Management System						
Project Life Financials	379	88	23%	379	(0)	0%
Current Year Financials	46	0	0%	46	0	0%
Project Description	Project to develop the Workforce Management System.					
Project Manager	Arun Menon					
Chief Officer	Victoria Rogers					
Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
Main Issues / Reason for Variance						
Work continues on developments resulting in some spend in the current year.						
Mitigating Action						
none required						
Anticipated Outcome						
Work continues on developments resulting in some spend in the current year.						

40	Direct Project Support							
	Project Life Financials		1,586	52	3%	1,586	0	0%
	Current Year Financials		1,586	52	3%	1,586	0	0%
	Project Description		Business support cost such as reallocation of architects and project support at year end.					
	Project Manager		N/A					
	Chief Officer		N/A					
	Project Lifecycle		Planned End Date		31-Mar-24	Forecast End Date		31-Mar-24
	Main Issues / Reason for Variance							
	Salary Capitalisation in 2023/2024.							
	Mitigating Action							
None required.								
Anticipated Outcome								
Direct project support costs allocated as appropriate.								

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
ANALYSIS OF RESOURCES

APPENDIX 9

PERIOD END DATE

31 October 2023

PERIOD

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Forecast Variance	
		£000	£000	%	£000	£000	%
1	Resources Carried Forward						
	Project Life Financials	(2,169)	(2,070)	95%	(2,169)	(0)	0%
	Current Year Financials	(2,070)	0	0%	(2,070)	0	0%
	Project Description	These are resources that have been received in previous years relating to Turnberry Homes, Town Centre Fund Grant, Digital Inclusion, Clydebank Can on the Canal, Internet of Things Asset Tracking, Renew Playparks, Knowes Nature Reserve, Flood Prevention, District Heating Electric Vehicle Infrastructure and Auld Street Bond.					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Application of resources is dependent on capital project progressing in year as planned.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Application of resources held on balance sheet as at 31 March 2023 as appropriate.						
2	General Services Capital Grant						
	Project Life Financials	(92,560)	(41,875)	45%	(93,795)	(1,236)	1%
	Current Year Financials	(7,453)	(7,453)	100%	(7,453)	0	0%
	Project Description	This is a general grant received from the Scottish Government in relation to General Services capital spend					
	Project Lifecycle	Planned End Date	31-Mar-30	Forecast End Date	31-Mar-30		
	Main Issues / Reason for Variance						
	General services capital grant is anticipated to be received as forecast.						
	Mitigating Action						
	None required at this time						
	Anticipated Outcome						
	General services capital grant is anticipated to be received as forecast.						
3	Ring Fenced Government Grant Funding						
	Project Life Financials	(38,717)	(20,133)	52%	(40,756)	(2,039)	5%
	Current Year Financials	(15,743)	(2,659)	17%	(15,743)	0	0%
	Project Description	This is ring fenced grant funding which is primarily anticipated to be received from the Scottish Government and relates to Cycling, Walking, Safer Streets, Regeneration Placed Based Investment Programme, Early Years, Gruggies Burn Flood works, Early Years funding, City Deal and Town Centre Fund.					
	Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26		
	Main Issues / Reason for Variance						
	Application of resources is dependent on capital project progressing in year as planned.						
	Mitigating Action						
	Mitigating actions are detailed within the appropriate status updates.						
	Anticipated Outcome						
	Application of resources as appropriate.						
4	Match Funding / Other Grants and Contributions						
	Project Life Financials	(6,783)	(5,739)	85%	(6,325)	458	-7%
	Current Year Financials	(2,933)	(117)	4%	(2,933)	0	0%
	Project Description	Match Funding / Other Grants and Contributions					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
	Main Issues / Reason for Variance						
	Application of resources is dependent on capital project progressing in year as planned.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Match funding received.						

PERIOD END DATE

31 October 2023

PERIOD

7

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

5	Prudential Borrowing						
	Project Life Financials	(146,754)	(71,953)	49%	(143,392)	3,362	-2%
	Current Year Financials	(63,067)	2,532	-4%	(26,702)	36,365	-58%
	Project Description	Prudential borrowing is long term borrowing from financial institutions that has been approved for the purposes of funding capital expenditure					
	Project Lifecycle	Planned End Date	31-Mar-26	Forecast End Date	31-Mar-26		
	Main Issues / Reason for Variance						
	Prudential borrowing is impacted by programme delivery therefore mitigating action is detailed in the red and amber analysis.						
Mitigating Action							
None available at this time.							
Anticipated Outcome							
While prudential borrowing requirement is likely to be less than budgeted in the current financial year this is anticipated to catch up over the programme life.							

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Officer - Resources

Council : 20 December 2023

**Subject: Housing Revenue Account Budgetary Control Report
 to 31 October 2023 (Period 07)**

1. Purpose

- 1.1** The purpose of the report is to provide members with an update on the financial performance to 31 October 2023 (Period 07) of the HRA revenue and capital budgets for 2023/24.

2. Recommendations

2.1 Members are asked to:

- i) note the revenue analysis shows projected adverse variances of £3.371m. However this will be offset by removing the £1.729m budgeted contribution from revenue to capital (CFCR) and using £1.642m of the HRA reserves resulting in a net revenue break even position ; and
- ii) note the net projected annual position in relation to the capital plan is highlighting an in-year adverse variance of £61.826m (49.5%) which is made up of re-profiling of £66.481m (53.2%) and overspend of £4.656m (0.4%) as detailed in Appendix 4.

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 01 March 2023, Members agreed the revenue estimates for 2023/24 and a total budget of £49.643m.

Capital

- 3.2** At the meeting of Council on 01 March 2023, Members also agreed the updated Capital Plan for 2023/24 which has been augmented by re-profiling and from 2022/23 and budget adjustment to produce a total planned spend for 2023/24 of £124.846m.

4. Main Issues

Revenue

- 4.1** The budgetary position for HRA Revenue is provided in Appendix 1 with information on projected variances valued at more than £0.050m being provided as Appendix 2.
- 4.2** The HRA revenue account has come under severe financial pressure in 2023/24. In order to achieve a break even position in 2023/24 it is forecast that there will need to be a transfer of £1.642m from the available £2.634M HRA reserves which will leave £0.992m in reserves. Note the recommended prudential reserves for the HRA is £0.984m.
- 4.3** The main pressure areas are repairs and loan charges interest payments. Repairs overspend has arisen due to several factors including inflationary increases in materials and labour and large numbers of voids at start of financial year. Void numbers have now significantly reduced therefore it is expected costs will start to reduce in this area in the coming years. Also the efficiency of the work carried will continue to be assessed with a view to minimising the costs of repairs through improved productivity. The recent large increases in interest rates has led to a substantial increase in interest payments for loans outstanding.

Capital

- 4.4** The HRA capital summary position is shown in Appendix 3. Information on projects that are highlighted as being within the Red category is provided in Appendix 4 and Appendix 5 provides information on the projects at Green. A summary of anticipated resources is shown in Appendix 6. The analysis shows that there is currently a projected in-year adverse variance of £61.826m (49.5%), which is made up of re-profiling of £66.481m (53.2%) and overspend of £4.656m (0.4%).
- 4.5** From the analysis within the appendices it can be seen that the main projects with forecast material re- profiling being required are:

Project Name	Re-profiling (£m)
Affordable Housing Supply Programme	63.432
EESH compliance work	1.746

Reasons/ factors for needing re – profiling in respect of each new build site for slippage are explained in Appendix 4, project 8

5. People Implications

5.1 There are no people implications.

6. Financial and Procurement Implications

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

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9. Consultation

9.1 The views of both Housing management and Legal services have been requested on this report and both have advised there are neither any issues nor concerns with the proposal.

10. Strategic Assessment

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

Laurence Slavin
Chief Officer – Resources
Date: 26 November 2023

Person to Contact: Janice Rainey - Business Unit Finance Partner (HEED),
16 Church Street, Dumbarton, G82 1QL,
Telephone: 01389 737704, e-mail janice.rainey@west-dunbarton.gov.uk

Appendices: Appendix 1 - Budgetary Position (Revenue)
Appendix 2 - Variance analysis (Revenue)
Appendix 3 - Budgetary Position (Capital)

Appendix 4 - Variance analysis Red (Capital)
Appendix 5 - Variance analysis Green Projects (Capital)
Appendix 6 - Resources (Capital)
Appendix 7 - Analysis of Affordable Housing Supply
Programme (Capital)

Background Papers: None

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL
HRA REVENUE BUDGETARY CONTROL 2023/24

APPENDIX 1

PERIOD END DATE

31/10/2023

Subjective Summary	Total Budget 2023/24 £000	Spend to Date 2023/24 £000	Forecast Spend £000	Forecast Variance 2023/24 £000 %		Annual RAG Status
Employee Costs	7,669	3,922	7,955	286	4%	↓
Property Costs	2,377	1,288	2,217	(160)	-7%	↑
Transport Costs	142	55	141	(1)	0%	↑
Supplies, Services And Admin	389	119	397	8	2%	↓
Support Services	2,720	1,564	2,681	(39)	-1%	↑
Other Expenditure	534	465	585	51	10%	↓
Repairs & Maintenance	16,257	7,675	16,147	(110)	-1%	↑
Bad Debt Provision	1,089	52	960	(129)	-12%	↑
Void Loss (Council Tax/Lost Rents)	1,261	958	1,475	214	17%	↓
Loan Charges	15,476	11,049	18,829	3,353	22%	↓
CFCR	1,729	0	0	(1,729)	-100%	↑
Total Expenditure	49,643	27,147	51,387	1,744	4%	↓
House Rents	47,729	26,861	47,652	77	0%	↓
Lockup Rents	217	116	202	15	7%	↓
Factoring/Insurance Charges	1,434	1,494	1,494	(60)	-4%	↑
Other rents	117	59	120	(3)	-3%	↑
Interest on Revenue Balance	30	0	146	(116)	-387%	↑
Transfer from Reserves	0	0	1,642	(1,642)	0%	↑
Miscellaneous income	116	37	131	(15)	-13%	↑
Total Income	49,643	28,567	51,387	(1,744)	-4%	↑
Net Expenditure	0	(1,420)	(0)	(0)		→

MONTH END DATE 31/10/2023

PERIOD 7

Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
EMPLOYEE COSTS		7,669	7,955	286	4%
Subjective Description					
This budget covers all employees charged directly to the HRA including caretakers.					
Variance Narrative					
Main Issues	This adverse variance is mainly due to additional posts being approved, after time of budget setting to meet the demands of the service. In addition to this , the pay award for 2324 is expected to be higher than the budgeted 4%.				
Mitigating Action	Managers will continue to consider ways to keep staffing costs down including considering each vacancy as it arises re need / urgency to fill.				
Anticipated Outcome	A year end overspend is anticipated				
Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
PROPERTY COSTS		2,377	2,217	(160)	-7%
Subjective Description					
This budget covers electricity, gas, rates, rents, cleaning and insurance costs.					
Variance Narrative					
Main Issues	A favourable variance is expected due to the assumption that office accommodation and utility costs will be similar to last year which is lower than anticipated at time of budget setting, resulting in a favourable variance.				
Mitigating Action	No mitigating action is required.				
Anticipated Outcome	A year end underspend is anticipated				
Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
SUPPORT SERVICES		2,720	2,681	(39)	-1%
Subjective Description					
This budget covers central support recharges to the HRA					
Variance Narrative					
Main Issues	A favourable variance is expected with the assumption that the 2023/24 forecast outturn for support services is expected to be in line with the 2022/23 outturn adjusted for pay uplifts etc. This charge is calculated each year end based on HRA's percentage usage of the total cost of WDC support services. The 2023/24 HRA budget was set before this 2022/23 outturn was known so was based on 2021/22 charge which was higher.				
Mitigating Action	No mitigating action is required.				
Anticipated Outcome	A year end underspend is anticipated				
Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
REPAIRS & MAINTENANCE		16,257	16,147	(110)	-1%
Service Description					
This budget covers all repair and maintenance expenditure to houses and lockups					
Variance Narrative					
Main Issues	High volume of jobs and inflationary increases in materials and labour have resulted in the budget for jobbing repairs being insufficient to meet current demand. However this had been more than offset by an underspend in the electrical installation inspection reports (EICR) budget due to the contract only being awarded half way through the year.				
Mitigating Action	There are uncontrollable costs, such as materials and inflation as well as the demand for repairs which continues to increase. However as we continue to progress with the building services improvement plan, we expect costs to reduce particularly in relation to void houses. The later than anticipated start on EICR work at present covers these costs but we need to continue to ensure the costs remain contained.				
Anticipated Outcome	A year end small underspend is anticipated				

MONTH END DATE	31/10/2023
PERIOD	7

Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
BAD DEBT PROVISION		1,089	960	(129)	-12% ↑
Service Description					
This budget allows for the provision for bad and doubtful debts to be maintained at an appropriate level					
Variance Narrative					
Main Issues	The Bad Debt Provision expected to be required for 2023/24 is less than estimated at time of budget setting, resulting in a favourable variance. This assumes that the provision required in 2023/24 will be similar to the 2022/23 provision.				
Mitigating Action	No mitigating action is required.				
Anticipated Outcome	A year end underspend is anticipated				

Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
VOID LOSS		1,261	1,475	214	17% ↓
Service Description					
This budget covers the rents lost on void houses and lockups and the cost of council tax on void properties.					
Variance Narrative					
Main Issues	The main reason for the projected adverse variance relates to the number of void properties being higher than expected at time of budget setting. The budget was set on the assumption that backlogs following COVID delays in getting voids turned around would be resolved however the numbers continued to be high at the beginning of this financial year. They have now lowered considerably				
Mitigating Action	A void working group has been reviewing the issues and have been implementing actions and working with Housing Maintenance managers to improve the situation and it is expected that the void figures will continue to decrease over the next few months.				
Anticipated Outcome	A year end overspend is anticipated				

Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
LOAN CHARGES		15,476	18,829	3,353	22% ↓
Service Description					
Loan Charges is made up of repayments of principle sums, and the payments of interest and expenses					
Variance Narrative					
Main Issues	The main reason for this variance is the due to interest payments being higher than anticipated at time of budget setting. The recent increase in bank interest rates has led to a significant increase in loan interest payments.				
Mitigating Action	None available				
Anticipated Outcome	A year end overspend is anticipated				

Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
CFCR		1,729	0	(1,729)	-100% ↑
Service Description					
This budget covers the contribution from revenue to Capital					
Variance Narrative					
Main Issues	In order to offset the cost pressures on the revenue HRA in 2023/24, it is anticipated that there will be no contribution to capital spend in 2023/24.				
Mitigating Action	None available				
Anticipated Outcome	A year end underspend is anticipated				

Budget Details		Variance Analysis			
Subjective Analysis		Budget	Forecast Spend	forecast Variance	RAG Status
		£000	£000	£000	%
Rents		47,729	47,652	77	0% ↓
Service Description					
This budget covers the rental income due from tenants					
Variance Narrative					
Main Issues	Timing of buy backs and new builds being ready for letting is slightly behind that budgeted				
Mitigating Action	Turn around of buy backs continues to be monitored to maximise income				
Anticipated Outcome	Small adverse variance				

Budget Details		Variance Analysis			
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MONTH END DATE 31/10/2023

PERIOD 7

Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status
	£000	£000	£000 %	
Factoring/Insurance Charges	1,434	1,494	(60) -4%	↑
Service Description				
Income received from insurance and factoring				
Variance Narrative				
Main Issues	10% increases were applied to fees 2324 in line with the councils sales fees charges increase approved in March 2023. The budget only assumed 4% increase			
Mitigating Action	None required			
Anticipated Outcome	Small favourable variance			

Budget Details	Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status
	£000	£000	£000 %	
Interest on Revenue Balance	30	146	(116) -387%	↑
Service Description				
Income received from insurance and factoring				
Variance Narrative				
Main Issues	This income is dependant on bank interest rates . The revised forecast takes account of the high interest rate rises in past year			
Mitigating Action	None required			
Anticipated Outcome	Small favourable variance			

Budget Details	Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status
	£000	£000	£000 %	
Transfer from Reserves	0	1,642	(1,642) 0%	↑
Service Description				
Utilisation of reserves to fund forecast overspend				
Variance Narrative				
Main Issues	In order to achieve a break even position within the HRA , it is necessary to draw down the shortfall from the current HRA reserves . The current reserve is £2.634M therefore this will reduce reserves to £0.992M which is just above the prudential reserve target of £0.984M			
Mitigating Action	If costs reduce below the forecast at P7 then the call on reserves can be reduced			
Anticipated Outcome	Reduction in reserves			

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

MONTH END DATE 31 October 2023

PERIOD 7

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis					
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status		
Red										
Projects are forecast to be overspent and/or experience material delay to completion	10	33.3%	21,667	74.2%	10	33.3%	21,667	74.2%		
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	20	66.7%	7,516	25.8%	20	66.7%	7,519	25.8%		
	30	100%	29,183	100%	30	100%	29,186	100%		
Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Reprofiled £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	255,713	21,667	263,181	7,468	100,479	21,667	42,526	(57,953)	(66,243)	8,290
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	111,016	7,516	107,381	(3,634)	24,367	7,519	20,494	(3,873)	(238)	(3,634)
TOTAL EXPENDITURE	366,729	29,183	370,562	3,834	124,846	29,186	63,020	(61,826)	(66,481)	4,656
TOTAL RESOURCES	366,729	29,183	370,562	(3,834)	124,846	29,186	63,020	61,826		
NET EXPENDITURE	0	0	0	0	0	0	0	0		

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
1	Special needs adaptations					
Project Life Financials	3,216	269	8%	3,216	0	0%
Current Year Financials	600	269	45%	655	55	9%
Project Description	Adaptations to Housing for Special Needs					
Project Lifecycle	Planned End Date	31-Mar-28		Forecast End Date	31-Mar-28	
Main Issues / Reason for Variance						
Budget is expected to overspend due to costs and demand for budget being higher than anticipated at time of budget setting.						
Mitigating Action						
Officers in discussion to identify possible mitigation.						
Anticipated Outcome						
Project to complete over budget.						
2	Capitalised minor works					
Project Life Financials	2,814	1,536	55%	5,409	2,595	92%
Current Year Financials	525	1,536	293%	3,120	2,595	494%
Project Description	Gypsy/ Traveller Site improvements					
Project Lifecycle	Planned End Date	31-Mar-28		Forecast End Date	31-Mar-28	
Main Issues / Reason for Variance						
Budget is expected to overspend due to costs and demand for budget being higher than anticipated at time of budget setting.						
Mitigating Action						
Officers in discussion to identify possible mitigation.						
Anticipated Outcome						
Project to complete over budget.						
3	Environmental Sensors Programme					
Project Life Financials	10,000	0	0%	10,000	0	0%
Current Year Financials	2,000	0	0%	1,000	(1,000)	-50%
Project Description	Environmental sensors programme, funded by enhanced housing investment programme					
Project Lifecycle	Planned End Date	31-Mar-28		Forecast End Date	31-Mar-28	
Main Issues / Reason for Variance						
Project introduced as part of the enhanced capital programme, with aim to install an environmental sensor in every Council owned property. Council appointed supply and fit contractor at the Tendering Committee in October 2023 and the pre start meeting has been scheduled, with start before end of 2023 expected.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						
4	Airport Noise					
Project Life Financials	96	0	0%	96	0	0%
Current Year Financials	96	0	0%	0	(96)	-100%
Project Description	Noise Insulation Project					
Project Lifecycle	Planned End Date	31-Mar-28		Forecast End Date	31-Mar-28	
Main Issues / Reason for Variance						
West Dunbartonshire Council are no longer eligible for match funding from Glasgow Airport Association, following assessment of properties within West Dunbartonshire. West Dunbartonshire is not deemed to have any commercial or residential properties that fall within the scope of the scheme to be eligible for match funding, and budget therefore has been reduced from £0.192m to £0.096m. The remaining budget will be used to develop a programme of works following engagement with an aircraft noise consultant, who will work with Officers to make adaptations to previously identified properties. The budget will be reprofiled as required.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend in future year						

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
5 Targeted SHQS /ESSH compliance works						
Project Life Financials	32,986	2,603	8%	32,986	0	0%
Current Year Financials	6,146	2,603	42%	4,400	(1,746)	-28%
Project Description	This budget is to focus on work required to maintain the SHQS compliance and energy efficiency with WDC housing stock.					
Project Lifecycle	Planned End Date	31-Mar-28		Forecast End Date	31-Mar-28	
Main Issues / Reason for Variance						
Works progressing well, however some rephasing may be required to 24/25.						
Mitigating Action						
None available at this time						
Anticipated Outcome						
Full budget spend over project life						
6 Secure entry component renewals						
Project Life Financials	242	8	3%	242	0	0%
Current Year Financials	45	8	18%	22	(23)	-51%
Project Description	This budget is to focus on secure door entry component renewals as identified and recommended from the housing stock condition survey and appropriate council officer referrals.					
Project Lifecycle	Planned End Date	31-Mar-28		Forecast End Date	31-Mar-28	
Main Issues / Reason for Variance						
This programme always presents challenges with owner liaison and reaching agreements to install door entry where none exists, this contributes directly to achieving SHQS compliance for this element. Any underspend in current year will be carried forward to future years.						
Mitigating Action						
Officers continue to liaise with owners to encourage agreement for install.						
Anticipated Outcome						
It is likely that this will not to meet full spend in the current year despite best efforts but officers will endeavour to gain owners agreement.						
7 Heating improvement works						
Project Life Financials	9,872	1,176	12%	10,332	460	5%
Current Year Financials	1,840	1,176	64%	2,300	460	25%
Project Description	Carry out works to renew inefficient boilers/full systems as identified from the stock condition survey and renewal of obsolete/damaged boilers.					
Project Lifecycle	Planned End Date	31-Mar-28		Forecast End Date	31-Mar-28	
Main Issues / Reason for Variance						
Demand has exceeded expectations. Due to the nature of this project (ensuring heating and hot water availability) there is no option for a conscious reduction of installs.						
Mitigating Action						
Whilst demand is leading spend, officers will work to minimise any budget overspend.						
Anticipated Outcome						
Full budget spend, likely overspend.						

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Budget Details		Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
8	Void house strategy programme						
	Project Life Financials	13,900	4,245	31%	18,235	4,335	31%
	Current Year Financials	3,000	4,245	142%	7,335	4,335	144%
	Project Description	Spend on Void Properties to bring them up to letting standard					
	Project Lifecycle	Planned End Date		31-Mar-28	Forecast End Date		31-Mar-28
	Main Issues / Reason for Variance						
	Void works to continue into 23/24 to bring void properties up to a lettable standard. Based on current projections using updated anticipated numbers it looks likely that the budget will be insufficient , resulting in a projected overspend in 23/24.						
	Mitigating Action						
	This is a significant priority and we continue to make positive progress against internal plan and targets to reduce the number of void houses. We expect this to continue to reduce.						
	Anticipated Outcome						
	The cost of bringing void properties up to lettable standard will result in a overspend.						
9	Environmental renewal works, paths/fences/walls/parking area's						
	Project Life Financials	5,454	1,447	27%	5,454	0	0%
	Current Year Financials	1,017	1,447	142%	1,840	823	81%
	Project Description	Environmental renewal works, paths/fences/walls/parking areas					
	Project Lifecycle	Planned End Date		31-Mar-28	Forecast End Date		31-Mar-28
	Main Issues / Reason for Variance						
	Work progressing well and ahead of spend targets, at this pace likely to exceed budget to meet tenant demand. Officers currently working to manage workload and prioritise to minimise overspend.						
	Mitigating Action						
	Officers currently working to manage workload and prioritise to minimise overspend.						
	Anticipated Outcome						
	Full budget spend, likley to overspend.						
10	Affordable Supply Programme						
	Project Life Financials	177,132	10,382	6%	177,209	77	0%
	Current Year Financials	85,209	10,382	12%	21,854	(63,355)	-74%
	Project Description	Affordable Housing Supply Programme					
	Project Lifecycle	Planned End Date		31-Mar-28	Forecast End Date		31-Mar-28
	Main Issues / Reason for Variance						
	The £63.355m variance is made up of £0.077m overspend, and reprofiling of £63.432m into 2024/25 onwards . Summary of reprofiled sites together with site specific updates as follows:-						
		Variance to 22/23 Budget	Variance Category				
	Site/ Spend	£000	Overspend	Underspend	Reprofiling		
	Haldane Primary School	77	77				
	Clydebank East	(19,566)			(19,566)		
	Queens Quay Site C	(7,425)			(7,425)		
	Pappert	(10,193)			(10,193)		
	Bank Street	(3,508)			(3,508)		
	Clydebank Health Centre	(3,858)			(3,858)		

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
Willox Park Phase1	(5,022)			(5,022)		
Mount Pleasant	(8,467)			(8,467)		
Gap sites	(5,393)			(5,393)		
TOTAL OF ALL PROJECTS	(63,355)	77	0	(63,432)		

Haldane - Site complete, retention paid in 2023/24

Clydebank East - 88 units to be completed by March 2025. Project delivery reprofiled due to extensive groundworks. Project on site and programme adhering to amended delivery plan.

Queens Quay Site B - 29 units completed on site in 2022/23. Project completed, retention figure included and associated costs in terms with road construction.

Queens Quay Site C - 20 units to be completed on site, however no further progress due to land owner issue. At the time it is assumed approximately £2m will be spent on land purchase, but this will be reviewed in early 2024, with the remaining current year budget to be reprofiled to 2024/25.

Pappert - 26 units to be completed on site by April 2025. Planning delay negated anticipated spend profile for 2023/24, however Planning approval received 20 September 2023 and site start in early 2024 planned.

Bank Street - 22 units to be completed on site. Spend reprofiled from 2023/24 to 2024/25 as design team procurement was delayed.

Projected spend in 2023/24 will be design and statutory fees.

Clydebank Health Centre - Demolitions planned for 2023/24, Design and Build development and contractors will be procured also this year, however physical site start will not be achieved until 2024/25.

Willox Park Phase1 - 17 units to be completed on site. Spend reprofiled from 2023/24 to 2024/25 as design team procurement was delayed. Projected spend in 2023/24 will be design and statutory fees.

Mount Pleasant -19 units to be completed on site by March 2025. Demolition now complete and contractor award appointment made in September. £0.250m estimated to be spent this financial year with remaining current year budget to be reprofiled to 2024/25 for site start in March 2024.

Bonhill Gap Site - Spend reprofiled from 2023/24 to 2024/25 as design team procurement was delayed. Projected spend in 2023/24 will be design and statutory fees.

Mitigating Action

Staff will work closely with all stakeholders to try and ensure timely resolutions of issues as they arise.

Anticipated Outcome

Project will still complete and will meet revised spend profiles .

TOTAL OF RED PROJECTS						
Project Life Financials	255,713	21,667	8%	263,181	7,468	3%
Current Year Financials	100,479	21,667	22%	42,526	(57,953)	-58%

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

1 **Better Homes Priority Budget**

Project Life Financials	1,493	15	1%	1,493	0	0%
Current Year Financials	529	18	3%	529	0	0%
Project Description	Priority projects as prioritised by the Better Homes Group					
Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
Main Issues / Reason for Variance						
A number of priority initiatives, supported by the Better Homes Project Board, are being investigated and are envisaged to have a positive impact on the current council housing stock and budget, with works expected to progress in 23/24.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

2 **Housing CCTV Installation Programme**

Housing CCTV Installation Programme						
Project Life Financials	750	0	0%	750	0	0%
Current Year Financials	250	0	0%	250	0	0%
Project Description	CCTV Installation Programme, funded by enhanced housing investment programme					
Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-25		
Main Issues / Reason for Variance						
Works to progress as part of enhanced capital programme for 23/24 and to be led by Council CCTV team.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

3 **QL Development**

Project Life Financials	203	0	0%	203	0	0%
Current Year Financials	116	0	0%	116	0	0%
Project Description	This budget relates to the costs associated with the development of the Integrated Housing Management System					
Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
Main Issues / Reason for Variance						
No issues. Development of QL system to carry on through 23/24.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

4 **Gypsy Travellers Site**

Gypsy Travellers Site						
Project Life Financials	209	0	0%	209	0	0%
Current Year Financials	71	0	0%	71	0	0%
Project Description	Gypsy/ Traveller Site improvements					
Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
Main Issues / Reason for Variance						
No Issues, programme being progressed and anticipated to meet full spend and targets.						
Mitigating Action						
None required						
Anticipated Outcome						
Full budget spend						

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Budget Details		Project Life Financials					
		Budget	Spend to Date	Forecast Spend	Variance		
		£000	£000	%	£000	£000	%
5	Community Safety Projects						
	Project Life Financials	17	0	0%	17	0	0%
	Current Year Financials	17	0	0%	17	0	0%
	Project Description	Community Safety Projects					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
6	Redeployable CCTV Cameras						
	Project Life Financials	36	36	99%	36	(1)	-1%
	Current Year Financials	36	36	99%	36	(1)	-1%
	Project Description	Purchase of 5 redeployable CCTV cameras for Housing use					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	Works for this project complete in April 23/24.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
7	Roof Coverings						
	Project Life Financials	19,286	1,466	8%	16,107	(3,179)	-16%
	Current Year Financials	5,679	1,466	26%	2,500	(3,179)	-56%
	Project Description	Building external component renewals, roofs/chimneys/flashings/fascias/gutters/svp					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	Works expected to meet revised timescales which will be less than current year budget and therefore project will report an in year underspend.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Scheduled works to complete under current year budget.						
8	Doors/window component renewals						
	Project Life Financials	17,937	2,111	12%	17,937	0	0%
	Current Year Financials	4,547	2,111	46%	4,250	(297)	-7%
	Project Description	Doors/Windows Component Renewals					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	Project is progressing well in 23/24, however may incur an underspend in the current year.						
	Mitigating Action						
	None required at this time						
	Anticipated Outcome						
	Full budget spend						

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	Budget Details	Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
9	District Heating						
	Project Life Financials	6,400	0	0%	6,400	0	0%
	Current Year Financials	0	0	#DIV/0!	0	0	#DIV/0!
	Project Description	District Heating Connection to the Dalmuir and Littleholm multi storey flats					
	Project Lifecycle	Planned End Date	31-Mar-27	Forecast End Date	31-Mar-27		
	Main Issues / Reason for Variance						
	Works expected to commence next financial year, therefore no Issues to report at this time. Project anticipated to meet full spend and targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
10	External stores/garages/bin stores/drainage component renewals						
	Project Life Financials	242	30	12%	242	0	0%
	Current Year Financials	45	30	65%	42	(3)	-7%
	Project Description	This budget is to focus on external stores/garages/bin stores etc. component renewals as identified and recommended from the housing stock condition survey.					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets, with possible underspend to be carried forward to future years.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
11	Statutory/regulatory compliance works (lifts/electrical/legionella/fire etc)						
	Project Life Financials	606	14	2%	606	0	0%
	Current Year Financials	113	14	12%	110	(3)	-3%
	Project Description	This budget will be used to upgrade / replace components / installations in order to comply with the relevant standards / legislation / health and safety in relation to housing stock.					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets, with possible underspend to be carried forward to future years.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
12	Energy improvements/energy efficiency works						
	Project Life Financials	303	0	0%	303	0	0%
	Current Year Financials	57	0	1%	57	0	0%
	Project Description	Energy improvements/ efficiency works (e.g. loft insulation, pipe/tank insulation, draught exclusion)					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						

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	Budget Details	Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
13	Modern facilities and services						
	Project Life Financials	17,775	1,793	10%	17,775	0	0%
	Current Year Financials	3,235	1,793	55%	3,300	65	2%
	Project Description	New Kitchens, Bathrooms and Showers					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	Pace of installations are ahead of targets as increased budget was anticipated. Officers will work to manage outturn to revised budget and targets with likelihood of exceeding budget as demand and cost is higher than projected.						
	Mitigating Action						
	Officers will work to minimise any overspend whilst being mindful of tenant demand.						
	Anticipated Outcome						
	Full budget spend, possibility of overspend.						
14	Improvement works (Risk St)						
	Project Life Financials	103	0	0%	103	0	0%
	Current Year Financials	103	0	0%	103	0	0%
	Project Description	Risk Street Over clad					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
15	Contingencies						
	Project Life Financials	500	0	0%	500	0	0%
	Current Year Financials	100	0	0%	100	0	0%
	Project Description	This is a contingent budget for unforeseen matters which may arise during the year.					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	Contingent budget held for unplanned spend.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Spend as required						
16	Defective structures/component renewals						
	Project Life Financials	3,835	117	3%	3,380	(455)	-12%
	Current Year Financials	877	117	13%	422	(455)	-52%
	Project Description	Defective structures					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	Works expected to meet revised timescales which will be less than current year budget and therefore project will report an in year underspend.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Scheduled works to complete under current year budget.						

MONTH END DATE

31 October 2023

PERIOD

7

	Budget Details	Project Life Financials					
		Budget	Spend to Date		Forecast Spend	Variance	
		£000	£000	%	£000	£000	%
17	Asbestos management works						
	Project Life Financials	1,212	38	3%	1,212	0	0%
	Current Year Financials	226	38	17%	226	0	0%
	Project Description	This budget is to fund work associated with the management of current asbestos legislation and					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet full spend and targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
18	Multi Story Flats (including Fire Risk Assessment Works)						
	Project Life Financials	5,050	4	0%	5,050	0	0%
	Current Year Financials	1,300	4	0%	1,300	0	0%
	Project Description	High Rise Fire Safety Measures					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	No Issues, anticipated to meet spend and revised targets.						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
19	Buy Backs						
	Project Life Financials	21,073	1,892	9%	21,073	0	0%
	Current Year Financials	4,435	1,892	43%	4,435	0	0%
	Project Description	This is a budget to undertake specific projects that will deliver housing policies/strategies, example: Ex local authority and mortgage to rent buy-back scheme					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	The main objective of the Buy Back Scheme is to bring former council properties that were sold through the RTB scheme, back into council use. These properties must assist the council with reducing housing need on the waiting list and where appropriate assist with external capital works. From 23/24, over 5 years, the buy back back scheme is benefiting from an additional £2m investment each year, included in this revised budget, totaling £10m over 5 years, to futher reduce the waiting list. The progress will be monitored and reported as the financial year progresses.						
	Mitigating Action						
	None required.						
	Anticipated Outcome						
	Budget spend anticipated, should criteria be met.						
20	Salaries/central support/offices						
	Project Life Financials	13,984	0	0%	13,984	0	0%
	Current Year Financials	2,629	0	0%	2,629	0	0%
	Project Description	Allocation of costs from other WDC services who support the HRA capital programme					
	Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
	Main Issues / Reason for Variance						
	No Issues, budget for salaries and support						
	Mitigating Action						
	None required						
	Anticipated Outcome						
	Full budget spend						
TOTAL OF RED PROJECTS							
	Project Life Financials	111,016	7,516	7%	107,381	(3,635)	-3%
	Current Year Financials	24,367	7,519	31%	20,494	(3,873)	-16%

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
ANALYSIS OF RESOURCES

MONTH END DATE

31 October 2023

PERIOD

7

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
New Build Grant						
Project Life Financials	(46,875)	(585)	1%	(46,875)	0	0%
Current Year Financials	(28,055)	(585)	2%	(7,442)	20,613	-73%
Project Description	Grant to facilitate the building of new build housing					
Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
Main Issues / Reason for Variance						
Income due to be received in line with spend incurred.						
Mitigating Action						
None required						
Anticipated Outcome						
Income due to be received						
CFCR						
Project Life Financials	(8,646)	(432)	5%	(6,917)	1,729	-20%
Current Year Financials	(1,729)	(432)	25%	0	1,729	-100%
Project Description	This is capital spend which is funded by revenue budgets					
Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
Main Issues / Reason for Variance						
Contribution to Capital from Revenue in 23/24						
Mitigating Action						
None required						
Anticipated Outcome						
Income to Capital						
Prudential Borrowing						
Project Life Financials	(311,208)	(28,323)	9%	(271,723)	39,485	-13%
Current Year Financials	(94,267)	(28,323)	30%	(55,577)	38,690	-41%
Project Description	Prudential borrowing is long term borrowing from financial institutions that has been approved for the purposes of funding capital expenditure					
Project Lifecycle	Planned End Date	31-Mar-28	Forecast End Date	31-Mar-28		
Main Issues / Reason for Variance						
Prudential borrowing is impacted by programme delivery.						
Mitigating Action						
None available at this time.						
Anticipated Outcome						
Prudential borrowing incurred as required						
TOTAL RESOURCES						
Project Life Financials	(366,729)	(29,357)	8%	(325,516)	41,213	-11%
Current Year Financials	(124,051)	(29,357)	24%	(63,020)	61,031	-49%

MONTH END DATE

31 October 2023

PERIOD

7

Site	Project Life Financials						RAG Status
	Budget	Spend to Date	Forecast Spend	Variance			
	£000	£000	£000	£000	%		
Haldane Primary School	-	77	77	77	#DIV/0!	↓	
Clydebank East	37,992	9,190	37,992	-	0%	→	
Queens Quay Site B	660	0	660	-	0%	→	
Queens Quay Site C	25,175	-	25,175	-	0%	→	
Pappert	13,276	196	13,276	-	0%	→	
Bank Street	5,751	2	5,751	-	0%	→	
Clydebank Health Centre	11,016	601	11,016	-	0%	→	
Willox Park Phase1	6,185	84	6,185	-	0%	→	
Willox Park Phase2	7,500	-	7,500	-	0%	→	
Mount Pleasant	8,717	183	8,717	-	0%	→	
Silverton	2,590	27	2,590	-	0%	→	
<u>Gap sites</u>							
Gap sites budget remaining	9,182	-	9,182	-	0%	→	
Bonhill Gap Site - all Bonhill Sites	245	0	245	-	0%	→	
Clydebank Gap Sites (prev Lilac Avenue) - unallocated	13,622	-	13,622	-	0%	→	
Clydebank Gap Sites (prev Lilac Avenue) - 7-9 Gilmour Avenue	50	13	50	-	0%	→	
Clydebank Gap Sites (prev Lilac Avenue) - Queen Mary Avenue	50	9	50	-	0%	→	
Future New build sites	27,000	-	27,000	-	0%	→	
28 Bridge Street Alexandria	23	-	23	-	0%	→	
Fees, Staffing Costs, contingency	8,097	-	8,097	-	0%	→	
Total Expenditure	177,132	10,382	177,209	77		→	

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer - Resources****Council: 20 December 2023**

Subject: Long Term Financial Strategy**1. PURPOSE**

- 1.1 This report updates the Council's long term financial strategy which was last updated in October 2021.

2. RECOMMENDATIONS

- 2.1 Members are asked to endorse the medium to long term financial strategy for the Council and approve the Council's reserves and balances policy detailed in appendix 1 to the Long Term Financial Strategy.

3. BACKGROUND

- 3.1 Audit Scotland recommend that all councils should have long term financial strategies in place, ideally covering five to ten years. The strategy, attached as Appendix 1 sets out:

- the current economic and national context within which the Council operates
- medium to longer term forecasts for the revenue budget including assumptions about key variables such as Scottish Government funding, pay awards, inflation and cost pressures
- the Council's council tax rate in relation to rates across Scotland
- the position in relation to the Council's general fund reserve
- future revenue risks and issues
- issues relating to financing the Council's capital plan
- the Council's reserves and balances policy.

4. MAIN ISSUES

- 4.1 The Council's Long Term Financial Strategy is one of the Council's key strategic documents which supports the delivery of the Council's Strategic Plan by:
- outlining the Council's high level financial position over the life of the strategy
 - ensuring there are available resources to deliver the Council's key priorities.
 - planning for a sustainable revenue budget and capital investment programme which support the Council's key priorities.

- ensuring the Council is fully aware of the financial challenges and uncertainties that it faces and is in a strong position to continue to deliver the best possible quality and range of services within available resources.
- increasing the wider community's understanding of the Council's financial position and the challenges it is facing in balancing its budget.

4.2 The Strategy was last approved by the Council on 27 October 2021. The 2022 refresh was put on hold (with the agreement of the Council Leader, Chief Executive and S95 Officer) as:

- the relatively newly appointed S95 Officer was implementing a new approach to setting the budget
- the Council was facing a historic high budget gap amidst one of the most financially challenging eras of local government
- there was lack of clarity over the extent to which COVID Recovery would impact on future funding levels

For these reasons it was felt that a revised Financial Strategy issued in October 2022 would have been of limited value. However to ensure Elected Members were sighted on a longer term view of the Council's financial position the S95 Officer extended his assumptions to a five year window with the estimated budget gaps reported over the same medium to long term timescale. This was first implemented as part of the 2023/24 Budget Setting report to Council on 1 March 2023.

- 4.3 The strategy provides financial estimates for the period 2024/25 to 2028/29 in detail and also considers longer term issues beyond that five year window that the Council needs to be sighted on. It is based on a set of assumptions and provides a range of potential scenarios and the financial implications.
- 4.4 Exhibit 1 summarises the total cumulative budget gaps in the best case, mid-range and worst case scenarios. It illustrates that, in the mid-range scenario the Council are faced with a budget gap of £16.970m in 2024/25 rising cumulatively to £49.316m by 2028/29. It also shows that the cumulative 5 year gap ranges from £35.387m in the best case scenario to £73.508m in the worst case.

Exhibit 1 – Estimated Budget Gaps (Cumulative) – Scenario Analysis

Budget Gap	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Best Case	14,282	18,532	23,991	29,487	35,387
Mid-Range	16,970	23,894	32,115	40,466	49,316
Worst Case	21,599	33,250	46,302	59,596	73,508

- 4.5 In addition to providing revenue projections and assumptions the Strategy also sets out the position in relation to the current economic and national context within which the Council operates and provides information on the Council's council tax rate, general fund reserve, Council's capital plan and treasury management.

4.6 The medium term estimates and assumptions detailed in the Strategy will continue to be reviewed on a regular basis and reported to the Council as part of regular Financial Update reports.

4.7 The Strategy also incorporates the Council's reserves and balances policy which Committee is asked to approve.

5. PEOPLE IMPLICATIONS

5.1 The strategy itself does not have any direct implications on the workforce; however any cost reducing options generated to close the projected budget gaps will almost certainly have implications for the workforce.

6. FINANCIAL AND PROCUREMENT IMPLICATIONS

6.1 The strategy does not have any direct financial implications. However, it does identify in future years the Council is facing budget gaps which will require Council decisions to mitigate. There are no direct procurement implications arising from this report.

7. RISK ANALYSIS

7.1 There are a number of assumptions within the Financial Strategy, a number of which are outwith the direct control of the Council – such a pay awards, inflation and the Scottish Government financial settlement. These assumptions as currently applied result in the identified budget gaps. The gaps could vary from those indicated if the Council identifies further cost pressures, or mitigates some.

8. EQUALITIES IMPACT ASSESSMENT (EIA)

8.1 None directly from this report but any proposals to address the estimated budget gap will need to consider equality issues.

9. CONSULTATION

9.1 The assumptions and cost pressures built into the Long Term Financial Strategy have been considered by the Senior Management Team on an ongoing basis during 2023 and the views of Legal Services have been requested on this report who have advised there are neither any issues nor concerns with the report.

10. STRATEGIC ASSESSMENT

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

10.2 The General Services revenue budget contributes to all categories by providing funding in specific areas to help the Council achieve and develop

these priorities.

Laurence Slavin
Chief Officer - Resources
Date: 20 December 2023

Person to Contact: Laurence Slavin, Chief Officer - Resources

E-mail: laurence.slavin@west-dunbarton.gov.uk

Appendix 1 – West Dunbartonshire Council Long Term Financial Strategy

Background Papers

Budget Report to Council - 1 March 2023

Financial Update Report to Council – 28 June 2023

Financial Update Report to Council – 25 October 2023



LONG TERM FINANCIAL STRATEGY

December 2023

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1. Introduction

- 1.1 West Dunbartonshire Council (the Council), like all councils, faces significant financial challenges and is required to operate within tight fiscal constraints for the foreseeable future due to the continuing difficult national economic outlook and increased demand for services. This Long Term Financial Strategy (LTFS) recognises the Council's duty to set a prudent, sustainable budget, and seeks to provide a practical foundation for the provision of the best possible value for money in the delivery of Council services in the longer term.
- 1.2 The LTFS is an important component of the Council's financial planning process. It underpins the longer term sustainability of the Council. The primary purpose of the LTFS is to ensure the Council lives within its means, balancing expenditure against the income raised through government grants, Non-Domestic Rates, Council Tax and fees and charges. As such the LTFS is a key tool to help ensure that:
- resources are deployed to facilitate delivery of the Council's strategic objectives with decisions on that deployment made within the appropriate financial context
 - Elected Members can take full account of the impact of decisions on the overall financial position of the Council in the short, medium and long term
 - the Council has a comprehensive balanced budget for General Services and the Housing Revenue Account (HRA)
 - there is a clear financial planning link between Council decisions on capital planning and the General Fund and HRA revenue budgets
 - resources are invested effectively, efficiently and on a sustainable basis
 - there is an ongoing focus on securing efficiencies across the Council and closing our budget gaps;
 - there is a clear understanding of the challenges and risks that impact on the Council's finances.
- 1.3 The adoption of a medium to longer term approach for financial planning enables the Council to plan the delivery of service changes across financial years through modernising services, investing in new technology, and in developing its strategic partnerships to provide longer term benefits. Whilst it is hoped this approach enables required service change to be delivered in a more planned manner and reduces the need for reactive cuts to services, that expectation needs to be considered alongside the fact that the Council continues to be in a period of single year settlements which doesn't provide any degree of financial certainty into the medium term. Furthermore the ring fencing of funding limits what we can do and additional policy and legislative implications, not always fully funded, puts financial pressures on councils.
- 1.4 The LTFS planning approach encompasses a longer term 10 year look forward that seeks to identify the challenges facing the Council. There is however, nothing to indicate that Local Government will receive a real terms funding boost in the medium term over and above the implementation of Scottish Government policies and national initiatives. In this context it is likely that Local Government in Scotland is faced with a continuing reduction in resources which will have a clear impact on service delivery. Given the current level of uncertainty surrounding future funding, it is therefore considered that a strategy covering the period 2024/25 to 2028/29 in detail with very high level estimates for 2029-2033 is reasonable and appropriate for planning purposes.

- 1.5 The LTFS makes a number of key estimates and assumptions. These will continue to be reviewed on a regular basis and reported to the Council as part of regular Financial Updates
- 1.6 The inclusion of information in the LTFS does not infer approval and all financial estimates and issues will have to be subject to approval through the budget process.

2 Current Economic and National Context

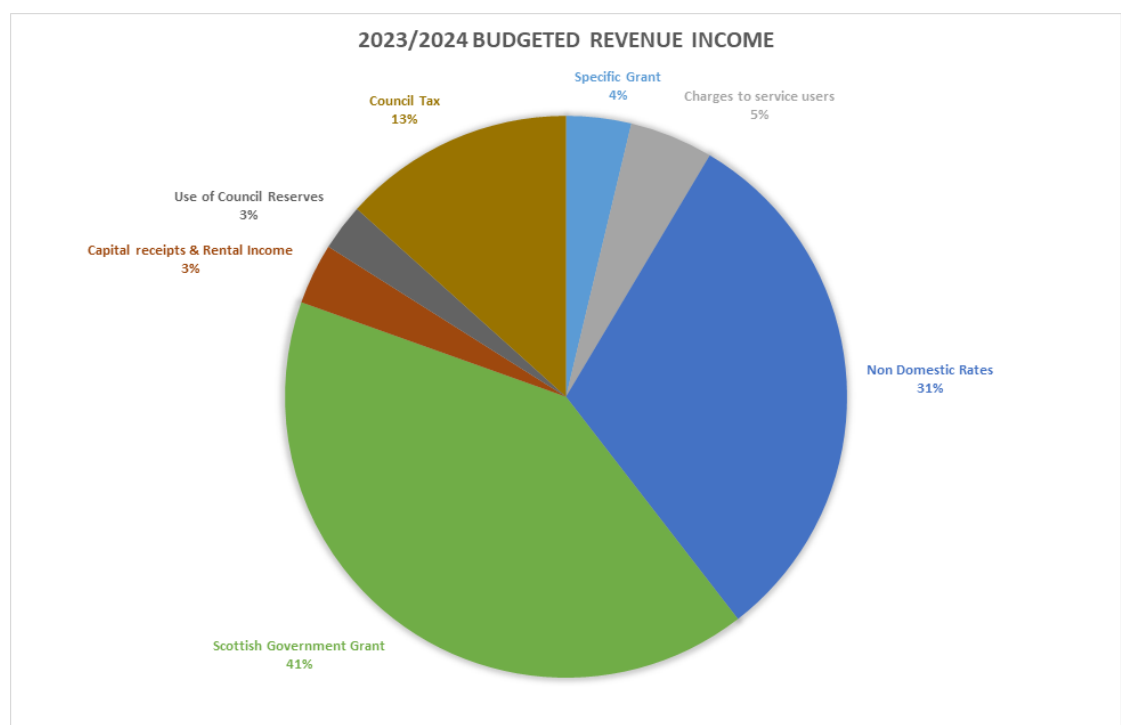
- 2.1 The current national context is one of increasing pressure, volatility and uncertainty. There are ongoing consequences of issues such as the UK's withdrawal from the EU, the economic impact of the UK 'mini-budget' in September 2022 and long lasting by supply chain issues which have led to adverse impacts on the wider economy. The war in Ukraine has resulted in further widespread disruption of goods and displacement of people and has further heightened uncertainty. The conflict shows little sign of ending and the consequential impacts of the war, particularly on markets, which have seen significant disruption and downward valuations, and also on goods and services which have seen prices increasing materially. Moreover the UK has provided substantial financial resources to the Ukraine Government at a time when domestic public finances are seeing unprecedented strain following the economic damage inflicted by the COVID pandemic.
- 2.2 The scale of the financial intervention by the UK Government during the COVID pandemic was unprecedented with the resultant borrowing levels only surpassed by the relative borrowing that took place during the Great Depression and World War 2. The Office for Budget Responsibility (OBR) estimated in March 2022 that the total cost of pandemic-related support measures would be £311bn and the National Audit Office estimated the lifetime cost of Government spending, predominately financed by borrowing was £376bn. The need to repay the cost of that financial support will require the UK and Scottish Government to implement policies to replenish public finances. It is not unreasonable to assume that the most likely approach is a prolonged period of fiscal constraint that will see public sector grant funding reduce in real terms for a significant period.
- 2.3 Furthermore the economy is facing inflation rates not experienced since the early 1980s, with rates being pushed up by supply shortages in fuel and materials, with energy prices and food inflation being of particular concern to the more vulnerable members of our society. Significant increases in borrowing costs have meant the cost of servicing the government debt is at its highest since the 1980s. In addition, the UK Government faces the rising demand for services and associated costs, alongside pressures to meaningfully tackle climate change. The combination of these pressures may have a negative impact on all public sector spending.
- 2.4 In summary the continuing and volatile pressures experienced by local government throughout the UK has resulted in some councils facing extreme financial hardship and crisis. Members will already be aware that councils in England are already experiencing severe financial problems leading to some Section 151 Officers (S95 in Scotland) issuing formal S114 Notices to cease all but essential spend. There are inevitable questions emerging around whether councils experiencing significant financial pressure remain a "going concern" and whilst this has been isolated to English councils so far, it is likely this debate will soon come to Scotland. This may lead to greater emphasis from external auditors on the assurance and demonstration of financial management and resilience for local authorities.

3 Revenue Budget

Projected Scottish Government Funding Levels

- 3.1 Approximately 76% of the Council's budget is supported by Aggregated External Finance from the Scottish Government. This includes general revenue grant, specific grants and Non Domestic Rate income. The remaining 24% is made up from Council Tax and other Council sources of finance e.g. fees and charges and rental income. Consequently the Council has limited access to levers to influence income levels. In addition the Scottish Government currently produces single year financial settlements for Local Government making it extremely challenging for the Council to accurately estimate future funding levels. The breakdown of the Council's 2023/24 budgeted revenue income is shown in Exhibit 1.

Exhibit 1 – West Dunbartonshire Budgeted Revenue Income



- 3.2 The Scottish Government Resource Spending Review published in May 2022 states that Council funding will remain as 'flat cash' (at current 2022/23 levels) until 2025/26 with a £100m added in 2026/27. The real term impact of this (taking inflation into account) for the next four years is a continuing erosion of core funding for councils with a 7% reduction between 2022/23 and 2026/27. A "flat-cash" settlement ignores the impact on Local Government of the material increases in inflation and energy costs and requires councils to absorb the full cost of any pay awards. This is summarised in Exhibit 2.

Exhibit 2 – Local Government Block Grant 2022/23-2026/27 (Cash and Real Terms)

	2022/23 (£bn)	2023/24 (£bn)	2024/25 (£bn)	2025/26 (£bn)	2026/27 (£bn)
LG Cash Terms	10.616	10.616	10.616	10.616	10.716
	2022/23 (%)	2023/24 (%)	2024/25 (%)	2025/26 (%)	2026/27 (%)
LG Real Terms	100	98	96	94	93
Reduction	-	-2	-4	-6	-7
	2022/23 (£bn)	2023/24 (£bn)	2024/25 (£bn)	2025/26 (£bn)	2026/27 (£bn)
LG Real Terms Expressed as Cash	10.616	10.404	10.191	9.979	9.873

- 3.3 On the 30 June 2023 the Scottish Government and COSLA signed an agreement, known as the Verity House Agreement to forge a stronger partnership between local and national government. The Verity House Agreement set out principles for joint working to empower local communities, tackle poverty, transform the economy and provide high-quality public services.
- 3.4 A key aspect of the Verity House Agreement is the development of a 'Fiscal Framework' between the Scottish Government and councils that will seek to agree a set of rules around funding in an effort to provide increased visibility and certainty whilst promoting longer-term financial planning. This will include increased discretion for councils through a reduction in the extent to which funding provided to councils is ringfenced. In particular the Verity House Agreement states that *"powers and funding for Local Government will be reviewed regularly to ensure adequacy and alignment with effective delivery of outcomes"* and that *"from this point onwards, the default position will be no ring fencing or direction of funding, unless there is a clear joint understanding for a rationale for such arrangements for example where quantum needs to be assessed over a transitional period to ensure the costs are accurately understood. Additionally, current funding lines and in-year transfers will be reviewed ahead of the draft 2024/25 Budget Bill, with a view to merging into General Revenue Grant funding (more details will be set out in the Fiscal Framework)"*. It is anticipated that the Fiscal Framework will be available in late 2023, but it is not available at the time of writing this strategy.
- 3.5 Ringfenced funding has been a topic of much debate in recent years. Easing of ringfencing is to be welcomed but the scale of this remains unknown at the time of writing this strategy. Discussions on options regarding how to set future local authority funding levels are ongoing between COSLA and Scottish Government officials.
- 3.6 Whilst commitments within the Verity House Agreement provide a shared framework for improved financial sustainability the lack of certainty over how this will be implemented means it is prudent to retain an assumption that the Scottish Government will not raise levels of local government funding to meet increasing pressures which ultimately means the Council is facing ongoing real-term funding reductions. With interest rates at levels not seen since 2008, resulting in increased costs of borrowing and unpredictable international relations there is greater economic, and therefore financial uncertainty over the medium to longer term.
- 3.7 The Scottish Government has historically provided one year funding settlements to Local Authorities which has impacted on the ability to plan over the longer term with certainty. Single year settlements from Scottish Government have required the

Council to make assumptions in the revenue plan from years 2-5 and plan on that basis. For financial year 2023/24 another one year settlement was provided in December 2022 and updated in January 2023. There is a commitment from Scottish Government to multi-year settlements in the future.

- 3.8 Looking forward, the policy intent set out in the Scottish Governments' programme for government and the pressures being experienced in the Health Service budget drive a broad expectation that resources for local government services will continue to be constrained for the foreseeable future. Each 1% deviation from the flat cash position settlement set out at paragraph 3.2 accounts for around £2.1m of movement in funding. A multi-year funding settlement from Scottish Government including clarification on ring-fencing of funding remains an aspiration for local government and it is hoped this may be forthcoming in future years.

3.9 Financial Update Reports

The Council's future revenue budget gap is updated with the latest assumptions and reported to Council as part of Financial Update reports provided by the Chief Officer Resources. These report the projected gap over a five year period which provides a longer term view of the Council's estimated budget gap.

Scenario Planning

- 3.10 The Financial Update reports uses scenario planning to present estimates using a best case, mid-range and worst case scenario. Scenario planning is an alternative to conventional forecasting that is better suited to an environment with numerous uncertainties. Conventional forecasting encourages organisations to focus on a narrow range of possibilities centred on a single view about the most likely future outcome. Scenario planning, in contrast, does not attempt to use a series of static assumptions to predict the future. Rather, it generates a dynamic series of plausible outcomes that generates a range of possibilities. Relatively small variations in assumptions can lead to fairly significant changes in the outcome. Whilst the outcome will no doubt differ from the scenarios outlined here, they provide a useful illustration of the overall financial envelope.

Baseline Position

- 3.11 The starting point for forecasting forward, is to use the current year's budget as the baseline. The Council agreed the 2023/24 budget at its meeting on 1 March 2023. The agreed budget provides a base budget of £265.160m (£178.892m for general services and £86.368m for the Health and Social Care Partnership (HSCP)).
- 3.12 In terms of using this budget as the base budget going forward, there are a number of adjustments required as summarised in Exhibit 3.

Exhibit 3 – 2024/25 Base Budget

	£,000
2023/24 Base Budget	265,160
Adjust for PPP Sinking Fund expiring	758
Remove procurement and recurring savings targets	(600)
Adjust for profiling of loss of rental income cost pressure	(47)
Adjust for profiling of previous growth items	(60)
Adjust to reflect review of sundry services budgets	(97)
Adjust to reflect 2023/24 LGE Pay Award	3,694
Adjust to reflect 2023/24 Teachers Pay Award	3,670
2024/25 Base Budget	272,478

Budget Gap Scenario Assumptions

- 3.13 The future year assumptions used when projecting future year budget gaps are set out in Exhibit 4.

Exhibit 4 – Future Year Budget Assumptions

Assumption	Best Case	Mid-Range	Worst Case
Scottish Government Funding	Flat Cash	Flat Cash	-1%
Pay Award	2%	3%	4%
Pay Increments	50% of prior year	Equal to prior year	Equal to prior year
General Non-Pay Inflation	£250,000	£500,000	£750,000
Specific Non-Pay Inflation	Based on best info	Based on best info	Based on best info
Identified Cost and Demand Pressures	Based on best info	Based on best info	Based on best info
Unidentified Cost and Demand Pressures	£750,000	£1,000,000	£1,500,000
Sale, Fees & Charges	4%	4%	4%
Council Tax Increase (refer to section 3.15)	No assumption	No assumption	No assumption
Council Tax Base Growth	0.5%	0.5%	0.5%

Five Year Budget Gap (2024/25 to 2027/28)

- 3.14 The five year budget gap within each scenario are summarised in Exhibits 5-7.

Exhibit 5 – Five Year Budget Gap – Best Case Scenario

	2024/25 £,000	2025/26 £,000	2026/27 £,000	2027/28 £,000	2028/29 £,000
Base Budget	272,478	272,478	272,108	272,108	272,108
Employee Costs	3,755	7,578	11,472	15,436	19,473
Non-Pay Inflation	1,145	2,063	3,007	3,687	4,391
Cost and Demand Pressures	7,497	8,599	10,514	11,862	12,687
Expenditure	284,875	290,718	297,101	303,093	308,659
Funding	(224,715)	(224,715)	(224,715)	(224,715)	(224,715)
Council Tax	(40,518)	(40,699)	(40,893)	(41,088)	(41,283)

Total Funding	(265,233)	(265,414)	(265,608)	(265,803)	(265,998)
Budget Gap Prior to Measures to Balance Budget	19,642	25,304	31,493	37,290	42,661
Measures to Balance Budget					
Fees and Charges	(329)	(671)	(1,026)	(1,396)	(1,783)
Service Concessionary Savings	(3,259)	(3,963)	(4,328)	(4,249)	(3,323)
Saving Options Already Agreed	(1,762)	(2,118)	(2,118)	(2,118)	(2,118)
Council Tax Growth	(10)	(20)	(30)	(40)	(50)
Total Measures to Balance Budget	(5,360)	(6,772)	(7,502)	(7,803)	(7,274)
Budget Gap (Cumulative)	14,282	18,532	23,991	29,487	35,387

Exhibit 6 – Five Year Budget Gap – Mid-Range Scenario

	2024/25 £,000	2025/26 £,000	2026/27 £,000	2027/28 £,000	2028/29 £,000
Base Budget	272,478	272,478	272,108	272,108	272,108
Employee Costs	5,843	11,840	17,996	24,315	30,802
Non-Pay Inflation	1,395	2,563	3,757	4,687	5,641
Cost and Demand Pressures	7,847	9,199	11,364	12,962	14,037
Expenditure	287,563	296,080	305,225	314,072	322,588
Funding	(224,715)	(224,715)	(224,715)	(224,715)	(224,715)
Council Tax	(40,518)	(40,699)	(40,893)	(41,088)	(41,283)
Total Funding	(265,233)	(265,414)	(265,608)	(265,803)	(265,998)
Budget Gap Prior to Measures to Balance Budget	22,330	30,666	39,617	48,269	56,590
Measures to Balance Budget					
Fees and Charges	(329)	(671)	(1,026)	(1,396)	(1,783)
Service Concessionary Savings	(3,259)	(3,963)	(4,328)	(4,249)	(3,323)
Saving Options Already Agreed	(1,762)	(2,118)	(2,118)	(2,118)	(2,118)
Council Tax Growth	(10)	(20)	(30)	(40)	(50)
Total Measures to Balance Budget	(5,360)	(6,772)	(7,502)	(7,803)	(7,274)
Budget Gap (Cumulative)	16,970	23,894	32,115	40,466	49,316

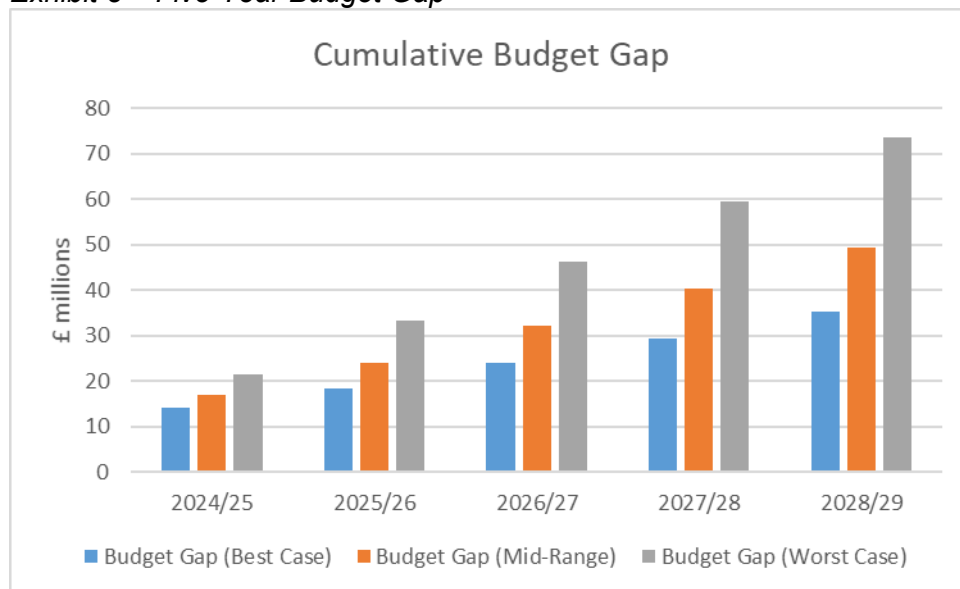
Exhibit 7 – Five Year Budget Gap – Worst Case Scenario

	2024/25 £,000	2025/26 £,000	2026/27 £,000	2027/28 £,000	2028/29 £,000
Base Budget	272,478	272,478	272,108	272,108	272,108

Employee Costs	7,554	15,381	23,493	31,901	40,617
Non-Pay Inflation	1,645	3,063	4,507	5,687	6,891
Cost and Demand Pressures	8,347	10,199	12,864	14,962	16,537
Expenditure	290,024	301,121	312,972	324,658	336,153
Funding	(222,547)	(220,400)	(218,275)	(216,171)	(214,088)
Council Tax	(40,518)	(40,699)	(40,893)	(41,088)	(41,283)
Total Funding	(263,065)	(261,099)	(259,168)	(257,259)	(255,371)
Budget Gap Prior to Measures to Balance Budget	29,959	40,022	53,804	67,399	80,782
Measures to Balance Budget					
Fees and Charges	(329)	(671)	(1,026)	(1,396)	(1,783)
Service Concessionary Savings	(3,259)	(3,963)	(4,328)	(4,249)	(3,323)
Saving Options Already Agreed	(1,762)	(2,118)	(2,118)	(2,118)	(2,118)
Council Tax Growth	(10)	(20)	(30)	(40)	(50)
Total Measures to Balance Budget	(5,360)	(6,772)	(7,502)	(7,803)	(7,274)
Budget Gap (Cumulative)	21,599	33,250	46,302	59,596	73,508

3.15 The cumulative five year budget gap for each of the scenarios is shown in Exhibit 8.

Exhibit 8 – Five Year Budget Gap



Council Tax Income

3.16 As per Exhibit 4 there are no assumptions made about council tax increases when preparing financial updates. The setting of Council Tax is subject to a political decision and is the means by which the Council, can determine the extent they want to use Council Tax to deliver a legal balanced budget.

- 3.17 On the 17 October 2023, the First Minister announced the intention to freeze Council Tax rates. Such measures are to be implemented to protect household finances from rising prices with the Scottish Government fully funding the freeze. However, and as COSLA set out, *'this has longer term implications for all Councils at a time when we know there are acute financial pressures, and where we are jointly looking at all local revenue raising options.'*
- 3.18 The extent to which the Council Tax freeze is fully funded remains subject to ongoing discussions, however there is a risk that, should this not be delivered as anticipated, further service reductions would likely result and financial sustainability would be increasingly challenging.
- 3.19 However, by means of illustration, a Scottish Government funded 5% increase in Council Tax in 2024/25 would generate approximately £2.025m in revenue. Exhibit 9 summarises the impact that increases ranging from 3% to 10% would have in terms of the weekly increase in the council tax payer's bill at Band D level (if Council Tax was not frozen), and the additional revenue it would generate. Exhibit 10 provides more context on 2023/24 Council tax rates Scotland wide.
- 3.20 In Summer 2023 the Scottish Government launched a Council Tax consultation in relation to charging more for higher value properties. The consultation proposed changes to the underlying multipliers for properties banded E,F,G and H. Indicative calculations identified that, were this to be implemented, an additional £1.6m could be raised locally to support service delivery. However the 17 October 2023 Council Tax freeze announcement means this proposal cannot be progressed in 2024/25. There is no clarity over whether it will be introduced in future years therefore no assumptions about additional income have been built into the projected budget gap at this stage. Members will be kept updated on this area through future financial reports.

Exhibit 9 - Estimated Impact of Council Tax Increases (Band D Only)

	3.0%	4.0%	5.0%	6.0%	7.0%	8.0%	9.0%	10.0%
23/24 CT	£1,398.98	£1,398.98	£1,398.98	£1,398.98	£1,398.98	£1,398.98	£1,398.98	£1,398.98
24/25 CT	£1,440.95	£1,454.94	£1,468.93	£1,482.92	£1,496.91	£1,510.90	£1,524.89	£1,538.88
Annual Inc	£41.97	£55.96	£69.95	£83.94	£97.93	£111.92	£125.91	£139.90
Weekly Inc	£0.81	£1.08	£1.35	£1.61	£1.88	£2.15	£2.42	£2.69
Inc Revenue	£1.215m	£1.620m	£2.025m	£2.430m	£2.835m	£3.240m	£3.645m	£4.050m

Exhibit 10 - Summary of Scotland 2023/24 Council Tax Band D and 2023/24 Increases

Scottish Average Band D	£1,410.31
WDC Band D	£1,398.88 (99.2% of Scottish Average)
Scottish Average Increase 23/24	5.4%
WDC Increase 23/24	5% (92.6% of Scottish Average)
Highest Increase	10%
Lowest Increase	3.9%
No. Councils increasing by more than 5%	11
No. Councils increasing by 5%	16
No. Councils increasing by less than 5%	5
WDC Ranking out of 32 (1 being most expensive)	20th

Strathclyde Pension Fund (SPF) Contribution Rates

3.21 In September 2023 the SPF Board approved a reduction in the main employer group (of which the Council are one) pension contributions in the years 2024/25 and 2025/26 and revert to a prudent estimate of a sustainable long-term rate in 2026/27. Employers in this group have paid a contribution rate of 19.3% of pensionable payroll since 1 April 2011. The approved reduced contribution rates are:

- 6.5% (of pensionable payroll) from 1 April 2024
- 6.5% (of pensionable payroll) from 1 April 2025
- 17.5% (of pensionable payroll) from 1 April 2026

3.22 The Council has received its individual results schedule confirming these rates. Based on the current employee pensionable pay (prior to implementing the recently announced 2023/24 pay award) this will generate an estimated saving to the Council of £21.327m which breaks down as follows:

- 2024/25 - £9.963m
- 2025/26 - £9.963m
- 2026/27 - £1.401m

3.23 There are a range of options available to the Council in terms of how to manage this overall saving of £21.327m however, in the interest of protecting services and jobs it is recommended that any option should focus on helping reduce the Council's budget gap. A report to Council in December 2023 will set out the specific benefit this generates for the Council's revenue budget and contains a proposal for Council to consider on how to use the benefit prudently to assist with the Council's medium to longer term financial challenges.

4 Reserves

4.1 A key aspect for consideration is the position of the Council's General Fund Reserve.

4.2 Reserves can be held for three main purposes:

1. a working balance to help cushion the impact of uneven cash flows
2. a contingency to cushion the impact of unexpected events or emergencies
3. a means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

4.3 The Council currently maintains an agreed General Fund contingency level (prudential target) of 3% of the budgeted net expenditure (net of requisitions) for the subsequent year. The adequacy of the prudential target is subject to annual review and was increased to 3% from 2% from 2023/24 onwards due to the volatility of things like inflation, bank interest rates and pay awards. Should this contingency have to be utilised the S95 Officer is required to put a recovery plan in place immediately to ensure the Council's contingency balance is restored.

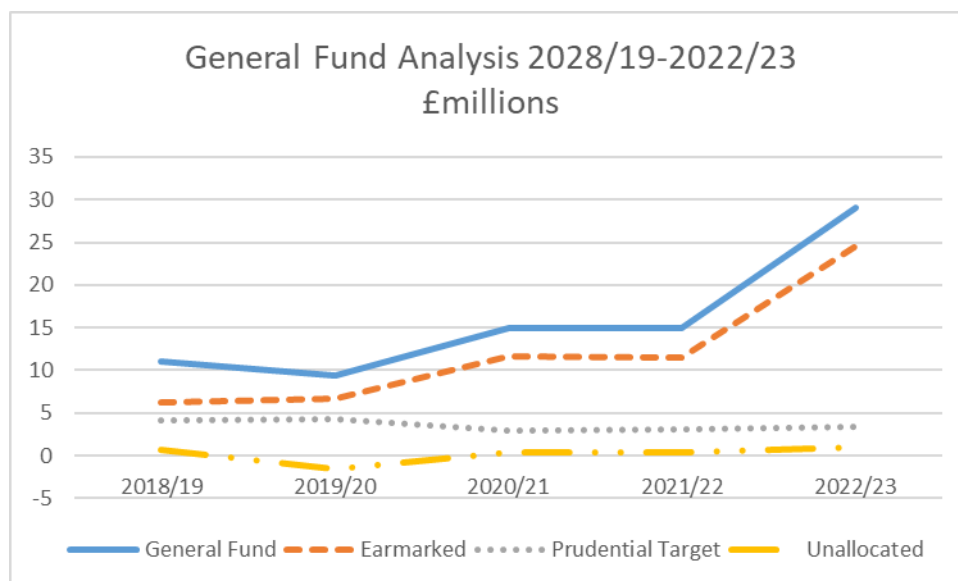
4.4 The Council also assumes the continued use of earmarked reserves. In this way, earmarked reserves can be separated from the core General Fund Reserve which allows the Council to track the underlying reserves position. Earmarked Reserves are reviewed annually as part of the budget process.

4.5 The Council's usable reserves are:

- **General Fund Revenue Reserve** - held for services provided by the Council through Revenue Support Grant. It represents the Council's contingency for unforeseen/ unquantifiable events and includes balances the Council has agreed to earmark for specific purposes. It excludes the Housing Revenue Account.
- **Housing Revenue Account Revenue Reserves** – The Council is required to record all revenue expenditure and income relating to the provision of council dwellings and related services. This reserve holds funds not yet spent.
- **Capital Receipts Reserve** - capital receipts from asset sales are retained within this reserve and used to fund planned capital expenditure.
- **Capital Grant and Receipts Unapplied Reserve** - Grants and other contributions given to the Council are retained within this reserve until all conditions agreed by the grant provider are satisfied.
- **Capital Items Replacement Fund** - This reserve holds funds which are retained and used for the renewal or repair of school non-current assets.

4.6 Exhibit 11 shows how the general fund, and its component parts, have changed over the five year period 2018/19-2022/23 (note the 2022/23 figures are based on the unaudited accounts).

Exhibit 11 – General Fund Revenue Reserve 5 Year Analysis



4.7 This shows that the extent to which the overall general fund has been earmarked has been fairly stable over the past five years. The spike in both the overall general fund balance, and levels of earmarking in 2022/23 is largely as a consequence of the application of an accounting flexibility for service concession arrangements which resulted in the repayment of the service concession liability being reprofiled over the asset life, therefore extending the repayment period. This resulted in a material increase in the overall General Fund balance and the overall level of earmarking as agreed by Council in December 2022.

4.8 Exhibit 11 also shows that the Council has mainly managed to carry forward appropriate contingency and unallocated balances to allow for unforeseen financial challenges of a reasonable scale. The exception to this was in 2019/20 when the unallocated balance fell below the target prudential reserve level by £1.553m. The main reason for that being budget commitments for 2020/21 agreed by Council. The unallocated balance has since been rebuilt.

4.9 Appendix 1 to this report details the Council's Policy on Reserves and Balances.

5 Revenue Outlook Beyond 5 Years – Risks and Issues

5.1 Beyond five years, prediction become even more difficult. There are a number of uncertainties which may emerge and will have a bearing on the quantum of funds available to the Scottish Government and the distribution of that Scottish Government funding to local authorities.

5.2 The further we look into the future the greater the uncertainty about the financial challenges the Council will face. There are a number of further key issues and risks which are likely to impact on the Council's finances and future projections. These include:

- Scottish Government funding reductions and the impact of population change/demographic shifts on funding levels
- pay awards, both in terms of the totality of the award and the complexity
- general inflation including energy and fuel costs
- future decisions of the Scottish Government regarding protection afforded to Local Government or other parts of the national budget
- whether the level of local authority budgets currently subject to ring-fencing is reduced to enable more local control over priorities
- the continuance of Health and Social Care integration within a context of increasing service demand and the potential for a National Care Service
- changes to pension contributions
- costs associated with sustainability including waste disposal and recycling,

5.3 Whenever possible, future costs associated with issues such as those listed in paragraph 5.2 are built into future budget gaps if they can be reasonably estimated. Where it is not possible to estimate them with any degree of accuracy they will be highlighted as unquantifiable future cost pressures and/or future financial risks.

6 Capital Plan

Financing the Capital Plan

6.1 The capital plan is funded by the Scottish Government (General Capital Grant and Specific Ring-Fenced Capital Grants), other capital grants, capital receipts from asset disposals, revenue contributions, earmarked reserves, and prudential borrowing.

6.2 The Scottish Government receive a grant for capital spending from the UK Government which is then allocated to individual councils. West Dunbartonshire Council receives approximately £6m per annum and this is expected to remain fairly constant for the next 4-5 years. Any spend above this level, not funded from other grants, is funded through borrowing which incurs interest charges. As such the Council's revenue budget is inextricably linked to the financing of its capital

expenditure. Consequently, when there is sustained pressure on the revenue budget this in turn causes pressure on capital finance and on the management of the capital programme and the debt and borrowing requirement that arises from it

- 6.3 Capital spend funded from borrowing results in loan charges until the borrowing is fully repaid. Exhibit 12 shows how the Council's ten year capital plan (approved by Council in March 2023) is projected to be funded.

Exhibit 12 – Funding the Capital Plan

Service	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/22	Total 23/24-31/32	% of Total
Borrowing	53,840	50,807	14,751	6,539	4,579	4,449	4,399	4,193	4,192	147,749	60%
Ring Fenced Capital Grant	14,396	10,925	7,943	1,140	147	117	117	117	117	35,019	14%
General Capital Grant	8,662	6,490	6,490	6,490	6,490	6,490	6,490	6,490	6,490	60,582	25%
Matched Funding	2949	235	392	450	450	0	0	0	0	4,476	2%
Other	69	-453	-1370	0	0	0	0	0	0	-1,754	-1%
Total	79,916	68,004	28,206	14,619	11,666	11,056	11,006	10,800	10,799	246,072	

- 6.4 Exhibit 12 illustrates that 60% of the Council's capital plan is funded from prudential borrowing. The current financial climate, and in particular, increased in the bank interest rates, is having a significant impact on both the affordability and delivery of the capital programme. The repayment of borrowing used to fund capital creates a future revenue budget commitment over the entirety of the anticipated lifespan of the new asset. Additional borrowing to fund more expensive capital projects will increase the Council's overall debt position and will accrue substantial interest charges. These pressures are not unique to the Council and are being faced by all councils however the Council is particularly exposed to increases in the bank interest rate due to the proportion of its debt which is short term in nature (and therefore due to mature within 12 months).
- 6.5 Decisions on capital spend will need to focus on obtaining best value for money for the Council, including prioritisation to ensure the continued delivery of essential services, a focus on mitigation of key areas of risk and consideration of available external funding, new income generation opportunities and budget efficiency savings that can be achieved.
- 6.6 Another method of funding additional capital is through spend to save schemes where the savings in the revenue budget are used to fund the increase in loans charges to service additional borrowing. It is assumed that projects of this nature are cost neutral game in terms of forecasting, however, there could be additional revenue savings depending on the business case. Spend to save schemes need to be subject to robust financial assessment before consideration is given to their implementation.

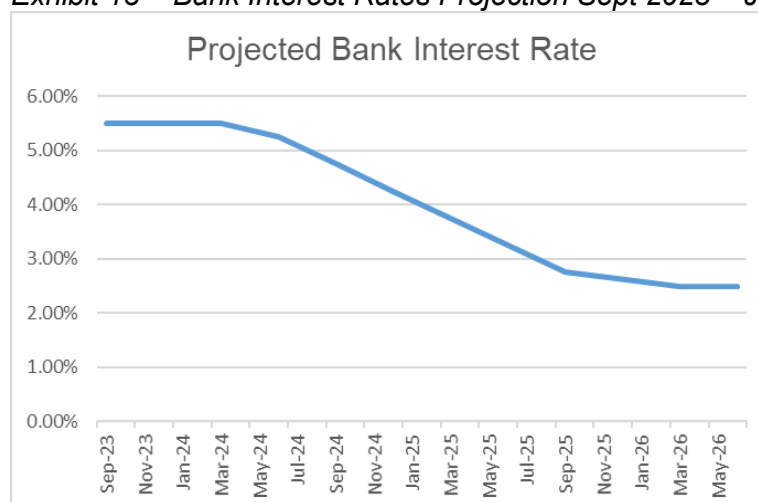
7 Treasury Management

- 7.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return. The second main function of the treasury management service is the funding of the Council's capital plans. As set out in paragraph 6.4 these capital plans provide a

guide to the borrowing needs of the Council, essentially the longer-term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

- 7.2 In August 2023 the Bank of England raised its policy interest rate by 25bps to 5.25% marking the 14th consecutive increase in a row. This decision increased borrowing costs to their highest level since the 2008 financial crisis, all in an effort to combat persistent inflation. Exhibit 13 sets out the current interest projections provided by the Council's Treasury Advisors (as at September 2023). It highlights that the rate is expected to start decreasing from about June 2024 and reducing as low as 2.5% by the middle of 2026. Rates for short and long term borrowing are currently very similar and therefore it would not be prudent for the Council to lock any short term borrowing into longer term loans as they would be getting locked in to a rate which will be higher than the projected rate within two years. As such the current strategy is to replace short term borrowing, on maturity, with new short term borrowing for a one year to two year term.

Exhibit 13 – Bank Interest Rates Projection Sept 2023 – June 2026



8 Housing Revenue Account

- 8.1 The Council is required to maintain a separate Housing Revenue Account covering income and expenditure in respect of specified houses, buildings, and land. There is a legal requirement for Housing Revenue Account income and expenditure to be in balance at the end of each financial year.
- 8.2 The Housing Revenue Account expenditure budget for 2023/24 is set at £49.643m, an increase of £2.098m (4.4% over the previous year's figures). The Housing Revenue Account is financed almost entirely by rents and other charges paid by Council tenants and cannot be funded in any way from the General Fund and revenue raised through the Council Tax (other than in the event the HRA has a deficit and no reserves with which to absorb it). The largest budget lines in HRA revenue are for repairs £16.257m and the repayment of loan charges £15.476m.
- 8.3 The Housing Revenue Account capital programme must be met from existing resources or funded through prudential borrowing. The 2023/24 budget is £124.846m of which £85.209m is for new build housing. This is funded by

£28.055m new build government grant, £1.729m Capital Funded From Current Revenue (CFCR) with the remaining being funded through prudential borrowing.

- 8.4 Since the repayment of loan charges makes up 31% of the HRA revenue budget , fluctuation in borrowing interest rates can have a significant impact on the HRA finances . A 30 year HRA business plan is used to look at the longer term viability of the HRA account.

9 Conclusion

- 9.1 The Council's external auditors have consistently reported that the Council has effective financial management and that elected members are provided with appropriate information on funding gaps and saving options to enable them to make soundly based decisions when setting the budget. Sound financial management and transparency will continue to be crucial in the years ahead as the Council progresses this Financial Strategy and takes action to close the projected budget gap.
- 9.2 There is limited expectation that the Scottish Government will provide additional funding to local government. This at a time when the cost of living crisis is severe and requires local government to provide support to those most in need. Local Government settlement allocations to Councils will be held at 2022/23 levels until 2026/27. The time value of money means that there will be a real terms cut of 7% in local government funding over this timeline with the financial pressure made worse the high rate of inflation and material increases in the bank interest rate.
- 9.3 The Council is forecast to have a budget gap of £49.3m for the period 2024/25 to 2028/29 based on current assumptions and the medium risk scenario. Financial planning will be key to meeting the challenges around resources and future funding and this Strategy will prepare the Council to take the necessary actions to counter the pressures and take the necessary informed action to close the budget gap.

Appendix 1 – Policy on Reserves and Balances

Introduction

A key component to sound financial and risk management is that the Council maintains adequate reserves and balances to meet known future commitments or expenditure arising from unforeseen, unexpected or emergency situations.

Where appropriate, this policy adopts:

- Local Authority Reserves and Balances (LAAP Bulletin 99)
- The Statutory Basis for Accounting and Disclosing Reserves in Local Authorities in Scotland
- CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom

The purpose of this policy is to:

- outline the legislative and regulatory framework underpinning the creation, use or assessment of the adequacy of reserves
- identify the principles to be employed by the Council in assessing the adequacy of the Council's balance and reserves
- indicate how frequently the adequacy of the Council's balances and reserves will be reviewed
- set out arrangements relating to the creation, amendment and use of reserves and balances.

The Council has a range of reserves and balances. These fall into two categories:

- Usable Reserves
- Unusable Reserves.

Usable Reserves

These are reserves available for use by the Council. They are held on the Council's Balance Sheet for use, as appropriate, through this Policy.

Usable Reserves can be held for three main purposes:

- A working balance to help cushion the impact of uneven cash flows - this forms part of general reserves.
- A contingency to cushion the impact of unexpected events or emergencies.
- A means of building up funds to meet unknown or predicted liabilities.

For each reserve held, there should be a clear protocol on:

- the reason for/purpose of the reserve
- how and when the reserve can be used
- a process and timescale for review of the reserve to ensure ongoing relevance and adequacy.

The Usable Reserves held by the Council are:

(a) General Fund Revenue Reserve

The General Fund is held for all services provided by the Council through Revenue Support Grant provided by the Scottish Government and Council Tax paid by residents within the

Council area. It excludes the Housing Revenue Account (HRA), which is funded from tenant rents.

(b) HRA Revenue Reserve

The Council is required by the Local Government and Housing Act (Scotland) 1987 to keep a HRA which records all revenue expenditure and income relating to the provision of council dwellings and related services. The use of this account is prescribed by statute and the Council is not allowed to use it to fund expenditure for non-housing related services.

For both the General Fund and the HRA Reserves the level and utilisation of reserves will be determined formally by the Council, informed by the advice and judgement of the Section 95 Officer (Chief Financial Officer). Where the Section 95 Officer's advice is not accepted, this should be recorded formally in the minutes of the appropriate Council meeting.

The balance of these reserves normally comprises three elements:

- Funds that are earmarked or set aside for specific purposes (in Scotland, the Council cannot have a separate Earmarked Reserve within the Balance Sheet, but can highlight elements of the General Fund Reserve balance required for specific purposes).
- Funds which are not earmarked for specific purposes, but are set aside to deal with unexpected events or emergencies. Currently using a risk based assessment, the Council has a specific policy agreed each year and at present this 'prudential target' is set at 3% of net expenditure (excluding requisitions).
- Funds held in excess of the prudential target and the identified earmarked sums. Reserves of this nature can be spent or earmarked at the discretion of Members.

Principles to assess the adequacy of the reserves

In order to assess the adequacy of unallocated reserves, the S95 officer should take account of strategic, operational and financial risks facing the Council. The assessment should include external risks (e.g. environmental or economic factors) as well as internal risks (e.g. the ability to deliver planned efficiency savings).

Use of unallocated reserves

Balancing the annual budget by drawing on unallocated reserves may be a legitimate short term option. However, CIPFA has commented that councils should be wary about the one-off use of reserves to deal with shortfalls in current funding or for recurring expenditure. However, where such action is taken, an explanation as to how expenditure will be funded in future years should be given.

(c) Capital Receipts Reserve

Under Schedule 3, paragraph 22 of the Local Government (Scotland) Act 1975, capital receipts on the sale of non-current assets received by the Council are retained within this Reserve until capital expenditure dictates the required use for the funds. Receipts for both General Fund and HRA are held separately, as specified above. Any receipts unused at 31 March will be held on the Balance Sheet as at that date.

(d) Capital Grant Unapplied Reserve

Grants and other contributions given to the Council are retained within this Reserve until all conditions agreed by the grant provider are satisfied. The use of this fund is specified within the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom, as revised each year. Any grants unapplied at 31 March will be held on the Balance Sheet as at that date.

(e) Capital Items Replacement Fund (Other Reserve)

Scottish Councils have explicit statutory powers under schedule 3 of the Local Government (Scotland) Act 1975 to establish Renewal and Repairs Funds. This reserve is used for the purpose of defraying expenditure to be incurred in repairing, maintaining and renewing any buildings, works, plant, equipment or articles belonging to the authority. At present the Council only holds one such fund, which is held within the Education Service. Separate and specific guidance is available for the use of this Fund. Funds are used for the renewal or repair of school non-current assets, with funds being linked specifically to the individual schools committing their budget for the purpose of repairs and renewals at a future date.

(f) Capital Reserve

This reserve is used to defray any expenditure of the Council to which capital is properly applicable, or in providing money for repayment of the principal of loans. It holds income (either specific capital receipts income or agreed contributions from revenue) which has been earmarked by Council for the funding of the Public Private Partnership (PPP) unitary charge on a specific annual phased amount. The PPP unitary charge liability can be split into revenue and capital related charges and this Reserve is used specifically to help fund the capital related charges. The Funds can be added to this Fund as agreed by Council (e.g. the sale of specific Education non-current assets) or at the discretion of the Section 95 Officer (i.e. in the event of a review identifying a risk of shortfall in the funding structure over the life of the project).

Unusable Reserves

These are reserves that are not available for use by the Council. They arise from the reconciliation of accounting requirements driven by reporting standards and statutory requirements. They are not resource-backed and are held on the Council's Balance Sheet for use as appropriate through the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. The Unusable Reserves held by the Council are:

(a) Capital Adjustment Account

The Capital Adjustment Account absorbs the timing difference arising from the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system. . The account contains revaluation gains accumulated on property, plant and equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

(b) Revaluation Reserve

The Revaluation Reserve contains the unrealised gains arising from increases in the value of its property, plant and equipment (and intangible assets). The balance is reduced when assets with accumulated gains are:

- Re-valued downwards or impaired and the gains are lost;
- Used in the provision of services and the gains are consumed through depreciation; or
- Disposed of and the gains are realised.

The reserve contains only revaluation gains accumulated since 1 April 2007, the date that the reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

(c) Pension Reserve

The Pension Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Council accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by

employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However statutory arrangements requires benefits earned to be financed as the Council makes employer's contributions to pension funds or eventually pays any pension for which it is directly responsible. The debit balance on the pensions reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Council has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

(d) Statutory Mitigation Account

The Statutory Mitigation Account absorbs the differences that would otherwise arise on the general fund/ HRA balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund balance is neutralised by transfers to or from this account.

(e) Financial Instruments Adjustment Account

The Financial Instruments Adjustment Account absorbs the timing difference arising from the different arrangements for accounting for income and expenses relating to certain financial instruments and for bearing losses or benefiting from gains per statutory provisions. The Council uses the account to manage premiums paid on the early redemption of loans. Premiums are debited to the Comprehensive Income and Expenditure Statement when they are incurred, but reversed out of the General Fund balance to the account in the Movement in Reserves Statement. Over time, the expense is posted back to the General Fund balance in accordance with statutory arrangements for spreading the burden on council tax.

Accounting and Disclosure

Expenditure should not be charged direct to any reserve. Any movement within Revenue Reserves is accounted for as an appropriation and is transparent. Entries within a reserve are specifically restricted to '*contributions to and from the consolidated Income and Expenditure Account*' with expenditure charged to the service revenue account. The appropriation is made from the reserve to the Movement in Reserves to neutralise the impact on the Council Tax or the Housing Rents.

Any revision to this Policy (including creation or amendment to any reserve or use of any reserve) requires to be reported, considered and approved by Council.

West Dunbartonshire Council
Report by the Chief Officer - Resources
Council: 20 December 2023

Subject: Treasury Management Mid Year Report 2023/2024

1. Purpose

- 1.1** The purpose of this report is to provide Members with an update on treasury management to 30 September 2023.
- 1.2** The Audit Committee at its meeting on 13 December 2023 considered a report by the Chief Officer Resources (1) advising of the operation of the treasury function and its activities to 30 September 2023, and (2) requesting that the report be remitted to the West Dunbartonshire Council for approval. A copy of the report to the Audit Committee is attached as appendix 1.

2. Recommendations

- 2.1** Members are requested to:
 - (a) Note the treasury management stewardship information within the appended report;
 - (b) Approve the 2023/24 revised estimates of treasury and prudential indicators as advised within the appended report (Tables A, B, C, D, E, F, H, L and N); and
 - (c) Note that the appended report was referred to the Audit Committee for further scrutiny on the 13 December 2023.

3. Background

- 3.1** In accordance with the Treasury Policy governing the Council's treasury management activities during 2023/24, the Chief Officer - Resources is required to provide a mid year Report to Members regarding the Treasury function.
- 3.2** The mid year report covers the period 1 April 2023 to 30 September 2023 and details the current position (where appropriate) and revises the 2023/24 estimates where required.

- 3.3** The Audit Committee is responsible for ensuring effective scrutiny of the treasury management strategy and policies and the report will be reported to a future meeting of that Committee for further scrutiny.

4. Main Issues

Treasury Management Stewardship Report

- 4.1** A copy of the report is attached as Appendix 1.
- 4.2** The report provides details of key changes to the Council's capital activity (the prudential indicators), the economic outlook, the actual and proposed treasury management activity (borrowing and investment) and the risk approach to treasury management (the treasury management indicators).
- 4.3** The external debt figures included within Table C includes both short term and long term debt due to a strategy of using short term borrowing to fund long term capital investment enabling the Council to take advantage of lower interest rates.

5. Option Appraisal

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

6. People Implications

- 6.1** There are no personnel issues.

7. Financial and Procurement Implications

- 7.1** There are no direct financial or procurement implications arising from this report.

8. Risk Analysis

- 8.1** Although the appended report provides a mid year position in relation to treasury management there are three main risks associated with the formulation of prudential indicators and the treasury management strategy as detailed in Appendix 1. These risks are noted below; however the Council has robust monitoring processes in place and provides regular reports to Council and ensures further scrutiny by elected Members at the Audit Committee:
- (a) Capital receipts which affect the capital financing and borrowing requirement may not materialise and if this occurs then additional borrowing will be required in order to fund the financing requirement;
 - (b) The risk of Counterparties default (i.e. loss of principal sum invested) must also be taken into account; however the Council has robust

controls included within its treasury management and investment strategies that will assist in mitigating this risk; and

- (c) Capital inflation may increase capital expenditure levels, which in turn may affect the capital financing and borrowing requirement leading to an increase in borrowing, assuming no additional capital receipts are available.

9. Equalities Impact Assessment

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

10. Environmental Sustainability

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

11. Consultation

- 11.1** The views of Legal Services have been requested on this report and have advised there are neither any issues nor concerns.

12. Strategic Assessment

- 12.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan.
- 12.2** Treasury management contributes to the Financial Strategy via the interdependency that exists between pro-active treasury management and the formulation of long term financial plans.

Laurence Slavin
Chief Officer – Resources
Date:

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Council Offices, Church Street, Dumbarton
Email: Karen.Shannon@west-dunbarton.gov.uk

Appendix:	Appendix 1: Treasury Management Stewardship Mid Year Monitoring Report 2023/24 Treasury Management and Prudential Indicators 1 April 2023 to 30 September 2023
Background Papers:	<ol style="list-style-type: none"> 1. Loans register and portfolio; 2. Debt rescheduling schedules; and 3. Prudential Indicators 2022/23 to 2032/33 and Treasury Management Strategy 2023/24 to 2032/33 (Council 29 March 2023)
Wards Affected:	No wards directly affected.

Mid-Year Monitoring Report 2023/24

Treasury Management and Prudential Indicators: 1 April 2023 to 30 September 2023

1. Introduction

1.1 The Council's treasury management activities are regulated by a variety of professional codes and statutes and guidance:

- The Local Government in Scotland Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- The Act permits the Scottish Ministers to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions have been made as yet during 2023/24).
- Statutory Instrument (SSI) 29 2004, requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities, and therefore to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services; and the treasury activity with regard to the CIPFA Code of Practice for Treasury Management in Local Authorities.
- Statutory Instrument (SSI) 123 2016, set out statutory arrangements for local authority borrowing and lending and the requirement to maintain a loans fund and replace the statutory arrangements set out in Schedule 3 of the Local Government (Scotland) Act 1975 (Schedule 3).

1.2 The regulatory framework of treasury management requires that the Council receive a mid-year treasury review, in addition to the forward looking annual treasury strategy and backward looking annual treasury report. This report meets that requirement and also incorporates the needs of the Prudential Code to ensure adequate monitoring of the capital expenditure plans and the Council's prudential indicators. The Treasury Strategy and Prudential Indicators were previously reported to Council on 29 March 2023. The current position is shown (where appropriate) and revisions to the 2023/24 estimate are provided where required.

1.3 In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued revised Prudential and Treasury Management Codes. As from 2019/20, all local authorities require to prepare a Capital Strategy which provides the following:

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- an overview of how the associated risk is managed; and
- the implications for future financial sustainability

The Council's Capital Strategy was reported to and agreed by Council on 1 March 2023.

1.4 This report sets out:

- Key changes to the Council's capital activity (the prudential indicators);
- An economic update for the first part of the 2023/24 financial year;
- The actual and proposed treasury management activity (borrowing and investment); and
- The risk approach to treasury management (the treasury management indicators).

2. Key Prudential Indicators

2.1 This part of the report is structured to update:

- The Council's capital expenditure plans and how these plans are being financed;
- The impact of the changes in the capital expenditure plans on the PIs and the underlying need to borrow;
- Compliance with the limits in place for borrowing activity; and
- Policy on the statutory repayment of loans fund advances

2.2 **Capital Expenditure** – Table A shows the current position and revised estimates for capital expenditure for 2023/24 only.

Table A:

£000	2023/24 Original Estimate	Current Position	2023/24 Projected Outturn
General Services	79,916	7,698	50,320
HRA	66,277	16,308	46,070
Capital Expenditure	146,193	24,006	96,390
Financed by:			
Capital receipts	0	246	0
Capital grants	34,930	9,054	36,331
Revenue / other	909	0	288
Net financing need for the year	110,354	14,706	59,771

2.2.1 The anticipated spends and resources are regularly reported to Members through budgetary control reports.

2.3 **Impact of changes in Capital Expenditure Plans** – Table B shows the CFR, which is the underlying external need to borrow for a capital purpose while Table C shows the expected debt position over the period.

Table B:

£000	2023/24 Original Estimate	2023/24 Projected Outturn
Opening CFR (1 April 2023)	706,242	742,283
New Borrowing	99,308	59,226
LTL repayment in year	(3,138)	(3,370)
Closing CFR (31 March 2024)	802,412	798,139
movement in CFR	96,170	55,856
Net financing need for the year (Table A)	110,354	70,910
Loan repayments in year - excluding LTL (PPP)	(11,046)	(11,684)
New Borrowing - Movement in CFR (from previous year)	99,308	59,226

Table C:

£000	2023/24 Original Estimate	Current Position	2023/24 Projected Outturn
External Debt			
Estimated/Actual Debt at 1 April 2023	615,175	620,877	614,263
Maturing Debt	(150,485)	(212,000)	(314,677)
<u>Movement in Borrowing</u>			
New Borrowing - Maturing Debt	150,485	212,000	314,677
Borrowing adjustment in relation to over borrowing at year end	0	0	
New Borrowing – CFR (Table B)	99,308	7,000	48,077
Debt at 31 March (1)	714,483	627,877	662,350
Long Term Liabilities (LTL) at 1 April	89,115	90,122	90,122
LTL repayment in year (Table B)	(3,138)	(1,404)	(3,370)
LTL at 31 March (2)	85,977	88,718	86,752
Actual Debt at 31 March (1) + (2)	800,460	716,595	749,102
CFR from Table B	802,412	n/a	787,000
Under/(Over) Borrowing	1,952	n/a	37,898

- 2.3.1** The external debt figures included within Table C now includes both short term and long-term debt. This is due to the current strategy of using short-term borrowing to fund long-term capital investment enabling the Council to take advantage of lower interest rates. The reduction in the estimated external debt for 2023/24 is due to a reduction in the net capital financing need for the year.
- 2.3.2** The CFR is calculated on a year-end position based on the Council's balance sheet and therefore the current position is not shown. The CFR has decreased from the original estimate due to the decrease in the forecast level of capital expenditure in 2023/24. The Chief Officer - Resources can report that the Council is currently on target to meet the 2023/24 revised estimates for both indicators.
- 2.3.3** Table C highlights that the borrowing of the Council is forecasting a under-borrowed position against the CFR at 31 March 2024.
- 2.4 Compliance with the limits in place for borrowing activity** – A key control over the treasury activity is a prudential indicator to ensure that over the medium term, gross borrowing will only be for a capital purpose.

Gross borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and next two financial years. This allows some flexibility for limited early borrowing for future years.

The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent. The revised indicator is detailed in Table D and is illustrated by comparing the estimated gross debt as at 31 March 2023 with the CFR as at 31 March 2026. The Chief Officer - Resources reports that no difficulties are envisaged for the current year in complying with this prudential indicator.

Table D:

£000	2023/24 Original Estimate	2023/24 Projected Outturn
CFR at 31 March 2023		
Estimate/Actual (From Table B above)	706,242	742,283
Estimated movement in CFR		
2023/24 (From Table B above)	96,170	44,717
2024/25	80,411	95,020
2025/26	31,880	31,880
Anticipated CFR at 31 March 2025	914,703	913,900
Gross Debt at 31 March 2023 (From Table C above)	800,460	749,102

- 2.4.1** The Operational Boundary is detailed in Table E below and is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Table E:

£000	2023/24	Current Position	2023/24 Projected Outturn
	Original Estimate		
External Debt	880,506	716,595	824,012

- 2.4.2** A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which is detailed in Table F and represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Table F:

£000	2023/24	Current Position	2023/24 Projected Outturn
	Original Estimate		
External Debt	960,552	716,595	898,992

3. Economic Outlook

3.1 UK

The Monetary Policy Commission (MPC) has kept the Bank Rate at 5.25% for the second time in a row (meeting Nov 2023).

The stickiness of UK inflation, still the highest in the G7 at 6.7%, is there for all to see - although it is about to fall significantly when the gas/electricity price cap reduction comes into the reckoning next month. CPI is expected to fall to 5% by the end of 2023.

Keeping a close eye on the housing market data releases, provides a good barometer of the strength or weakness of the overall economy. Only last week (Start of Nov) markets were surprised to learn that there was a 0.9% m/m rise in the Nationwide House Price index in October, which confounded the consensus forecast of a fall (-0.4% m/m) and was the largest increase since March 2022. This caused the annual rate of house price growth to rise from - 5.3% in September to -3.3% in October. On the 7 November 2023, a similar

picture emerged from the Halifax house price index, with prices rising 1.1% m/m (-3.2% y/y). Again, economists were caught on the hop, but with c2 million households due a mortgage rate reset (at a higher level) over the next 15 months it should only be a matter of time before we see further weakness in house prices and a general clamour for Bank Rate to be cut as soon as is practicable.

Furthermore, the UK domestic labour market is still having to contend with very low unemployment (4.2%) and the total number of job vacancies is only a smidgen below one million. Even if Labour takes over the governmental reins in the next year or so, it is unlikely that a fundamental overhaul of immigration policy, with a view to addressing staff shortages in various sectors of the economy, is going to be a priority, so keeping a lid on wages is going to be a tough challenge.

Furthermore, there is the small matter of a General Election coming into sight on the far horizon (late next year), so Government fiscal policy may potentially loosen at the same time as the Bank's monetary policy is still trying to take momentum out of the economy.

3.2 Scotland

- Total funding is forecast to increase in all years in nominal terms until in 2028-29, it is 13 per cent greater than in 2023-24. However inflation will erode that growth to 5 per cent.
- Resource drives this growth with increases in all years. Nominal capital funding will remain 8 per cent below 2023-24 levels throughout the period. Income tax reconciliations take place three years after the Budget when the funding was originally set.

In 2024-25 we still expect a large negative income tax reconciliation relating to 2021-22 revenues, which will exceed the fiscal framework borrowing limits. This will have a negative effect on resource funding

- High inflation sees real disposable incomes per person fall by 4 per cent by the end of 2023-24, Scotland's highest fall in living standards on record. Living standards will take until 2026-27 to recover to their 2021-22 level. In line with the latest Gross Domestic Product (GDP) data and the improved outlook for energy prices it is now forecast that the economy will remain broadly flat in 2023-24 rather than fall into a shallow recession.
- Since 2016-17, the Scottish higher rate threshold has largely been frozen. The number of higher rate taxpayers is expected to have increased by over 70 per cent in this time. The higher rate threshold freeze in the UK means the number of UK higher rate taxpayers is now also rising.
- Security spending is expected to increase from £5.3 bn in 2023-24 to £7.8 bn in 2028-29.

- Demand for disability payments across the UK has increased substantially since 2020. Disability payment forecasts have been revised up to reflect sustained demand at a higher-than-expected

3.3 International update

- What happens outside of the UK remains critical to movement in gilt yields as well. The European Central Bank has made it clear that policy tightening is at, or close to, the terminal rate (currently 4%), whilst the US FOMC (Federal Open Market Committee) has held its Bank Rate equivalent in the range of 5.25% - 5.5%.

- 3.4 Based upon the above information, the Council's treasury advisor, Link Asset Services, has provided the following interest rate forecast. As at September 2023:

Table G:

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

Source: Link Treasury Management Advisors

- 3.5 Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:
- **Labour and supply shortages** prove more enduring and disruptive and will depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
 - **The Bank of England** has increased bank rates too fast and too far over recent months, and subsequently brings about a deeper and a longer UK recession than what is anticipated.
 - **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
 - **Geopolitical risks**, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.
 - **A re-emergence of banking sector fragilities**, which have been successfully addressed in the near-term by central banks and the market generally, but which may require further intervention if short-term interest rates stay elevated for longer than is anticipated.
- 3.6 Upside risks to current forecasts for UK gilt yields and PWLB rates are as

- The **Bank of England is too timid** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to remain elevated for a longer period within the UK economy, which then necessitates the Bank rate staying higher for longer than we currently expect.
- **The pound weakens** because of a lack in confidence in the UK Government's pre-election fiscal policies, resulting in investors pricing in a risk premium for holding sovereign debt.
- Longer term **US treasury yields** continue to rise strongly and pull gilt yields up even higher than currently forecast.
- **Projected gilt issuance**, inclusive of natural maturities and QT, could be too much for the markets to comfortably digest without higher yields compensating.

4. Treasury Management Activity

4.1 This part of the report is structured to update:

- The Council's expected borrowing need and details of under/(over) borrowing;
- Debt rescheduling and new borrowing;
- Debt charges; and
- Investments

4.2 **The Expected Borrowing Need** – This was set out in Table C (above) and demonstrates that at 30 September 2023 the Council is currently projecting and under-borrowed position to reduce risks in investments held and the cost of carry on investments. It should be noted that due to current economic climate the borrowing rates are significantly different than this time last year, with long term borrowing rates for periods greater than 25 years currently between 5.2% and 5.4%, depending on length of term for borrowing (as at 25 September 2023). This introduces an element of interest rate risk, as longer term borrowing rates may rise further; however, this position is being carefully monitored.

4.3 **Debt rescheduling and new borrowing** – The Council has not undertaken any debt rescheduling during the part of 2023/24 (to 30 September 2023). In the year to date naturally maturing debt of £224m has been repaid which has been mainly funded by loans from other local authorities.

4.4 **Debt Charges** – The revised estimate for debt charges for both the General Fund and the HRA is shown in Table H.

Table H:

£000	2023/24 Original Estimate	Current Position	2023/24 Revised Estimate
Borrowing	30,355	17,306	34,612
Other Long Term Liabilities	11,256	4,778	9,555
Total	61,802	29,168	44,167

4.5 Investments – The objectives of the Council’s investment strategy are to ensure the re-payment of the principal and interest of its investments on time with the level of investment return being a secondary objective. Following on from the economic background above, the current investment climate has one over-riding risk consideration, which is the risk of default.

4.5.1 The Council held £8.370m of cash investments at 30 September 2023, and the constituent parts of the investment position are detailed in Table I:

Table I:

£000	Country	< 1 Year	1 – 2 Years	2 – 3 Years
Banks	UK	4,370	Nil	Nil
Money Market Fund	UK	4,000	Nil	Nil
Local Authorities	UK	0	Nil	Nil
Total	UK	8,370	Nil	Nil

4.5.2 Table J details the revised budget position for investment income. The original estimate has increased by £0.429m due to ongoing interest rates changes.

Table J:

£000	2023/24 Original Estimate	Current Position	2023/24 Revised Estimate
Investment Income	75	252	504

4.5.3 A regulatory development to address risk is the consideration and approval of benchmarks relating to investment security, liquidity and the level of return. Benchmarks are currently widely used to assess the level of return and investment performance, however the application of security and liquidity benchmarks are more subjective in nature.

- **Security** - The Council’s maximum security risk benchmark for the current portfolio in relation to investment periods of up to one year (when compared to historic default tables) was set at 0.00% and the Chief Officer - Resources can report that there have been no defaults of principal sums invested in the year to date.

- **Creditworthiness** - Significant levels of downgrades to Short- and Long-Term credit ratings have not materialised since the crisis in March 2020.
- **Liquidity** – The Chief Officer - Resources can report that liquidity arrangements were adequate during the year to date and that the liquidity facilities and benchmarks set by the Council as noted below were maintained:
 - Bank overdraft - £1.000m; and
 - Liquid short term deposits of at least £5.000m available on an overnight basis.
- **Return on Investments** – The Chief Officer - Resources can report that the investment return to date average 3.61%. Table K illustrates how this average return compares with the local benchmarks.

Table K:

Benchmark	Benchmark Return	Average Return
Compound 12 month SONIA*	4.57%	3.76%
Council's Instant Access Account	4.75%	3.76%

* SONIA is Sterling Overnight Index Average and has replaced LIBOR & LIBID

5 Key Treasury Management Indicators

5.1 This part of the report is structured to update:

- Actual and estimates of the ratio of financing costs to net revenue stream;
- Upper limits on interest rate exposure;
- The maturity structure of borrowing; and
- Total principal sums invested.

5.2 Actual and estimates of the ratio of financing costs to net revenue stream – This indicator (as shown below in Table L) identifies the trend in the cost of capital against the net revenue stream.

Table L:

	2023/24 Original Estimate	2023/24 Revised Estimate
General Fund	8.51%	9.93%
HRA	35.55%	38.28%

5.3 Upper Limits on Fixed and Variable Rate Exposure – These indicators identify a maximum limit for fixed and variable interest rates based upon the debt position and were set at 100% and 50% respectively for 2023/24. The Chief Officer – Resources reports that the Council operates within these limits.

5.4 Maturity Structures Of Borrowing – These maximum limits are set to reduce the Council's exposure to large fixed rate loans (those instruments

which carry a fixed interest rate for the duration of the instrument) which are due to naturally mature in any given period as detailed in Table M and show that the Council operates within limits set.

Table M:

Maturity Structure of Fixed Interest Rate Borrowing	2023/24 Original Limits	Current Position
Under 12 months	50%	45%
12 months to 2 years	50%	5%
2 years to 5 years	50%	10%
5 years to 10 years	50%	4%
10 years to 20 years	50%	3%
20 years to 30 years	50%	4%
30 years to 40 years	50%	3%
40 years to 50 years	100%	21%
50 years to 60 years	100%	5%
60 years to 70 years	100%	0%

- 5.5 Total Principal Funds Invested** – These limits are set to reduce the need to temporarily borrow to cover any unexpected expenditure, and show limits to be placed on investments with final maturities beyond each year-end. The Council currently invests sums for periods greater than 365 days in Clydebank Property Company and hub West Scotland as detailed in Table N.

Table N:

	2023/24 Original Estimate	Current Position	2023/24 Revised Estimate
Principal sums invested > 365 days (maximum limit £7m)	£0.471m	£0.471m	£0.471m

West Dunbartonshire Council
Report by the Chief Officer - Resources
Council: 20 December 2023

Subject: Treasury Management Annual Report 2022/23

1. Purpose

- 1.1** The purpose of this report is to provide Members with an update on treasury management during 2022/23.
- 1.2** The Audit Committee at its meeting on 13 December 2023 considered a report by the Chief Officer Resources (1) advising of the operation of the treasury function and its activities for 2022/23, and (2) requesting that the report be remitted to the West Dunbartonshire Council for approval. A copy of the report to the Audit Committee is attached as appendix 1.

2. Recommendations

- 2.1** Members are requested to note;
- (a) the Treasury Management Annual Report as appended to this report; and
 - (b) that the Treasury Management Annual Report was presented to the Audit Committee on 13 December 2023.

3. Background

- 3.1** In accordance with the Treasury Policy governing the Council's treasury management activities during 2022/23, the Chief Officer - Resources is required to provide an Annual Report to Members regarding the Treasury function.
- 3.2** One of the key clauses is that a responsible body is required to ensure effective scrutiny of the treasury management strategy and policies. Within West Dunbartonshire Council the body identified to fulfil this role is the Audit Committee.

4. Main Issues

Treasury Management Stewardship Report

- 4.1** A copy of the report is attached (Appendix 1) and this has been based upon the draft Financial Statements as at 31 March 2023.
- 4.2** The report gives details of loans borrowed and loans repaid during the course of the year, interest rates and debt rescheduling which was undertaken.
- 4.3** External borrowing (excluding PPP) has increased during the year at £578.408 m at the beginning of the year to £620.833m at the end of the year.

Over the year as new debt has been borrowed and maturing debt replaced the average interest rate on loans held has increased from 1.91% at 31 March 2022 to 3.19% at 31 March 2023.

- 4.4** Consideration was given to available interest rates, and mainly short-term borrowing has been utilised to finance the current capital programme to take advantage of slightly lower interest rates.
- 4.5** Investments have decreased as at the 31 March 2023 from £11.442m at the beginning of the year to £6.496m at the year-end. The average interest rate on these investments held as at 31 March 2023 increased from 0.42% to 4.00%.
- 4.6** As at the 31 March 2023 fixed rate borrowing under 12 months was 52.18% which was above the maximum allowable limit for short term debt. Action was taken by the Chief Officer – Resources to reprofile the debt to a long term loans and bring the level of short term debt back within the 50% maximum allowable. All other year end indicators advised within Appendix 1 of this report are within the limits previously agreed by Council.

5. Option Appraisal

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

6. People Implications

- 6.1** There are no personnel issues.

7. Financial and Procurement Implications

- 7.1** There are no financial or procurement implications.

8. Risk Analysis

- 8.1** Although this report provides a historic position in relation to treasury management there are three main risks associated with the formulation of prudential indicators and the treasury management strategy as detailed in Appendix 1. These risks are noted below; however the Council has robust monitoring processes in place and provides regular reports to Council and ensures further scrutiny by elected Members at the Audit Committee:

- (a) The risk of Counterparties default (i.e. loss of principal sum invested) must also be taken into account; however, the Council has robust controls included within its treasury management and investment strategies that will assist in mitigating this risk; and
- (b) Capital inflation may increase capital expenditure levels, which in turn may affect the capital financing and borrowing requirement leading to an increase

in borrowing, assuming no additional capital receipts or other funding are available.

- (c) Capital receipts which affect the capital financing and borrowing requirement may not materialise and if this occurs then additional borrowing will be required in order to fund the financing requirement.

9. Equalities Impact Assessment

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

10. Environmental Sustainability

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

11. Consultation

11.1 The views of Legal Services have been requested on this report and have advised there are neither any issues nor concerns.

12. Strategic Assessment

12.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan.

12.2 Treasury management contributes to the Financial Strategy via the interdependency that exists between pro-active treasury management and the formulation of long term financial plans.

Laurence Slavin
Chief Officer - Resources
Date: 7 November 2023

Person to Contact: Karen Shannon,
Finance Business Partner
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Appendix: Annual Report 2022/23 -Treasury Management and Actual Prudential Indicators

Background Papers: Loans register and portfolio;
Debt rescheduling schedules;

Prudential Indicators 2023/24 to 2032/33 and Treasury Management Strategy 2023/24 to 2032/33 (Council 29 March 2023);
Mid-Year Monitoring Report 2022/23 - Treasury Management and Prudential Indicators (Council 26 October 2022); and
Treasury Management Annual Report 2021/22 (Council 26 October 2022)
Local Government Finance Circular 5/2022 - statutory repayment of debt – short term financial flexibility: guidance

Wards Affected:

No wards directly affected.

Annual Report 2022/23

Treasury Management and Actual Prudential Indicators

1. Introduction

- 1.1** The Council's treasury management activities are regulated by a variety of professional codes and statutes and guidance:
- The Local Government in Scotland Act 2003 (the Act), provides the powers to borrow and invest as well as providing controls and limits on this activity. The Act permits the Scottish Ministers to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions were made in 2021/22);
 - Statutory Instrument (SSI) 29 of 2004, requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities, and therefore to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services; and the treasury activity with regard to the CIPFA Code of Practice for Treasury Management in Local Authorities; and
 - Statutory Instrument (SI) 2016 No 123 requires the Council to document its policy on the prudent repayment of loans fund advances.
- 1.2** This Council has adopted both the CIPFA Code of Practice for Treasury Management in the Public Sector and the Prudential Code and operates its treasury management service and capital programme in compliance with these Codes and the above requirements. These require that the prime objective of the treasury management activity is the effective management of risk, and that its borrowing activities are undertaken in a prudent, affordable and sustainable basis.
- In December 2017, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued a revised Treasury Management Code and a revised Prudential Code.
- A particular focus of these revised codes was how to deal with local authority investments which are not treasury type investments e.g. by investing in purchasing property in order to generate income for the Authority at a much higher level than can be attained by treasury investments. One recommendation was that local authorities should produce a new report to members to give a high level summary of the overall capital strategy and to enable members to see how the cash resources of the Authority have been apportioned between treasury and non-treasury investments. For 2022/23, a Capital Strategy was reported and approved by Council on 9 March 2022.
- 1.3** During 2022/23 the minimum reporting requirements were that the Council should receive the following reports:

- an annual treasury strategy in advance of the new financial year (Council 23 March 2022);
- a mid-year treasury update report (Council 26 October 2022); and
- an annual report following the financial year-end describing the activity compared to the strategy (this report).

1.4 This report sets out:

- A summary of the strategy agreed for 2022/23;
- The Council's treasury position at 31 March 2023;
- The main Prudential Indicators and compliance with limits;
- A summary of the economic factors affecting the strategy over 2022/23;
- The Treasury activity during 2022/23;
- Performance indicators set for 2022/23;
- Disclosure regarding the repayment of loan Fund advances for 2022/23; and
- Risk and Performance.

2. A Summary of the Strategy for 2022/23

2.1 Borrowing – It is forecast that the capital borrowing need (the Capital Financing Requirement) will be almost fully funded with external borrowing which is a mixture of short term and long term debt. Against this background and the risk within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Section 95 Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

2.2 Investments - with the economic background at the time, the investment climate had one over-riding risk consideration - counterparty security risk. As a result of the underlying concerns, officers maintained an operational investment strategy which tightened the controls already in place in the approved investment strategy. The Council's investment strategy primary objectives are safeguarding the re-payment of the principal and interest of its investments on time first and ensuring adequate liquidity second – the investment return being a third objective.

2.3 Based on the above, the treasury strategy was to postpone borrowing (by not borrowing in advance of need) and in particular minimise longer term borrowing to avoid the cost of holding higher levels of investments at higher interest rates and to reduce counterparty risk.

3. The Council's Treasury Position at 31 March 2023

3.1 During 2022/23, the Chief Officer – Resources, in line with the Treasury Strategy, managed the debt position with the use of internal funds as well as a mix of short-term and long-term external borrowing, and the treasury position at 31 March 2023 compared with the previous year was:

Table 1

Treasury position – excluding PPP	31 March 2023		31 March 2022	
	Principal	Average Rate	Principal	Average Rate
Fixed Interest Rate Debt	£614.160m	3.19%	£574.570m	1.91%
Variable Interest Rate Debt	£0.000m	0.00%	£0.000m	0.00%
Total Debt	£614.160m	3.19%	£574.570m	1.91%
Total Investments	£6.478m	4.00%	£11.440m	0.42%
Net borrowing position	£607.682m		£563.130m	

3.2 From the above table, it can be seen that the average interest rate on the debt held as at 31 March has increased from 1.91% in 2022 to 3.19% as at 31 March 2023. At the same time the average interest rate has increased on the investments held as at 31 March from 0.42% in 2022 to 4.00% as at 31 March 2023.

3.3 The external debt figure included within Table 1 includes both short term and long term debt.

3.4 There are four treasury prudential indicators which cover the activity of the treasury function. Complying with these indicators reduces the risk of an adverse movement in interest rates impacting negatively on the Council's overall position:

- Upper limits on variable rate exposure;
- Upper limits on fixed rate exposure;
- Maturity structures of borrowing; and
- Total principal funds invested for greater than 365 days

3.5 Table 2 shows the actual upper limits set per debt type and maturity as at 31 March 2023.

Table 2

	2022/23 Actual	2022/23 Revised Indicator	
Upper Limits on Fixed Interest Rates (Against maximum position)	100.00%	100.00%	
Upper Limits on Variable Interest Rates (Against maximum position)	0.00%	50.00%	
Maturity Structure Fixed Rate Borrowing (%)	Year End	Max	Min
Under 12 months	52.18%	50.00%	0%
12 months to 2 years	1.02%	50.00%	0%
2 years to 5 years	3.45%	50.00%	0%
5 years to 10 years	4.06%	50.00%	0%
10 years to 20 years	3.05%	50.00%	0%

20 years to 30 years	4.48%	50.00%	0%
30 years to 40 years	3.65%	50.00%	0%
40 years to 50 years	25.17%	100.00%	0%
50 years to 60 years	2.95%	100.00%	0%
60 years to 70 years	0.00%	100.00%	0%
Maximum Principal Funds Invested > 364 Days	£0.471m	£1m	Nil

4. The Main Prudential Indicators and Compliance with Limits

4.1 The Council is required by the Prudential Code to report the actual prudential indicators after the year end.

4.1.1 Capital Expenditure and its Financing

This indicator shows total capital expenditure for the year and how this was financed. The decrease in capital expenditure between revised estimate and actual as noted below in Table 3 is due to expenditure which has been reprofiled from 2022/23 into the 2023/24 capital programme, together with resources. The indicators for 2023/24 will be revised in line with this.

Table 3

	2022/23 Actual	2022/23 Revised Estimate*
Capital expenditure:	£62.108m	£113.178m
Resourced by:		
Capital receipts and grants	£17.263m	£36.266m
Revenue	£2.911m	£0.288m
Capital expenditure - additional need to borrow for in-year capital spend	£41.934m	£76.624m

* From the mid-year report – Council 26 October 2022

4.1.2 Gross Borrowing and the Capital Financing Requirement (CFR)

In order to ensure that borrowing levels are prudent, over the medium term the Council's gross borrowing must only be used for capital purposes. Gross borrowing should not therefore, except in the short term, exceed the total of the capital financing requirement in the preceding year (2022/23) plus the estimates of any additional capital financing requirement for the current (2023/24) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2022/23.

- 4.1.3** The Chief Officer - Resources reports that the Council has complied with this indicator over the medium term (as can be seen by comparing the gross debt figure at 31 March 2023 with the anticipated CFR at 31 March 2026 as detailed in Table 4 below), and in the short term, the adjusted gross borrowing position also under the CFR as at 31 March 2023.

Table 4

	2022/23 Actual	2022/23 Revised Indicator*
Gross borrowing position per Table1	£614.160m	£641.712m
Long term liability	£90.122m	£89.115m
Adjusted gross borrowing position	£704.282m	£720.857m
Capital Financing Requirement	£742,283m	£743.915m

* From the mid-year Treasury Strategy – Council 22 December 2022

	(£m) 2022/23 Actual
CFR at 31 March 2023	
2022/23 Actual	£742,283
Estimated Movement in CFR*	
2023/24	£96.170
2024/25	£80.411
2025/26	£31.880
Anticipated CFR at 31 March 2026	£923.751
Gross Debt at 31 March 2023	£664.643

* Estimated movements from treasury Management Strategy 2023/24 – 29 March 2023

4.1.4 The Authorised Limit

The Authorised Limit is the “Affordable Borrowing Limit” required by Section 35 of the Local Government in Scotland Act 2003. The Council does not have the power to borrow above this level. The information in Table 5 demonstrates that during 2022/23 the Council has maintained gross borrowing within its Authorised Limit.

4.1.5 The Operational Boundary

The Operational Boundary is the borrowing position that the Council expects to work around during the year, and periods where the actual position is either below or over the Boundary is acceptable subject to the Authorised Limit not being breached. The information in Table 5 demonstrates that during 2022/23 the Council has maintained gross borrowing within its Operational Boundary.

4.1.6 Actual financing costs as a proportion of net revenue stream

This indicator shows the actual impact of capital expenditure in 2022/23 compared to the projected impact of the General Services Capital Plan Refresh and the HRA Capital Plan Update as approved by Members on 9 March 2022. The cost of capital is described as loan charges within the revenue budgets.

Table 5

	2022/23
Revised Indicator - Authorised Limit	£877.028m
Revised Indicator - Operational Boundary	£803.943m
Maximum gross borrowing position during 2022/23	£706.362m
Minimum gross borrowing position during 2022/23	£657.164m

	Estimated	Actual
Financing Costs as a proportion of net revenue stream		
General Fund	4.06%	3.97%
Housing (HRA)	27.08%	29.40%

* From treasury Management Strategy 2023/24 – 29 March 2023

5. Summary of the Economic Factors affecting the Strategy during 2022/23

5.1 The Economy and Interest Rates 2022/23 – to March 2023

UK / Scotland. Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022/23.

Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, EZ and US 10-year yields all rising by over 200bps(Basis Points) in 2022.

CPI inflation picked up to what should be a peak reading of 11.1% in October, although hopes for significant falls from this level will very much rest on the movements in the gas and electricity markets, as well as the supply-side factors impacting food prices. On balance, most commentators expect the CPI measure of inflation to drop back towards 4% by the end of 2023. As of February 2023, CPI was 10.4%.

The UK unemployment rate fell through 2022 to a 48-year low of 3.6%, and this despite a net migration increase of c500k. The fact remains, however, that with many economic participants registered as long-term sick, the UK

labour force shrunk by c500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at over 6% the MPC will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food (up 18.3% y/y in February 2023) and energy that have endured since Russia's invasion of Ukraine on 22 February 2022.

Bank Rate increased steadily throughout 2022/23, starting at 0.75% and finishing at 4.25%.

In the interim, following a Conservative Party leadership contest, Liz Truss became Prime Minister for a tumultuous seven weeks that ran through September and October. Put simply, the markets did not like the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of the 17th of November gave rise to a net £55bn fiscal tightening, although much of the "heavy lifting" has been left for the next Parliament to deliver. However, the markets liked what they heard, and UK gilt yields have reversed the increases seen under the previous tenants of No10/11 Downing Street, although they remain elevated in line with developed economies generally.

As noted above, GDP has been tepid throughout 2022/23, although the most recent composite Purchasing Manager Indices for the UK, US, EZ and China have all surprised to the upside, registering survey scores just above 50 (below suggests economies are contracting, and above suggests expansion). Whether that means a shallow recession, or worse, will be avoided is still unclear. Ultimately, the MPC will want to see material evidence of a reduction in inflationary pressures and a loosening in labour markets. Realistically, that is an unlikely outcome without unemployment rising and wage settlements falling from their current levels. At present, the bigger rise in employment kept the ILO unemployment rate unchanged at 3.7% in January. Also, while the number of job vacancies fell for the ninth consecutive month in February, they remained around 40% above pre-pandemic levels.

Our economic analysts, Capital Economics, expect real GDP to contract by around 0.2% q/q in Q1 and forecast a recession this year involving a 1.0% peak-to-trough fall in real GDP.

The £ has remained resilient of late, recovering from a record low of \$1.035, on the Monday following the Truss government's "fiscal event", to \$1.23. Notwithstanding the £'s better run of late, 2023 is likely to see a housing correction of some magnitude as fixed-rate mortgages have moved above 4.5% and affordability has been squeezed despite proposed Stamp Duty cuts remaining in place.

As for equity markets, the FTSE 100 started 2023 strongly, rising to a record high of 8,014 on 20th February, as resilient data and falling inflation boosted earnings. But global equities fell sharply after concerns over the health of the global banking system emerged early in March. The fall in the FTSE 100 was bigger than the drop in the US S&P 500. Indeed, at around 7,600 now, the FTSE is 5.2% below its record high on 20th February, while the S&P 500 is only 1.9% lower over the same period. That's despite UK banks having been

less exposed and equity prices in the UK's financial sector not falling as far. It may be due to the smaller decline in UK interest rate expectations and bond yields, which raise the discounted value of future earnings, compared to the US.

USA. Markets are pricing in a further interest rate increases of 25-50bps, on top of the current interest rate range of 4.75% - 5%.

In addition, the Fed is expected to continue to run down its balance sheet once the on-going concerns about some elements of niche banking provision are in the rear-view mirror.

As for inflation, it is currently at c6% but with the economy expected to weaken during 2023, and wage data already falling back, there is the prospect that should the economy slide into a recession of any kind there will be scope for rates to be cut at the backend of 2023 or shortly after.

EU. Although the Euro-zone inflation rate has fallen below 7%, the European Central Bank (ECB) will still be mindful that it has further work to do to dampen inflation expectations and it seems destined to raise rates to 4% in order to do so. Like the UK, growth has remained more robust than anticipated but a recession in 2023 is still seen as likely by most commentators.

5.2 Borrowing Rates in 2022/23

The graph for PWLB interest rates below shows that interest rates have continued to increase and most PWLB rates have been on a general upward trend since.



Source: Link Treasury Management Annual Report Template 2022/23 (Scotland)

6. Treasury Activity during 2022/23

- 6.1 Borrowing** – The Council raised new new short term loans of £313.000m during 2022/23 for the replacement of naturally maturing debt and to finance the Council's capital programme.
- 6.2 Rescheduling** – No debt rescheduling has taken place in 2022/23.
- 6.3 Repayment** – The Council repaid naturally maturing debt of £279.186m.
- 6.4 Summary of Debt Transactions** – The overall position of the debt activity resulted in the average annual interest rate paid throughout the year, year on year increasing from 1.91% (2021/22) to 3.19% to 3.19% (2022/23)
- 6.5 Investment Policy** – The Scottish Government issued The Local Government Investments (Scotland) Regulations 2010 on 1 April 2010.
- 6.6** The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 6.7** The Council's short term cash investments decreased from £11.440m at the beginning of the year to £6.478m at the end of the year with an average balance of £11.877m and received an average return of 0.063% over the year. In addition to the short term cash investments the Council also had 2 long term investments in Clydebank Property Company and Hub West Scotland with a total value of £0.471m as at 31 March 2023 as identified in table 2 above (investments over 364 days).
- 7. Performance Indicators set for 2022/23**
- 7.1** The treasury strategy defined a set of performance indicators covering the following areas:
- 7.1.1 Security** - In the context of benchmarking, assessing security is a very subjective area. Security is currently evidenced by the application of minimum quality criteria to financial institutions that the Council may choose to invest in, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody's and Standard & Poors). The Council has benchmarked security risk by assessing the historical likelihood of default for investments placed with any institution with a long term credit rating of A- (this is the minimum long term credit rating used in the Council's investment strategy). The Council's maximum security risk is that 0.05% of investments placed with financial institutions could theoretically default based on global historical data. During the year all investments within the Council's portfolio were repaid on their due dates with no defaults of the principal sums recorded.
- 7.1.2 Liquidity** – As required by the CIPFA Treasury Management Code of Practice the Council has stated that it will “ensure that it has adequate, though not excessive, cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives”. In respect to liquidity as defined above the liquidity arrangements during the year

were maintained in line with the facilities and benchmarks previously set by the Council as follows:

- Bank overdraft - £1.000m; and
- Liquid short term deposits of at least £5.000m available overnight.

7.1.3 Return – For the financial year the investment return averaged 1.984% which is an increase of 1.921% from the previous year. Table 6 illustrates that the Council's average return identified of 1.984% was less than the average return from the Council's bankers investment account (2.21%) and less than the Money Market Funds rate (noted in table 6) which are the local measures of return investment benchmarks approved in March 2012.

The Council's bankers (and therefore the bank with which the investment account is held) are currently Virgin money (formerly Clydesdale Bank plc) which falls within the Category 3 Investment Category approved in the investment strategy approved in February 2017. Due to the credit rating of this bank this category specified a maximum limit £5million which may be held on an overnight basis only thus limiting the ability to attract interest on this account.

Table 6

Benchmark	Benchmark Return	Average Return
Compound 12 month SONIA*	3.45%	1.984%

* SONIA is Sterling Overnight Index Average and has replaced LIBOR & LIBID

8. Disclosure regarding the repayment of loans fund advances for 2022/23

- 8.1** The policy on the prudent repayment of loans fund advances was detailed in the Mid-Year Monitoring Report 2022/23 - Treasury Management and Prudential Indicators reported to Council on 26 October 2022.
- 8.2** Table 7 shows the movement in the level of loan fund advances between 1 April 2022 and 31 March 2023 (excluding PPP).

Table 7

	General Fund	Housing
Opening Balance at 1 April 2022	£339.474m	£244.436m
New Advances in 2022/23	£17.833m	£26.328m
Repayments in 2022/23	(£2.988m)	(£6.510m)
Closing Balance at 31 March 2023	£354.319m	£264.254m

- 8.3** Table 8 details the anticipated repayment profile of the balance on the internal loans fund advances (excluding PPP) for both General Services and Housing held at 31 March 2023 (note, this is not external debt).

Table 8

Future Repayment Profile at 31 March 2023	General Fund	Housing	Total
	£m	£m	£m
Under 12 months	4.023	6.836	10.859
2 years to 5 years	16.888	27.080	43.968
6 years to 10 years	23.520	38.567	62.088
11 years to 15 years	27.967	30.964	58.930
16 years to 20 years	25.956	38.527	64.483
21 years to 25 years	18.217	42.462	60.680
26 years to 30 years	12.574	25.349	37.923
31 years to 35 years	9.941	5.304	15.245
36 years to 40 years	11.526	3.250	14.775
41 years to 45 years	12.257	3.378	15.635
46 years to 50 years	14.057	4.785	18.842
51 years to 55 years	18.900	7.114	26.013
56 years to 60 years	24.414	8.395	32.809
61 year +	134.080	22.244	156.324
Total	354.319	264.254	618.573

9. Risk and Performance

- 9.1** The Council has complied with all relevant statutory and regulatory requirements which require the Council to identify and, where possible, quantify the levels of risk associated with its treasury management activities. In particular its adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means both that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach. Ongoing consideration of future affordability and sustainability are reported and considered by Members each year when setting the Council's General Fund and HRA capital and revenue budgets.
- 9.2** The Council is aware of the risks of passive management of the treasury portfolio and, with the support of the Council's treasury advisers, has proactively managed its treasury position within the current economic climate taking advantage of lower interest rates where it is deemed appropriate. The Council has complied with its internal and external procedural requirements. There is little risk of volatility of costs in the current debt portfolio as the interest rates are predominantly fixed, with the majority of debt comprised of long-term loans.
- 9.3** Shorter-term rates and likely future movements in these rates predominantly determine the Council's investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is minimised through the annual investment strategy, accurately forecasting future returns can be difficult.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

West Dunbartonshire Council – 20 December 2023

Subject: Non Domestic Rates Empty Property Relief Policy

1. Purpose

- 1.1** The purpose of this report is to seek approval of the amended West Dunbartonshire Council (the Council) Non-Domestic Rates (NDR) Empty Property Relief (EPR) Policy.

2. Recommendations

- 2.1** Members are asked to:

- a) Approve the amended West Dunbartonshire Council Empty Property Relief Policy.
- b) Agree that a review of the new Empty Property Relief Policy is carried out by 31 March 2025 and presented to the Council.

3. Background

- 3.1** NDR is a national rate of non-domestic properties taxation and is determined each year by the Scottish Parliament. All local authorities collect the rates and the monies collected are pooled into a national central fund which is redistributed to councils.
- 3.2** The Scottish Government, in line with the Barclay Review, devolved EPR to local authorities from 1 April 2023 to award discretionary local reliefs. The view was that devolved EPR allows councils to set out their own local arrangements to better align the use of the relief in meeting local aims and strategic priorities.
- 3.3** On 29th March 2023, Council agreed a West Dunbartonshire NDR EPR Policy from 1st April 2023, which mirrored the legislation it replaced. It was recommended that a review of the new EPR Policy be carried out prior to 31 March 2024. The current EPRs provided are:
- All unoccupied properties (non-industrial) receive 50% relief from non-domestic rates for the first 3 months they are unoccupied, reducing to a 10% relief thereafter.

- Unoccupied industrial properties are eligible to receive 100% relief from non-domestic rates for the first 6 months they are unoccupied, reducing to a 10% discount thereafter.
- 100% relief may be awarded where a property is unoccupied, with no limit of time, where the following criteria are met:
 - a listed building
 - a rateable value under £1,700
 - owned by a trustee for sequestration, liquidation or executors
 - the owner is a company or partnership being wound up
 - the owner is in administration (or subject to administration order)
 - by law, the property cannot be occupied
 - under a compulsory purchase order
 - the property has no buildings.

4. Main Issues

- 4.1** The proposed amendment to the policy is to remove the 100% EPR awarded to listed buildings.
- 4.2** Removal of the 100% EPR awarded indefinitely to unoccupied listed buildings, provides an opportunity to make changes that will encourage owners to bring empty premises back into use, therefore supporting the aims of the economic strategy to strengthen the local economy and support existing businesses.
- 4.3** The current position for 2023/2024 is 6 empty listed buildings receive EPR to the value of £34,414.92. The number and type of empty properties varies year on year and is influenced by many factors out with the control of the Council.
- 4.4** There is further scope to review the EPR applied to unoccupied non-domestic properties which currently receive 50% relief for 3 months followed by 10% relief however these reliefs are awarded to provide support and allow time for the properties to come back into use.
- 4.5** In 2024/25 we will consult with internal and external stakeholders in relation to further proposed changes to the EPR awarded for unoccupied non-domestic properties to fully understand risks to any change. As rate payers receiving the 10% EPR are currently charged 90% NDR, it would be reasonable to assume rate payers would be attempting to have these occupied as soon as possible and removal of 10% EPR would be against the aim of the Act and potentially cause hardship.
- 4.6** Consideration was given to carrying out the consultation now intended for 2024/25 in 2023/24 to inform this review of the policy however due to the current financial climate and the challenges faced by rate payers with empty properties trying to find occupants it was decided to delay this until 2024/25.

- 4.7 Following consultation with other local authorities, the majority are proposing the same or similar changes to their EPR policies. Discussions will continue in 2024/25 with local authorities and Scottish Government officers at Institute of Revenues, Ratings and Valuation forums on future changes to EPR.

5. People Implications

- 5.1 There are no personnel issues.

6. Financial and Procurement Implications

Financial

- 6.1 The Council has been allocated annual funding of £861,550 based on the average share of total EPR over 2018/19 and 2019/20 prior to COVID times. This is our share of the £105M baseline allocation set and is only fixed for 3 years until the 2026 Revaluation.
- 6.2 It is not known what the funding level will be in 2026/27 as the impact of devolved EPR will be subject to review during 2025/26. The Scottish Government will review approaches that councils have taken, and whether policy objectives have been achieved. It is very likely the funding provided will be reduced based on the changes made to EPR.
- 6.3 Approving the removal of the 100% EPR awarded to unoccupied listed building will generate an estimated £34,415 in income. If it is approved this will be presented as a management adjustment to Council when agreeing the 2024/24 budget in March 2024.

Procurement

- 6.3 There are no procurement issues

7. Risk Analysis

- 7.1 The provision for West Dunbartonshire Council Empty Property Relief is provided within the current forecast planning based on the current legislative position. As stated at 6.2 EPR funding from Scottish Government will be reviewed for 2026/27.
- 7.2 There is a risk removal of EPR for listed buildings will cause hardship to rate-payers, therefore should the proposed amendment be approved rate-payers impacted will be contacted to advise with support and assistance being offered.

8. Equalities Impact Assessment (EIA)

- 8.1 No potential negative equality impacts were identified.

9. Strategic Environmental Assessment (SEA)

9.1 There is no requirement to carry out a SEA

10. Consultation

10.1 Consultation has taken place with Business Support and Economic Development and there are no concerns with the proposed amendment.

10.2 External consultation also took place between local authorities and Scottish Government officers at Institute of Revenues, Ratings and Valuation forum meetings held during 2022/23.

11. Strategic Assessment

11.1 NDR collection and the value of relief to be applied forms part of the financial governance of the Council. Sound financial practice and budgetary control are imperative to assist with the governance of the Council and support officers of the Council in achieving the five strategic priorities.

Laurence Slavin
Chief Officer - Resources

Date 27 November 2023

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Appendices: West Dunbartonshire Council Non Domestic Rates Empty Property Relief Policy NDR

Background Papers: EIA screening

Wards Affected: All council Wards.

Non Domestic Rates Empty Property Relief Policy



Document Management - Version Control

Policy Title	NDR – Empty Property Relief Policy	
Version Number & Date	1.1	December 2023
Summary of Substantive Changes (if applicable)	Amended to EPR Policy – removal of EPR for listed buildings	
Summary of Technical Changes (if applicable)		
Lead Officer	Arun Menon - Business Support Manager	
Legislative Reference	Local Government (Financial Provisions etc.) (Scotland) Act 1962 Section 4(5)	
Consultation & Approval Process	<i>Committee</i>	<i>Date</i>
	West Dunbartonshire Council	20/12/2023

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6	Policy Review	6

1. Introduction/Background

Non Domestic Rates (NDR) represent charges on the occupancy of lands and heritages in the Valuation Roll. Non Domestic Rate Charges are levied in terms of the Local Government (Scotland) Act 1947 (as amended).

Non-domestic rates, often referred to as business rates, are levied on non-domestic properties, subject to statutory exemptions and reliefs. The NDR framework for Scotland is devolved to the Scottish Parliament and Scottish Government.

This document sets out West Dunbartonshire Council's policy per Section 19 of the Non-Domestic Rates (Scotland) Act 2020. (Commencement No.3 and Commencement No.2, Transitional and Saving Provisions) (Amendment) Regulations 2022.

The cost of Empty Property Relief is funded by West Dunbartonshire Council based on the settlement and distribution agreement methodology from Scottish Government.

2. Empty Property Relief

Entitlement to Empty Property rates relief is determined by section 3A of the Local Government (Financial Provisions etc.) (Scotland) Act 1962 (as inserted by the Community Empowerment (Scotland) Act 2015) to offer discretionary local reliefs for empty properties.

The appropriate level of relief that may be applied to any property and organisation meeting the criteria as set out in West Dunbartonshire Council's Empty Property Relief Policy as listed below:

- All non industrial unoccupied properties are eligible receive 50% relief from non-domestic rates for the first 3 months they are unoccupied, reducing to a 10% relief thereafter.
- Unoccupied industrial properties are eligible to receive 100% relief from non-domestic rates for the first 6 months they are unoccupied, reducing to a 10% discount thereafter.
- 100% relief may be awarded where a property is unoccupied, with no limit of time, where the following criteria are met:
 - a rateable value under £1,700
 - owned by a trustee for sequestration, liquidation or executors
 - the owner is a company or partnership being wound up
 - the owner is in administration (or subject to administration order)
 - by law, the property cannot be occupied
 - under a compulsory purchase order
 - the property has no buildings

3. How to Apply for Empty Property Rates Relief

West Dunbartonshire Council will require a separate application for each rateable property. All requests for rates relief must be made on the relevant online application form and supported by the appropriate documentation, as applicable, to be eligible for this relief;

- Notice of sequestration, liquidation or executors
- Notice of winding up
- Notice of Administration or subject to administration order
- Notice of restricted occupation, surveyors reports

- Notice of compulsory purchase order
- Relevant maps, photographic evidence
- Removal evidence

This list is not exhaustive

Empty Property Relief is granted from the date the property is unoccupied and only backdated to prior years in exceptional circumstances. Thereafter every 1st April.

Empty Property Relief will be awarded for a maximum period of 1 year up to the 31st March of the current year and requires annual applications thereafter.

West Dunbartonshire Council may review ratepayers in receipt of Empty Property Relief at a mid year point, normally October, in order for the Council to review and receive appropriate confirmation that the organisation remains eligible for this relief.

3.1 Part Occupation

Where the Council determines that part of a property is unoccupied for a short period, namely 6 months, it may ask the Assessor to apportion the RV between the occupied and unoccupied parts of the property.

In that case, the Assessor must apportion accordingly and the following applies. The RV for the whole property is taken for rating purposes to be the apportioned value of the occupied portion plus a percentage of the apportioned value of the unoccupied portion. That percentage is 0% for industrial property empty for up to 6 months; 90% for industrial property empty for over 6 months; 50% for non-industrial property empty for up to 3 months; 90% for non industrial property empty for over 3 months.

The Valuation Roll itself is not altered, the apportioned figures being supplied to the Council by the Assessor on request. Part-occupation is generally considered when a ratepayer can clearly evidence that part of the property is unoccupied. The start date for Empty Property Relief is the later of the date part occupation commenced or the start of the financial year in which the Council's request was made to the Assessor. Note; there is no provision to allow for prior years applications.

The end date is the earliest of: the end of the part occupation; the end of the financial year in which the council's request was made to the Assessor; a further apportionment being made; or the property become fully unoccupied. The Council may extend the duration into the following financial year.

Applications for Empty Property Relief are available online via West Dunbartonshire Council Business Webpage.

Further assistance can be provided by contacting the Finance Service Centre via email: rates@west-dunbarton.gov.uk or by telephoning 01389 737737.

West Dunbartonshire Council retains the right to inspect all such properties that make declarations on which Empty Property Relief is being applied.

4. Rights of Appeal

Where an organisation has been refused Empty Property Rates Relief for any reason an appeal may be heard by the Council's Corporate Services Committee.

To submit an appeal this must be made in writing to the Chief Officer of Resources providing grounds of appeal and any relevant supporting evidence/documentation. Appeals must be made within 28 days of receipt of West Dunbartonshire Council final written decision.

5. Fraudulent Application

Any applications found to be made fraudulently will result in reliefs being cancelled and reapportioning all relevant invoices and reissued for immediate payment. Police Scotland will be advised alongside all other relevant authorities/bodies.

6. Policy Review

A review of the Non Domestic Rates Empty Property Relief Policy will be undertaken in light of any legislative changes, or other factors that impact the effectiveness of the policy.

Related Policies

West Dunbartonshire Council Corporate Debt Policy (Section 5.2)

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Executive

Council: 20 December 2023

Subject: External Audit Report Best Value Thematic Work in West Dunbartonshire Council 2022/23

1. Purpose

- 1.1** To advise Members of the outcome of the External Auditor's Best Value Thematic Review for 2022/23 and to provide a summary of the key points arising.

2. Recommendations

- 2.1** It is recommended that Members note the content of this report and the attached external audit report.

3. Background

- 3.1** Under the new Code of Audit Practice, the audit of Best Value in councils is fully integrated within the annual audit work performed by appointed auditors and their teams. Auditors are required to evaluate and report on the performance of councils in meeting their Best Value duties.
- 3.2** External Audit also conduct thematic reviews as directed by the Accounts Commission. In 2022/23 this direction focused on the effectiveness of council leadership in developing new strategic priorities following the elections in May 2022.
- 3.3** This report presents the external auditor's conclusions on this work. The report will be considered by the Accounts Commission at a meeting in early 2024.

4. Main Issues

- 4.1** Page 4 of the report provides an overall conclusion that that '*Administration elected members and officers worked together to agree clear strategic priorities, objectives, and measures of success. The council needs to maintain effective leadership to continue to achieve its priorities and make the difficult decisions to respond to its challenging financial position.*'
- 4.2** Further key messages are set out on page 4 of the report. In summary they are that the Council:
- has a clear vision and a strategic plan which sets out objectives, measures of success and key commitments
 - knows it needs to work effectively with citizens and communities to achieve its strategic objectives

- has actions to reduce inequalities and combat climate change which underpin its priorities and objectives
- is focusing on providing support to communities affected by the cost-of-living crisis
- has delivery plans and relevant strategies which are aligned with its strategic plan
- can demonstrate 2023/24 budget decisions which reflected its strategic priorities
- is developing a new financial strategy to replace the one last updated in 2021.

4.3 One issue was identified in relation to review of leadership capacity which is set out at Appendix 1 of the report together with the Chief Executive's agreed action and timescale.

4.4 A representative of the external audit team will be in attendance at the Council meeting to present their report.

5. People Implications

5.1 There are no personnel implications with this report.

6. Financial and Procurement Implications

6.1 There are neither financial nor procurement implications with this report.

7. Risk Analysis

7.1 A risk analysis is not required.

8. Equalities Impact Assessment (EIA)

8.1 There is no requirement to undertake an equality impact screening.

9. Consultation

9.1 This report has been subject to consultation with appropriate Chief Officers.

10. Strategic Assessment

10.1 The report is in relation to a statutory function. As such, it does not directly affect any of the strategic priorities.

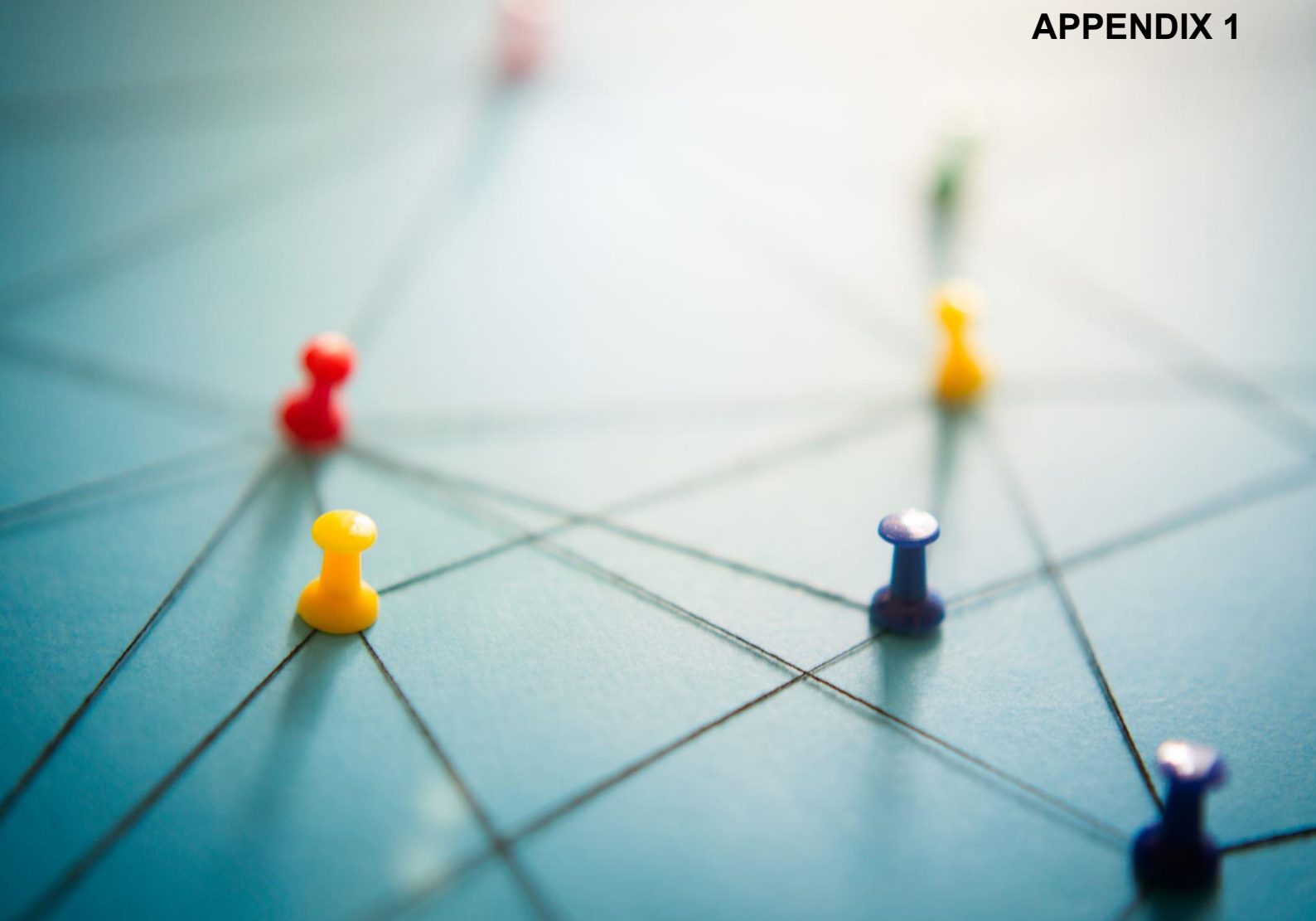
.....
Peter Hessett
Chief Executive
Date: 15 November 2023

Person to Contact:

Appendix: External Audit Report: Best Value Thematic Work on the West Dunbartonshire Council 2022/23

Background Papers: External Audit Annual Audit Plan 2022/23

Wards Affected: All



Leadership of the development of new local strategic priorities

Best Value thematic work in West Dunbartonshire Council 2022-23

October 2023

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Contents

1. Key messages
2. Scope of the audit
3. Council vision and priorities
4. Citizen and community engagement
5. Reducing inequalities and tackling climate change
6. Alignment of delivery plans
7. Leadership

Our reports are prepared in accordance with Terms of Appointment Letter from Audit Scotland dated 18 May 2022 through which the Accounts Commission has appointed us as external auditor of West Dunbartonshire Council (the council) for financial years 2022/23 to 2026/27. We undertake our audit in accordance with Part VII of the Local Government (Scotland) Act 1973, as amended; and our responsibilities as set out within Audit Scotland's Code of Audit Practice 2021.

Reports and letters prepared by appointed auditors and addressed to the council are prepared for the sole use of the council and made available to Audit Scotland, the Accounts Commission and the Controller of Audit. We take no responsibility to any member or officer in their individual capacity or to any other third party.

Mazars LLP is the UK firm of Mazars, an international advisory and accountancy group. Mazars LLP is registered by the Institute of Chartered Accountants in England and Wales.



1. Key messages

1. Key messages

Overview of engagement

A summary of the judgements we have made for each section is detailed below:

How clear is the new council vision and its priorities?

The council has a clear vision with three outward facing priorities and one inward looking. The council's strategic plan sets out objectives, measures of success and key commitments under each priority.

How effectively have the views of citizens and communities been reflected in the priorities and decisions taken by the council?

The council knows it needs to work effectively with citizens and communities to achieve its strategic objectives. Community budgeting and participatory budgeting are two ways it is involving local people in decision making.

How effectively do the council priorities reflect the need to reduce inequalities and climate change?

Actions to reduce inequalities and combat climate change underpin the council's priorities and objectives. One of its strategic priorities specifically covers environmental sustainability. The council is focussing on providing support to communities affected by the cost-of-living crisis.

How good are the delivery plans and is there alignment of financial, workforce, asset and digital plans with the council's priorities?

The council's delivery plans, and workforce and digital strategies are aligned with its strategic plan. It can demonstrate 2023/24 budget decisions which reflected its strategic priorities. The council's financial strategy had not been updated since 2021. Officers have developed a new financial strategy, which is due to be submitted to Council in December 2023.

Overall, how effective has the leadership been (political and officer) in setting clear priorities and a sustainable approach to delivering them?

Administration elected members and officers worked together to agree clear strategic priorities, objectives, and measures of success. The council needs to maintain effective leadership to continue to achieve its priorities and make the difficult decisions to respond to its challenging financial position.

Other reporting

Where relevant to this thematic work, we have followed up Best Value Assurance Report and previous Annual Audit Report findings.



2. Scope of the audit

2. Scope of the audit

When discussing the Local Government in Scotland Overview 2022, William Moyes, Chair of the Accounts Commission said: “Councils are operating in a complex and increasingly volatile, unprecedented and unpredictable environment. Strong leadership from councils is needed now more than ever, with new and returning councillors being able and willing to make difficult decisions about where and how to spend highly pressurised resources.”

This report concludes on the effectiveness of the council’s leadership of the development of the council’s strategic priorities, following the recent local government elections.

The [Accounts Commission’s Strategy \(2021-26\)](#) sets out its priorities to focus on inequalities, funding, communities and recovery. The Code of Audit practice sets out the Best Value work required to report on these priorities.

Code of Audit Practice 2020 Best Value reporting requirements

Best Value reporting – extract from the Code

87. The Accounts Commission’s approach to Best Value involves reporting on individual local government bodies and thematically across the local government sector through performance reports:

- As part of their integrated wider-scope annual audit work appointed auditors use a risk-based approach to assess and report whether the audited body has made proper arrangements for securing Best Value and is complying with its community planning duties, including reporting progress against previous Best Value findings and recommendations.
- The Accounts Commission also requires the Controller of Audit to report to the Accounts Commission on each council or Integration Joint Board (IJB) at least once over the five-year audit appointment on the body’s performance on its Best Value duty. This enables the Accounts Commission to make findings for improvement where appropriate.¹
- The Accounts Commission reports nationally on thematic aspects of local government bodies’ approaches to, and performance in, meeting their Best Value and community planning duties. Local government appointed auditors report locally on any such Best Value thematic work prescribed by the Accounts Commission.

This report covers the thematic aspect of the Best Value audit requirements. The Commission has directed auditors to report on the effectiveness of the leadership of the development of the council’s strategic priorities.

¹ The Controller of Audit will report the first tranche of council BV reports to the Commission between October 2023 and August 2024 on Moray, Falkirk, Dundee City, Orkney Islands, South Ayrshire, Dumfries and Galloway, Clackmannanshire and West Dunbartonshire.



In carrying out the work auditors have considered the following questions:

- How clear is the new council vision and its priorities?
- How effectively have the views of citizens and communities been reflected in the priorities and decisions taken by the council?
- How effectively do the council priorities reflect the need to reduce inequalities and climate change?
- How good are the delivery plans and is there alignment of financial, workforce, asset and digital plans with the council's priorities?
- Overall, how effective has the leadership been (political and officer) in setting clear priorities and a sustainable approach to delivering them?

An improvement action plan is included at Appendix 1 of this report. This sets out audit recommendations in key areas, and the council's planned response including responsible officers and dates for implementation.

The coverage of the work is in line with the expectations for council's arrangements for the seven Best Value themes in the [Local Government in Scotland Act 2003, Best Value Statutory Guidance 2020](#).



3. Council vision and priorities

3. Council vision and priorities

The council has a clear vision with three outward facing priorities and one inward looking. The council's strategic plan sets out objectives, measures of success and key commitments under each priority.

Background

A council focused on achieving Best Value in how it operates will be able to demonstrate that elected members and officers have a clear vision and priorities for their area.

The Local Government in Scotland Overview 2022 says that Scotland's councils have had a pivotal role in supporting and working with communities as they respond to the impacts of Covid-19. Following the council elections in May 2021, councils will have reviewed their priorities.

Detailed reporting on Council vision and priorities

**Has the council published a clear vision, with clear priorities for the council?
Is it communicated to its citizens, staff and other partners?**

The council adopted its Strategic Plan 2022 - 2027 in October 2022. This sets a clear vision and key commitments for the council over the five-year period. It has three outward looking priorities:

- Our communities are resilient and thriving.
- Our environment promotes a greener future.
- Our economy is strong and flourishing.

It also has an inward facing priority; our council is inclusive and adaptable. This priority aims to ensure it is a transformational and modern council demonstrating Best Value. The strategic plan includes clear objectives and performance measures for each priority.

The council promoted the strategic plan to the public and its partners through its website, intranet and social media, as well as local and regional press. It also shared the plan with the Citizens Panel, a group of residents who have volunteered to give their views on local issues and priorities.

The strategic plan was considered by the council's senior manager network (over 200 of the council's managers) in a session to consider how services would contribute to the four priorities. The plan is included as part of employee training and induction programmes.

Were the council's priorities developed with partners and aligned with their priorities?

The council developed its strategic priorities with partners and communities. This started before the May 2022 elections with a review of all consultations, benchmarking, engagement with the Citizens Panel and telephone surveys leading to the development of a strategic needs assessment (SNA). The SNA incorporated local and national data, statistics, and

published information from council services and partner organisations. The council also asked every chief officer for feedback on the SNA.

In August 2022 the council held a development day with elected members and council and West Dunbartonshire Health and Social Care Partnership chief officers to discuss the strategic plan. This involved breakout sessions in smaller groups to consider:

- Do we have the right priorities?
- Do we have the right objectives?
- Do we have the right measures?

The feedback from the session was reflected in the strategic plan.

The council consulted with residents on its strategic priorities and objectives through an online survey. The survey was also shared with community planning partners and the equalities forum. The council achieved reasonable engagement, with 268 responses received. The feedback showed most respondents agreed with the priorities and underlying objectives.

The council also consulted with staff, trade unions and its equalities group. The draft strategic plan was included on the agenda of the community planning partnership, Community Planning West Dunbartonshire (CPWD).

There is a clear link between the council's priorities and those of CPWD. The strategic plan shows how the council's priorities align with CPWD's priorities set out in the Local Outcome Improvement Plan 2017-27, with three overarching themes:

- Empowered
- Sustainability
- Wellbeing.

Has the council clearly set out what performance it wants to achieve in its priority areas?

The council has described what success will look like for each of its objectives. The strategic plan also includes measures of success for each priority and sets out key commitments.

The strategic plan measures are based on improving key performance indicators over the five years of the plan. Services are responsible for setting targets for these measures in delivery plans and regularly monitoring and reporting progress.

Improvement recommendations

We have not identified any risks or weaknesses as part of this thematic review section.



4. Citizen and community engagement

4. Citizen and community engagement

The council knows it needs to work effectively with citizens and communities to achieve its strategic objectives. Community budgeting and participatory budgeting are two ways it is involving local people in decision making.

Background

Recovery from the pandemic will require councils to work alongside their local communities. There must be a focus on getting the services people need in place as pressures and stresses escalate and impact the day to day lives of individuals and communities.

Councils, with their community planning partners, have a responsibility to ensure that people and communities are able to be fully involved in the decisions that affect their everyday lives.

Early and meaningful engagement and effective collaboration with communities to identify and understand local needs, and in decisions that affect the planning and delivery of services should be a core part of determining a council's vision and priorities.

Detailed reporting on citizen and community engagement

Is community empowerment reflected in the high-level goals of the council and embedded in strategic plans?

The council knows it needs to work effectively with citizens and communities to achieve its strategic objectives. The strategic plan sets out how the council will work in partnership with residents and create opportunities for citizens and communities to shape services.

The council developed its Community Empowerment Strategy and Action Plan with the community to provide a shared vision of empowerment. The council aims to improve community empowerment by understanding the barriers that prevent or delay it. It reports progress to the Community Empowerment Project Board, which is chaired by a chief officer.

To what extent is the organisation involving local people in decision making processes?

The council is using community budgeting and participatory budgeting to involve local people in decision making.

Community budgeting is a method of allocating small grants to community groups and organisations. Groups can apply directly and decisions on which groups receive funding is made by local people through a voting process. The council's communities team works with local people to shape the community budgeting programme.

The latest phase of community budgeting (phase six) focused on opportunities for young people. It included young people in the development of the project through survey and focus group discussions. The council made £190,000 available to groups across West Dunbartonshire. It invited groups to make applications for funding of up to £5,000 to support activities taking place in local communities that benefit young people.

Participatory budgeting is a method of encouraging community participation and directing resources to communities where it is most needed. Scottish councils have a target to allocate 1% of annual budgets using participatory budgeting.

The council completed a participatory budgeting pilot, Your Communities: Your Choice. Residents were invited to focus groups and to become budget delegates for the process. Around 150 people attended these sessions. The pilot allowed people to generate ideas and vote on where £100,000 should be spent on initiatives to help maintain active, healthy lives. The council has identified actions and learning points for the next phase of the project.

The council's participatory budgeting steering group is developing a mainstreaming policy to:

- Ensure the council has a corporate approach to participatory budgeting.
- Embed a culture of community influenced service design.
- Raise awareness and promote cultural change across the organisation.
- Ensure the council continues to meet and, over time, exceeds the 1% participatory budgeting target.

Are councils learning from the innovative ways communities were involved in developing and delivering support during the pandemic and putting more flexible governance and decision-making structures in place now to provide more opportunities for more local participation in decision making?

The council is considering how it can support more local participation in decision making.

The West Dunbartonshire Community Alliance was set up to ensure community representation on the CPWD Management Board. It was disbanded in 2022 due to lack of interest from residents. Since then, the council's communities team has been working to ensure the views of West Dunbartonshire's communities are represented in CPWD.

The council is developing a new approach to involving communities and citizens in CPWD, with the support of the Convention of Scottish Local Authorities (COSLA), through online forums and in-person events.

The council is finding more flexible and innovative ways to involve communities in decision making. For example, Community Soup is an events-based programme to encourage community engagement by using a hot meal to bring people from the local area together.

Improvement recommendations

We have not identified any risks or weaknesses as part of this thematic review section.



5. Reducing inequalities and tackling climate change

5. Reducing inequalities and tackling climate change

Actions to reduce inequalities and combat climate change underpin the council's priorities and objectives. One of its strategic priorities specifically covers environmental sustainability. The council is focussing on providing support to communities affected by the cost-of-living crisis.

Background

Council priorities are expected to reflect the Best Value expectations that all activity should contribute to tackling poverty, reducing inequality and promoting fairness, respect and dignity for all citizens, alongside a focus on sustainable development, including climate change.

The Local Government in Scotland Overview 2022 report says that the impact of the pandemic and service disruption have been felt most strongly by those already experiencing inequality. Councils have worked hard and adapted to maintain service delivery but those most in need of support are still being affected. Councils must evaluate these impacts so that recovery and renewal supports those most affected and addresses inequalities.

Around two-thirds of councils have formally declared a climate emergency, and COSLA's Blueprint for Local Government states that climate change is a 'greater threat than COVID'. The Scottish Government has recently published guidance on public sector leadership on the global climate emergency to help public bodies in leading climate action. Addressing the climate emergency and setting actions to achieve net zero will need to be a key element of councils' recovery and renewal from the pandemic.

Detailed reporting on reducing inequalities and tackling climate change

How clearly does the council and its community planning partners reflect its plans to reduce inequalities in its vision and strategic priorities?

Chief officers and elected members are very aware of the high levels of inequality experienced by West Dunbartonshire citizens. Many of the council's strategic objectives focus on delivering improved outcomes for all residents. The council's plans for recovery and renewal after Covid-19 are also reflected in the strategic plan.

The council is supporting communities affected by the cost-of-living crisis. For example, through its cost-of-living fund. The council set up a £1 million fund in June 2022 and added a further £1 million in December 2022. It formed a cross-party member and officer Cost of Living Working Group to discuss and monitor progress and allocate funding. Programmes funded include gym memberships for 14 to 18 years olds, free swim access for under 18s, support to foodbanks and energy initiatives.

The council also created a £565,000 fund, in the 2023/24 budget, to provide financial assistance to its most disadvantaged tenants.

The council launched a cost-of-living capital fund in October 2022. This supports council and community organisations with capital costs for cost-of-living projects. The council made £1 million available initially and has awarded funding to a range of local groups.

Chief officers and elected members see regeneration as key to providing better opportunities for citizens and communities. This is captured in the "Our economy is strong and flourishing"

strategic priority. It is working with partners on regeneration projects, including development of the former Exxon site as part of the Glasgow City Region City Deal.

Does the council have an agreed action plan aimed at tackling inequality, poverty and addressing fairness issues identified in local communities?

The council's strategic plan and delivery plans set out actions to tackle inequality and poverty in West Dunbartonshire. This includes commitments to support young people and create employment opportunities for disadvantaged people.

The council has committed to addressing child poverty. It has documented the challenges, its aspirations, and the activities to achieve this in the Local Child Poverty Annual Report. The report sets out the progress the council has made.

The West Dunbartonshire Local Employability Partnership brings partners together to ensure a joint approach to supporting local employability. Employability is defined as the processes that enable people:

- to progress towards and get into employment
- to stay in employment
- to progress in the workplace.

The group includes representatives from the council, NHS, central government, local college, and voluntary organisations. It provides progress reports to the council. The outcomes of the partnership's work are reported in its Local Employability Operating Plan.

Does the council use equality impact assessments and Fairer Scotland assessments to inform its strategic decisions? Is the council identifying a need to implement human rights based approaches in its design and delivery of services?

The council's Equality Impact Assessments (EIA) incorporate the Fairer Scotland duty and consider human rights implications. Officers are required to complete EIAs before recommending decisions which affect the community and equality groups. EIAs are included as an appendix to council and committee reports which require a decision.

Annual equalities training, which includes human rights, is mandatory for senior officers. The council also provides EIA training throughout the year.

The council's Equality and Diversity Working Group, which includes elected members and officers, meets quarterly. The group's work includes:

- considering new legislation and service impact
- reviewing initiatives or projects to advance equalities
- monitoring the council's progress against equalities outcomes.

How clearly does the council reflect sustainability of the environment, and in particular climate change, in its vision and priorities?

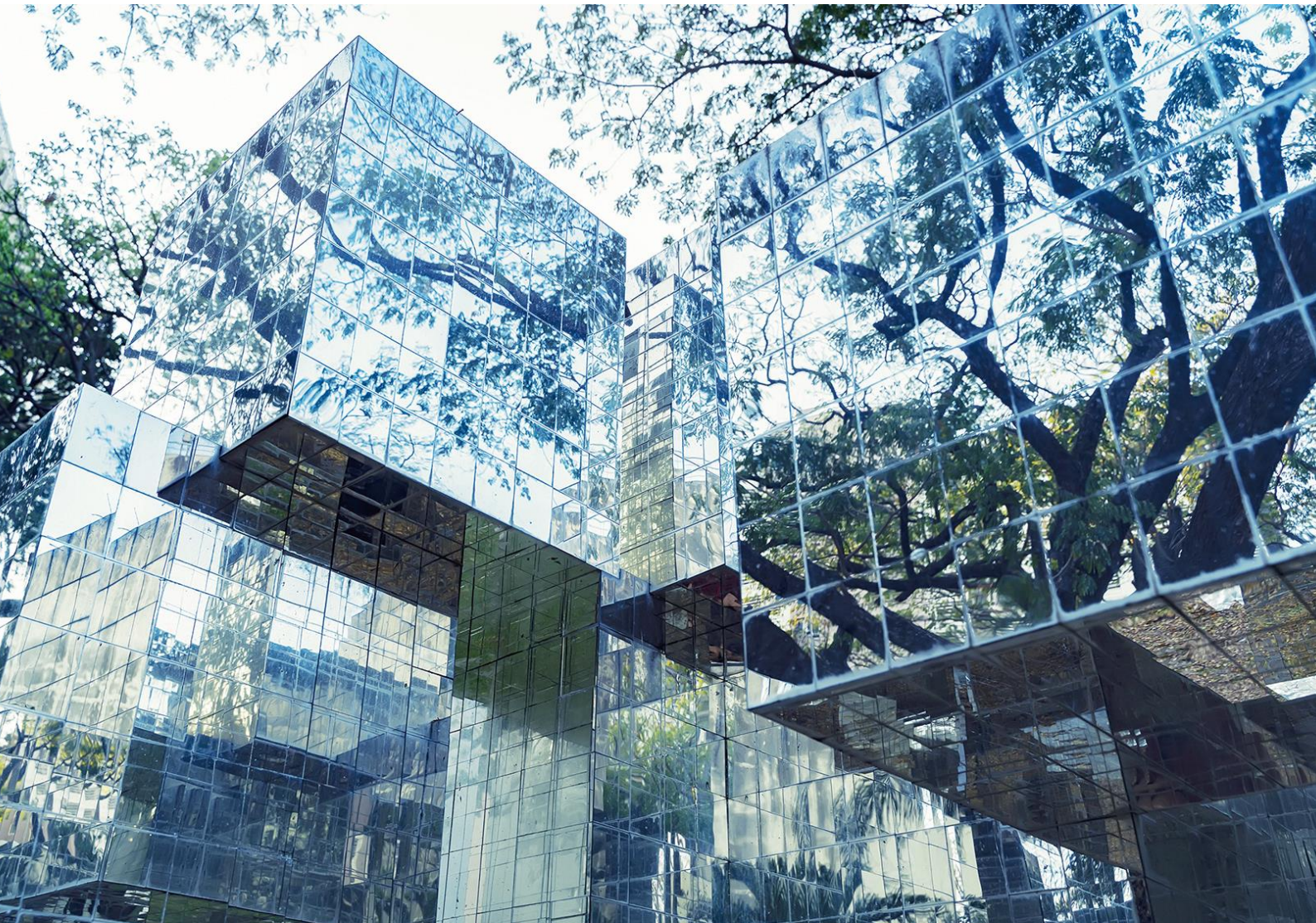
One of the council's new strategic priorities covers environmental sustainability, "Our environment promotes a greener future". Under this priority, the council has a specific objective on its response to climate change, "Our resources are used in an environmentally sustainable way".

The council's environmental outcomes include reducing CO2 emissions in the local area by working with residents and businesses. It also aims to ensure the economy and infrastructure of the area are low carbon and environmentally friendly.

The council has developed a Climate Change Strategy which is its route map to net zero emissions. This outlines the council's plans for reducing its environmental impact over five years from 2021/22 and beyond. It also has a Climate Change Action Plan setting out actions it will take now and in the longer term to mitigate climate change and adjust to its impact. This includes overarching and service specific actions.

Improvement recommendations

We have not identified any risks or weaknesses as part of this thematic review section.



6. Alignment of delivery plans

6. Alignment of delivery plans

The council's delivery plans, and workforce and digital strategies are aligned with its strategic plan. It can demonstrate 2023/24 budget decisions which reflected its strategic priorities. The council's financial strategy had not been updated since 2021. Officers have developed a new financial strategy, which is due to be submitted to Council in December 2023.

Background

Making the best use of public resources is at the heart of delivering Best Value. With clear plans and strategies in place, and with sound governance and strong leadership, a council will be well placed to ensure that all of its resources are deployed to achieve its strategic priorities, meet the needs of its communities and deliver continuous improvement.

Detailed reporting on alignment of delivery plans

Are the council priorities clearly reflected in service plans? Do service plans demonstrate how the council will improve in its service priority areas?

The council's delivery plans set out how it will achieve its strategic priorities. Each service has a delivery plan with:

- actions to be taken by the service to support the strategic plan
- work to address performance challenges
- service priorities identified in the planning process.

The delivery plans include action plans aligned to the council's strategic priorities and objectives. These have performance indicators and annual targets to measure improvement.

Is there evidence that the council has effectively aligned its 2023/24 budget to its new priorities?

The council's 2023/24 budget reflected its strategic priorities. There is evidence of budget decisions that support the council's four priorities. The council also made revenue and capital budget available to reduce inequalities, for example by supporting the cost-of-living funds and providing financial assistance to disadvantaged tenants.

Can the council demonstrate how engagement with its citizens and communities have influenced its budget decisions?

The council undertook Citizens Panel and telephone surveys during 2022 and reported the results in advance of the budget decisions taken in March 2023. It is not clear how this directly influenced budget decisions. However, as noted previously, residents were consulted on the council's strategic plan and the 2023/24 budget reflected these strategic priorities.

The council has consulted more widely on its 2024/25 budget through an online survey on its website, with findings presented to Council in October 2023.

Does the council have a medium term and / or long-term plan that effectively demonstrates that financial resources are allocated to deliver its new priorities?

The council has not updated its long-term financial strategy since October 2021. It decided not to refresh the strategy in 2022 due to officers implementing a new approach to setting the budget and uncertainty over future funding levels. The council instead extended financial planning assumptions to cover a five-year period to ensure elected members remained informed of its longer-term financial position.

Officers present four financial updates a year to Council meetings. These provide an update on the financial challenges facing the council and estimated revenue budget gaps under best case, worst case and mid-range scenarios. Scenarios are based on assumptions that are updated by officers on an ongoing basis.

The council faces a very challenging financial position. It is forecasting cumulative budget gaps in the mid-range scenario, as reported to Council in October 2023, of:

- £17.3 million in 2024/25
- £24.0 million in 2025/26
- £32.0 million in 2026/27
- £40.1 million in 2027/28
- £48.7 million in 2028/29.

The council has updated its long-term financial strategy which will be presented to Council for approval in December 2023. This will use the same methodology as the financial updates to forecast future budget gaps. The council should use its financial strategy to demonstrate how it will ensure its finances are sustainable.

Do the council's annual and longer-term capital plans include projects that are aligned to the asset plans to support improved services? Is the extent of 'slippage' on key projects a concern?

The council is working to improve management of the ten-year capital plan. This includes reducing capital commitments and strengthening the process for assessing new capital projects. The council's Strategic Asset Management Group reviews new capital projects to assess affordability and ensure they align with the council's strategic priorities.

Officers are in the process of reviewing capital reporting arrangements to ensure clearer reporting on the progress of projects and reduce the resource required to prepare reports. The new arrangements are to be implemented on 1 April 2024 to ensure they are established for the next financial year.

It will take time for these actions to have an impact. The council reported an underspend of £70 million against its £132 million capital budget for 2022/23.

Does the council have an asset strategy and plans in place that demonstrate that it has the right assets to support delivery of services in line with its priorities?

The council is reviewing how it can make best use of assets to support delivery of its strategic priorities. This is captured in several plans and strategies covering:

- corporate assets
- property assets
- the learning estate
- asset disposals.

The council is working to consolidate its estate, for example by creating learning campuses to provide services to young people in the area in a central location. It officially opened the Renton Campus in September 2022. This includes a primary school, early learning, additional support needs base and childcare centre.

Are workforce plans in place, across the council, that demonstrate that it has the staff in place with the skills required to deliver services in line with its priorities?

The council's People First Strategy 2022-2027 sets out how its people will support delivery of the strategic plan. It combines the council's strategies for:

- Wellbeing
- Workforce planning
- Employee engagement
- Learning and development
- Digital transformation.

The strategy is based on the employee life cycle and focuses on a different stage each year. The first year covers attraction, on-boarding and recruitment.

The council implemented an updated workforce planning strategy and framework in February 2023. This aims to ensure council services have:

- The right shape
- The right skill set
- The right number of employees
- People in the right location
- People at the right time and within budget.

It includes a toolkit for managers to support effective workforce planning.

In recent years, the council's challenging financial position and ageing workforce has affected capacity. The council has earmarked funds to support a programme of controlled early retirement and severance, which is further reducing staff numbers. It has found recruitment into some roles to be challenging and is looking at different approaches. For example, through graduate, school leaver and modern apprenticeship programmes.

Services are also responsible for workforce planning and this forms part of their delivery plans. Services report headcount and absence levels in delivery plans but do not routinely identify resource gaps.

The council has developed an approach to identifying skills and capacity gaps. It is using an internally developed workforce planning console to monitor employee data. This provides managers with real time management information. Going forward, the console will incorporate data that will help officers to identify resource gaps and capture these in workforce plans.

Does the council have a digital strategy and plans in place that demonstrate how digital infrastructure and innovation supports delivery of services in line with its priorities?

The council recognises that digital transformation will help it deliver services more effectively. It has recently reviewed and updated its digital strategy. The council is aiming to use technology better to support service delivery and provide employees with the technology needed to do their jobs effectively. It is considering how innovation and automation can improve service delivery.

Fit for Future is the council's approach to service innovation. Subject matter experts are brought into a service to review it, make recommendations, and identify savings. Seven Fit for Future reviews have been carried out across seven service areas. The review team reports findings back to the service using infographics and show and tell presentations. The reviews have helped services to identify budget savings options.

The council has started to automate some services. For example, it is using bots to administer transactional processes including parts of payroll and the early stages of the recruitment process.

The Scottish Local Government Digital Office carried out a digital maturity assessment of the council in 2022. This found that the council had continued to perform well since its last assessment in 2019. The council's digital agenda and expectations and understanding of digital had increased which resulted in a higher digital maturity assessment score.

Improvement recommendations

We have not identified any risks or weaknesses as part of this thematic review section.

Best Value Assurance Report findings for alignment of delivery plans

We have followed up on Best Value Assurance Report findings, see the table below for the progress the council has made during 2022/23.

Original finding as reported by previous auditor	Management response and implementation timeframe	Work undertaken and judgements made in 2022/23	Conclusions reached
<p>2018 Best Value Assurance Report</p> <p>Capital plan slippage</p> <p>To reduce the level of slippage on the capital plan, the council should review its project management processes.</p>	<p>Management Response: (West Dunbartonshire Council Best Value Assurance Improvement Plan – July 2018):</p> <p>Carry out review of current practice against good practice guide and identification of improvement actions.</p> <p>Analysis of drivers of slippage in capital projects (previous five years) to identify common issues and improvement actions.</p> <p>Update project management framework and supporting policies/ guidance.</p> <p>Put in place review programme for project management framework.</p>	<p>Progress against the recommendation</p> <p>We discussed progress with council officers and reviewed supporting documentation.</p> <p>The council has improved the management of its capital plan by:</p> <ul style="list-style-type: none"> • Reviewing the ten-year capital plan to reduce capital commitments. • Strengthening the process to assess future bids for additions to the capital programme. • Regular reporting to council and service committees through budgetary control reports. <p>Officers planned to review capital reporting arrangements in 2023/24 to ensure clearer reporting on the progress of projects and reduce the resource required to prepare reports.</p> <p>It will take time for these actions to have an impact. The council reported an underspend of £70 million against its £132 million capital budget for 2022/23.</p>	<p>Conclusions</p> <p>The council continues to report significant slippage on the capital plan. In response, it has improved management of its capital plan and is reviewing capital reporting arrangements.</p>

	Implementation timescale: January 2019		
<p>2018 Best Value Assurance Report</p> <p>Staff absence</p> <p>Some staff are finding the pace of change challenging and staff absence remains an issue. The council is taking positive steps to try and address this and should continue to explore opportunities for improvement.</p>	<p>Management Response (West Dunbartonshire Council Best Value Assurance Improvement Plan – July 2018):</p> <p>Implement action plans supporting employee wellbeing strategy with focus specifically on physical and mental health.</p> <p>Additional functionality to be added to workforce management system to enable more effective reporting/ management of sickness absence.</p> <p>Target team specific change support/ training on a project by project basis.</p> <p>Introduce routine scrutiny of attendance management process compliance through workforce management system reports.</p>	<p>The council has taken a range of actions to support staff and reduce absence. This includes forming groups and networks to improve employee wellbeing.</p> <p>Employee wellbeing is part of the council's People First Strategy. The council is working to ensure its people have regular open and honest conversations with managers about wellbeing and can proactively access help and support for their mental and physical health.</p> <p>It will take time for the impact of this work to be reflected in sickness absence data.</p> <p>The 2022/23 Local Government Benchmarking Framework (LGBF) data shows that sickness absence days per employee have increased to 6.4 days for teachers and 15.3 days for other local government employees. The council's position against other councils has declined to 12th for teachers and 27th for other local government employees.</p> <p>The council's own performance data shows that there has been a small improvement in full time equivalent days lost per employee for all staff (14 full time equivalent average days lost in 2022/23 compared to 14.55 average days in 2021/22).</p>	<p>Conclusions</p> <p>The council has taken action to support staff and reduce absence. It has a longer-term plan to improve employee wellbeing over the next five years.</p> <p>It will take time for this work to have an impact and the latest LGBF data shows that the council's sickness absence rates have increased and its performance relative to other Scottish councils has declined.</p>

	<p>Lean process improvement approach embedded in wider strategic improvement framework.</p> <p>Implementation timescale: October 2019</p>		
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7. Leadership

7. Leadership

Administration elected members and officers worked together to agree clear strategic priorities, objectives, and measures of success. The council needs to maintain effective leadership to continue to achieve its priorities and make the difficult decisions to respond to its challenging financial position.

Background

Effective leadership from councillors, chief executives and senior officers, is key to councils achieving their objectives and providing clear strategic direction. The complex local government environment means collaborative leadership, working with partners, communities and citizens to improve outcomes is more important than ever.

Leaders need to be skilled in effective strategic thinking, decision-making and collaborative working and able to learn lessons from new ways of working. Councillors and officers must be clear on their roles in setting the vision and planning for its delivery.

Leaders should demonstrate behaviours and working relationships that foster a culture of cooperation, and a commitment to continuous improvement and innovation. Good conduct and behaviours when working together are crucial. Working relationships between members and between members and officers should be constructive and productive. Councillors should show a commitment to agreed council priorities and work together to achieve them.

Detailed reporting on leadership

Is there effective collaborative working between members and with members and officers towards the achievement of the priorities?

The council's Chief Executive, appointed in June 2022, and Council Leader have a good working relationship and meet regularly. The Chief Executive, Leader and chief officers have weekly meetings covering areas including the council's finances, emerging issues and communications. They also have monthly or bi-monthly meetings focused on performance and transformation.

Officers and administration elected members worked together to develop a strategic plan with clear priorities, objectives, and measures of success. The council has established budget working groups to ensure budget decisions and savings are agreed early and in line with the council's priorities. Meetings involve the Leader, Deputy Leader, Chief Executive and chief officers. These start in August and continue until the budget is agreed by Council.

The cost-of-living working group is another example of elected members (including opposition councillors) and officers collaborating to make decisions that benefit the community.

The council's elected member led service committees are responsible for monitoring the progress of service delivery plans and scrutinising performance. Officers report progress to service committees twice a year.

Elected members and officers need to continue working effectively for the council to achieve its strategic priorities and address its challenging financial position.

Have any issues been identified with the capacity and skills of senior officers that could impact on the ability of the council to deliver its objectives?

The number of chief officers reduced by 0.5 full time equivalent in 2023. The Chief Executive reviewed the organisational structure at chief officer level. Following this review, the council agreed a new organisational structure with the remaining senior officers all taking on additional responsibilities. There is a risk that the new structure could impact on the capacity of the leadership team with chief officers having a wide range of duties.

The council is using its new structure to ensure services are better aligned. It hopes this will create efficiencies and increase chief officer capacity by encouraging services to work more closely together. The council should continue to review the capacity of its leadership team to deliver its strategic priorities and objectives (see Appendix 1, action 1).

The council has a new senior leadership programme in place and coaching is offered to all senior leaders when they are appointed.

Have any issues been identified with the skills of elected members that could impact on their ability to scrutinise and make decisions that contribute to the council delivering its objectives?

The council put in place an induction programme for new and returning councillors. It has continued to offer training as regular seminars covering key issues facing the council. The council also offers elected members support to prepare personal development plans and access to learning tools.

Elected members demonstrate a good level of scrutiny and challenge at council and audit committee meetings.

Improvement recommendations

Any improvement recommendations that have been identified as part of our work on the council's leadership have been reflected in the action plan at Appendix 1, action plan reference numbers have been included in the wording above.



Appendices

1: Improvement Action plan

Appendix 1 – Improvement Action plan

Rating	Description
Level 1	The identified risk and/or significant deficiency is critical to the business processes or the achievement of business strategic objectives. There is potential for financial loss, damage to reputation or loss of information. The recommendation should be taken into consideration by management immediately.
Level 2	The identified risk and/or significant deficiency may impact on individual objectives or business processes. The audited body should implement the recommendation to strengthen internal controls or enhance business efficiency. The recommendations should be actioned in the near future.
Level 3	The identified risk and/or significant deficiency is an area for improvement or less significant. In our view, the audited body should action the recommendation, but management do not need to prioritise.

The table below details the issues/risks that we have identified as part of this thematic review and our recommendations to the council to address.

Issue/risk	Rating	Recommendation	Agreed management action/timing
1. Leadership capacity The number of chief officers reduced by 0.5 full time equivalent in 2023. The Chief Executive reviewed the organisational structure at chief officer level. Following this review, the council	Level 2	The council should review whether its leadership team has sufficient capacity to deliver its strategic priorities and objectives.	Management's response The Chief Executive carried out an extensive review in June 2023 prior to the revised structure being presented to Committee. This included consultation with all Chief Officers and the Council administration. The review considered

<p>agreed a new organisational structure with the remaining senior officers all taking on additional responsibilities.</p> <p>Risk – Senior officers do not have the capacity to support the council to achieve its priorities.</p>			<p>capacity, revised workloads and which services would work best within the same Chief Officer area to enable the council to achieve its strategic objectives. As with any senior structure it will be kept under review however it is considered premature to undertake a more formal review until the structure has been in place for sufficient time to test the new arrangements. Accordingly we agree that a review is appropriate in the timescale indicated.</p> <p>Responsible officer Chief Executive</p> <p>Implementation date September 2024</p>
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Leadership of the development of the council's strategic priorities

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<https://www.audit-scotland.gov.uk/accessibility>

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WEST DUNBARTONSHIRE COUNCIL

Report by: Head of Strategy and Transformation, West Dunbartonshire Health and Social Care Partnership (HSCP)

Committee Date: 20 December 2023

Subject: West Dunbartonshire HSCP Annual Performance Report 2022/23

1. Purpose

- 1.1** The purpose of the Annual Performance Report is to provide an overview of the HSCPs performance in planning and carrying out integrated functions. The Annual Performance Report is produced for the benefit of Partnerships and their communities. This report also includes a complaints management overview for the year 2022/23.

2. Recommendations

It is recommended that West Dunbartonshire Council:

- 2.1** Note the West Dunbartonshire HSCP Annual Performance Report 2022/23 and the Annual Complaints Report 2022/23.

3. Background

- 3.1** The Public Bodies (Joint Working) (Scotland) Act 2014 ("the 2014 Act") established the legislative framework for the integration of health and social care services in Scotland under either an Integration Joint Board (IJB) or Lead Agency model.
- 3.2** Section 42 of the 2014 Act requires that Performance Reports are prepared by the "Integration Authority". This term broadly means the person or body which is responsible for the planning and direction of integrated health and social care services. Section 42 of the 2014 Act covers both the Integration Joint Board and Lead Agency model.
- 3.3** To ensure that performance is open and accountable, the 2014 Act obliges Partnerships to publish an annual performance report setting out an assessment of performance in planning and carrying out the integration functions for which they are responsible.
- 3.4** The 2014 Act requires Integration Joint Boards to publish an Annual Performance Report within four months of the end of each reporting year.
- 3.5** The required content of the performance reports is set out in The Public Bodies (Joint Working) (Content of Performance Reports) (Scotland) Regulations 2014. These requirements are adhered to within the 2022/23 Annual Performance Report.

- 3.6** The content and structure of the 2022/23 annual report has been informed by the Scottish Government's 'Guidance for Health and Social Care Integration Partnership Performance Reports' and guidance from West Dunbartonshire HSCP's external auditor in relation to Best Value.

4. Main Issues

- 4.1** The main issues pertaining to the year 2022/23 are contained within the Annual Performance Report (Appendix I). As has been the custom in previous years, it is accompanied by a complaints management overview for the corresponding period (Appendix II).
- 4.2** The Annual Performance Report summarises the progress made by the HSCP over the past year and highlights the positive outcomes the integration of health and social care services can have on individuals, families and the wider community. Teams across the HSCP have embraced innovative new approaches in line with the key strategic priorities of Early Intervention; Access; Resilience; Assets and Inequalities as outlined in the Strategic Plan for the corresponding period. The HSCP have ensured a continued emphasis on joining up services, improving care and support for people who use services, their carers and their families.

5. Options Appraisal

- 5.1** An options appraisal is not required for this report.

6. People Implications

- 6.1** There are no people implications arising from the recommendations within this report.

7. Financial and Procurement Implications

- 7.1** There are no financial and procurement implications arising from the recommendations within this report.

8. Risk Analysis

- 8.1** There are no risks identified as a result of the recommendations within this report. This report does however support the mitigation of the following risk as contained within the HSCP Strategic Risk Register:

Performance Management Information: Failure to review and scrutinise performance management information; creates a risk of the HSCP being unable to manage demand analysis, service planning and budget management across totality of its organisational responsibilities.

9. Equalities Impact Assessment (EIA)

9.1 An equality impact assessment is not required as the recommendations within this report do not have a differential impact on any of the protected characteristics.

10. Environmental Sustainability

10.1 A Strategic Environmental Assessment (SEA) is not required in respect of the recommendations within this report.

11. Consultation

11.1 On the 15 August 2023 the HSCP Board agreed to homologate the decision of the HSCP Audit and Performance Committee (20 June 2023) which was, to agree, subject to minor changes to the format, that the West Dunbartonshire HSCP Annual Performance Report 2022/23 and the Annual Complaints Report 2022/23 be approved for publication in line with the legislative timescales..

12. Strategic Assessment

12.1 On the 15 March 2023 the HSCP Board approved its Strategic Plan 2023 – 2026 “Improving Lives Together”. The Plan outlines sustained challenge and change within health and social care, these changes bring with them a host of governance implications: cultural, operational, structural, ethical and clinical.

12.2 Good governance, which includes performance management, is essential to ensure the actions within the Strategic Plan are implemented effectively and efficiently in a way which promotes safe and effective care whilst achieving best value.

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Designation: Head of Strategy and Transformation
Date: 21 November

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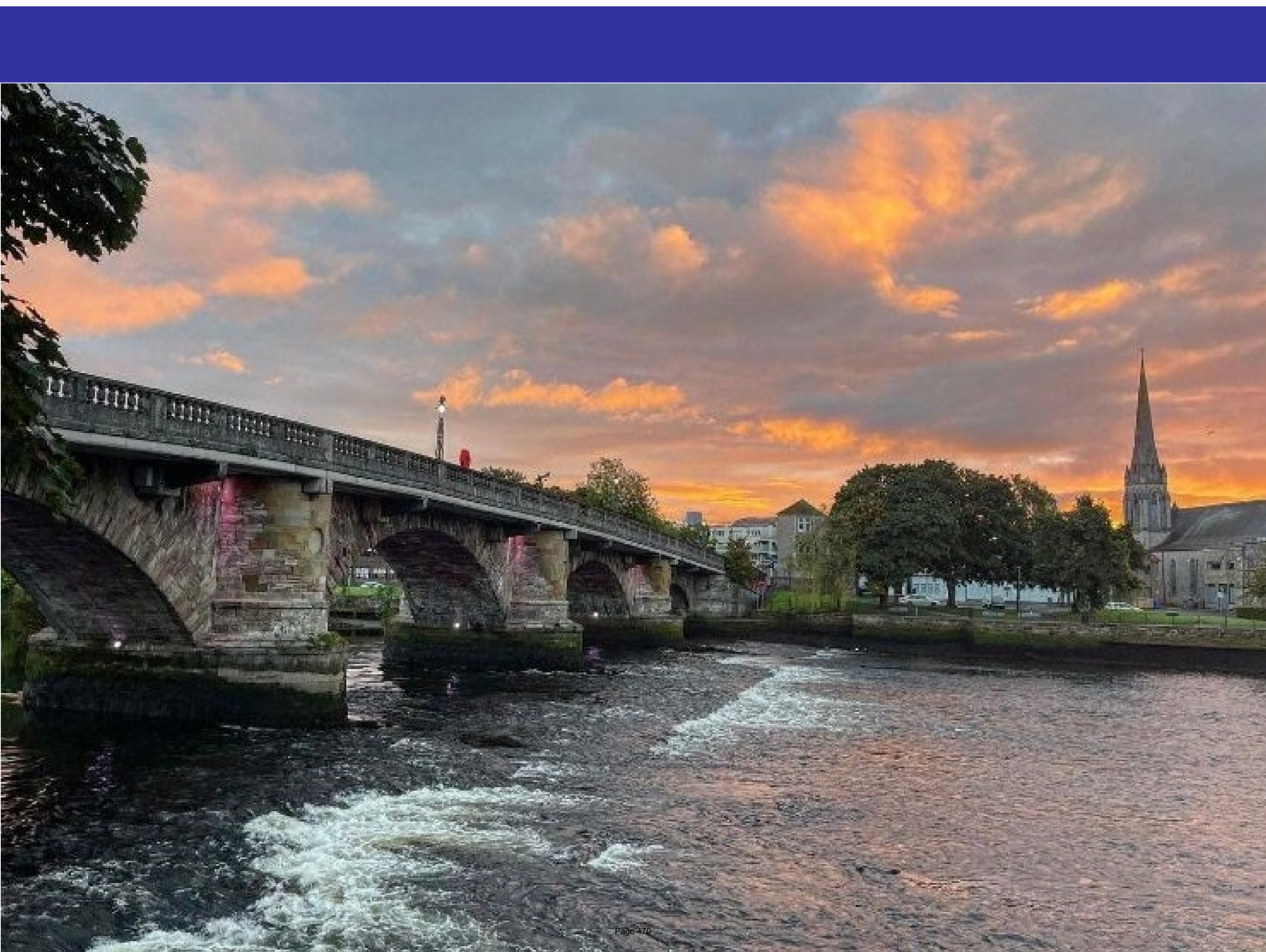
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Appendices: West Dunbartonshire HSCP Annual Performance Report 2022/23 (Appendix I)
Annual Complaints Report 2022/23 (Appendix II)

West Dunbartonshire Health & Social Care Partnership

Annual Performance Report 2022/2023

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Foreword

Welcome to West Dunbartonshire Health and Social Care Partnership's (HSCP) 2022/23 Annual Performance Report. The report summarises the progress made by the HSCP over the past year.

The last three years have been extremely challenging, but in many ways exceptionally rewarding, with staff and communities going above and beyond to care for service users and each other during one of the most challenging periods in recent history. Public sector funding struggles to keep pace with rising costs and our demographic pressures, meanwhile it is clear that the full impact of the pandemic will take many years to reveal itself.

In the last year we continued to be humbled by the endeavours of our health and social care workforce and are extremely grateful to our communities, especially those unpaid carers, who have worked with us under difficult circumstances to respond to a variety of challenges.

This report is set in a context of additional demand on finite resources. Existing core budgets are already under significant pressure but the challenges we face present the opportunity to do things differently – to make optimal use of the resources we have and create a health and care system that more effectively utilises existing strength in our efforts to better meet the needs and promote the health and wellbeing of our communities.

The Integration Joint Board continues to be ambitious for our communities and our key focus remains the furtherance of integrated services by increasing access to community based health and social care services, shifting the balance of care from hospital to more homely settings and supporting our most vulnerable residents to lead healthy, happy and fulfilling lives.

This Annual Performance Report aims to detail the progress the Integration Joint Board has made in realising the aims of integration whilst highlighting examples of good practice which have been achieved within the current legislative framework. We remain committed to continuing this conversation with the Scottish Government to exemplify what can be achieved when the principles of integration are fully embedded.

In closing I would like to extend my personal thanks and those of the Senior Management Team to our staff who have worked tirelessly over the last year to provide vital services and support to the people of West Dunbartonshire.



Beth Culshaw
Chief Officer

Summary

Purpose of Report

This annual performance report outlines West Dunbartonshire Health and Social Care Partnership's performance in relation to national and local priorities during the period 1st April 2022 to 31st March 2023. It will describe progress against the key strategic priorities outlined in our Strategic Plan 2019-2022 and will seek to demonstrate our commitment to Best Value in the commissioning and delivery of services.

Key Achievements 2022/23

During 2022/23 West Dunbartonshire Health and Social Care Partnership (HSCP) made significant progress against the key strategic priorities outlined in our Strategic Plan 2019-2022: early intervention; access; resilience; assets; and inequalities.

Priority 1: Early Intervention

- MMR1 vaccinations for children aged 24 months above the Scotland figure of 93.9% at 94.4% and immunisation rates higher than those for the Health Board and Scotland for all immunisations at 24 months and for 4 out of 5 immunisations for children aged 5 years.
- Development work on a West Dunbartonshire Wellbeing website inspired and co-produced through engagement with young people from West Dunbartonshire secondary schools.
- Distress Brief Intervention training offered to over 175 frontline workers and online training completed by 90 local partners who can make referrals to the Distress Brief Intervention Service.
- West Dunbartonshire invited to become the fifth national pilot site to offer Distress Brief Intervention to 14 and 15 year-olds.
- 90 parents and carers of young people completed support and education sessions following a diagnosis of a child or young person with neurodiverse issues such as autism.
- Training courses completed by the Disability Sports Youth Group on Disability Sports Awareness, Coaching Footballers with a Disability, Managing Finances, First Aid, and Child Protection.
- 77.5% of people aged 65 and over who have had 2 or more emergency admissions to hospital in the last year have had an assessment of their needs.
- Emergency admissions for people aged 18 and over below our local target of 9,180 at 8,625.
- Rate of emergency admissions for people aged 65 and over of 268.1 per 1,000 population, below our target of 271.
- 1,129 people have received support with their medication from our Homecare Pharmacy Team.
- 1,942 people were receiving a Community Alarm/Telecare service at March 2023.
- 95% take up of 27-30 month reviews for those children of eligible age: higher than the Scotland or NHS Greater Glasgow and Clyde figures, and second highest take up across the 6 HSCPs within Greater Glasgow and Clyde.
- Just under 94% of referrals to addiction services, including third sector partners, starting treatment within the national target time of 3 weeks, exceeding the 90% standard.
- 19,817 people had an Electronic Key Information Summary (eKIS) in place to allow for sharing of key information across the HSCP, hospital Acute Services and Primary Care.
- Development of, and extensive consultation on, a new HSCP Strategic Plan for the period 2023-2026 reflecting stakeholder priorities and identifying the challenges as well as the opportunities to deliver our strategic outcomes.

Priority 2: Access

- Appointment of a Self-Directed Support (SDS) Lead in June 2022 to drive forward improvement work.
- Update and release of an SDS ilearn module in October 2022.
- Twice weekly SDS Clinics for one to one coaching around any aspect of SDS.
- 10,386 hours of homecare delivered to 1,416 West Dunbartonshire residents as at March 2023 to support them to live as independently as possible in their own homes.
- 71% of people on the Palliative Care Register supported to die at home or in a homely setting for cancer deaths and 62% for those patients with a non-cancer death.
- Introduction of a new Adult Carer Assessment and Support Plan, eligibility criteria for adult carers and a new process for how newly identified adult carers can access different support.
- £50,000 allocated by the HSCP to Carers of West Dunbartonshire to be accessed by carers for Short Breaks via Carers of West Dunbartonshire's Out of the Blue Service.
- Collaborative work across the 6 HSCPs within Greater Glasgow and Clyde to develop and deliver services to people with learning disabilities and very complex support needs.
- 827 Justice Social Work Reports completed, an increase of 4% on 2021/22.
- 84.2% of people with a Community Payback Order attending an induction session within 5 working days of sentence.
- 15 individuals supported by a new Bail Assessment and Supervision Service which commenced at Dumbarton Sheriff Court in September 2022.
- Diversion services provided to 37 people who had not been convicted of an offence, supporting them not to become further entrenched in the justice system.
- Close working between Justice and Housing Services to ensure short stay accommodation is identified for individuals prior to release and support then provided to access a permanent tenancy.
- Enhancement of unpaid work service by ensuring that tasks are meaningful to communities and provide learning opportunities for service users, including improving the environment and supporting charitable and voluntary organisations.

Priority 3: Resilience

- 99.1% of children and young people referred to Child and Adolescent Mental Health Services starting treatment within 18 weeks of referral, above the national target of 90%. The average wait for treatment was 9 weeks.
- 58 people participated in a Resilience Hub online meeting themed on 'Developing your Trauma-informed Practice' showcasing the range of free training resources available from the National Trauma Training Programme as well as how some local teams within Education and Blairvadach Children's House have put this into practice.
- 40 leaders attending the national Scottish Trauma-informed Leadership Training.
- 1,280 people in total have now seen the Resilience film with the latest viewers being foster carers, kinship carers and adoptive parents in March 2023.
- 4,456 referrals to Adult and Older People Mental Health Services and 29,895 appointments offered.
- Recruitment completed for Wellbeing Nurses within all GP practices across West Dunbartonshire.
- Successful recruitment to and roll out of a new Specialist Physical Health Nurse service based within Community Mental Health Teams and a Mentalisation Based Therapy Nursing Service for people with emotionally unstable personality disorders. The latter has reduced the number of admissions to both the Mental Health Crisis Team and Mental Health inpatient services.
- Development and introduction of an HSCP Adult Support and Protection Duty system and Area Resource Group.
- Mental Health Social Workers have ensured all clients have an established review date using principles of self-directed support to ensure all care packages meet the eligibility criteria for adult social care services.
- Staff and volunteers through the HSCP's Work Connect Employment service supported the Vale of Leven Hospital to open their Dementia Friendly Garden for patients and their carers.

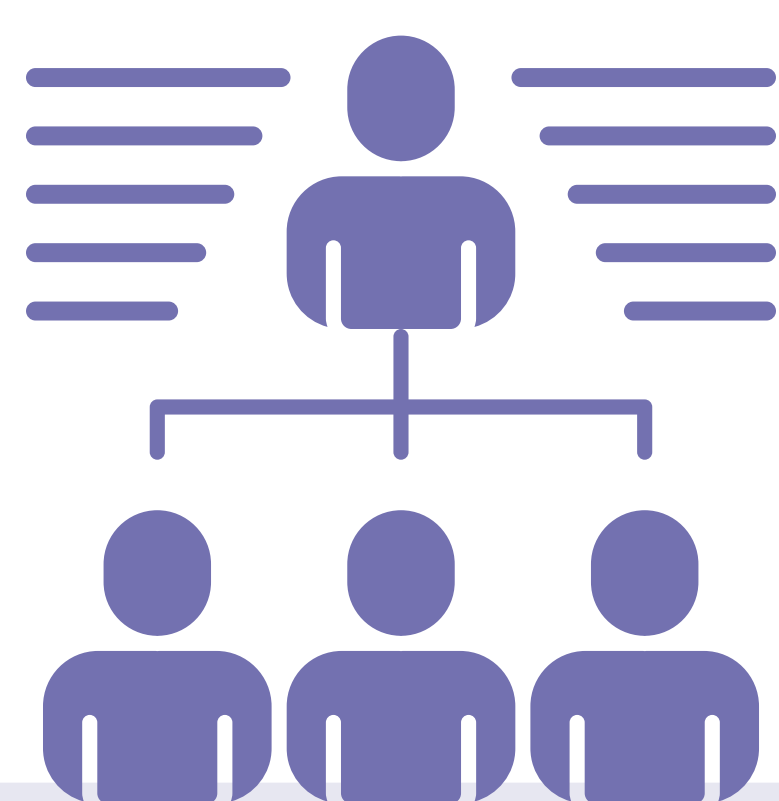
Priority 4: Assets

- Prescribing costs per patient lower than the NHS Greater Glasgow and Clyde figure of £187.73 at £185.96.
- Staff wellbeing webinars made available to all HSCP staff by West Dunbartonshire Council including emotional resilience, communication and neurodiversity.
- The extension of Mental Health First Aiders who work alongside Wellbeing Advocates to signpost employees to supports and provide important feedback from employees on wellbeing needs and initiatives.
- Work commenced in relation to the Equally Safe at Work programme to raise awareness and understanding of gender-based violence.
- NHS Greater Glasgow and Clyde have made progress across the pillars within the Staff Health Strategy and have continued to develop and implement the health and safety culture framework.
- Conversion Rate of 83% in January - March 2023 for the proportion of children where the Child Protection Case Conference decision is to add the child to the Child Protection Register. This Conversion Rate is a good indicator of the effectiveness of our processes and decision-making. The rate was 65% in the same period in 2022.
- More effective collection of Inter-Agency Referral Discussion data identified through scrutiny of the Child Protection Minimum Dataset and Police Scotland data now being shared with the HSCP.
- Revised model of initial response or 'duty' service has been developed by Children's Services, benchmarked against current service uptake of new referrals to the service.
- Work undertaken with the Scottish Children's Reporters Administration to support better management of the high volume of report requests, specifically developing a triage process to support decision making where a full report may no longer be required.

Priority 5: Inequalities

- 88.7% of looked after children being looked after in the community helping them maintain relationships and community links.
- 86.2% of children from a black or minority ethnic community who are looked after, are looked after in the community.
- The Promise Lead Officer recruited in May 2022. Engagement sessions reached over 300 people.
- Viewpoint relaunched in July 2022 with over 70 social workers attending training.
- West Dunbartonshire Champions Board re-launched in collaboration with Y-Sort It and Who Cares Scotland?
- Free training provided by Each and Every Child to over 80 multi-agency staff offering support around language and care experience to reduce stigma.
- 130 young people supported by the HSCP's Throughcare and Aftercare team during 2022/23.
- New ways of supporting unaccompanied asylum seeking children developed including a housing support model and working directly with the Home Office to ensure identified children who will be travelling to Scotland as part of the National Transfer Scheme are fully supported with this transition.
- Leadership training for equality and inclusion and a session on the Fairer Scotland Duty from the Improvement Service provided to the HSCP's extended management team.
- Addiction Services piloted a project on same day medication assisted treatment in Clydebank. Changes made to the service via the pilot led to an 85% reduction in service access delays and a 65% increase in the number of people accessing treatment.
- Additional funding provided to a third sector partner addiction service to support in the delivery of a family support service.
- Development of a Recovery Community and Lived and Living Experience Panel.
- Whole System Approach to Rights-Based, REACH advocacy workshops delivered to over 300 individuals within statutory and non-statutory services as well as community members.
- Recruitment of 2 dedicated advocacy workers for Addiction Services.

Overview of the HSCP



West Dunbartonshire Health and Social Care Partnership formally established 1st July 2015



Employing 2,298 health and social care staff across Adult, Children's and Criminal Justice services (1,842 FTE)



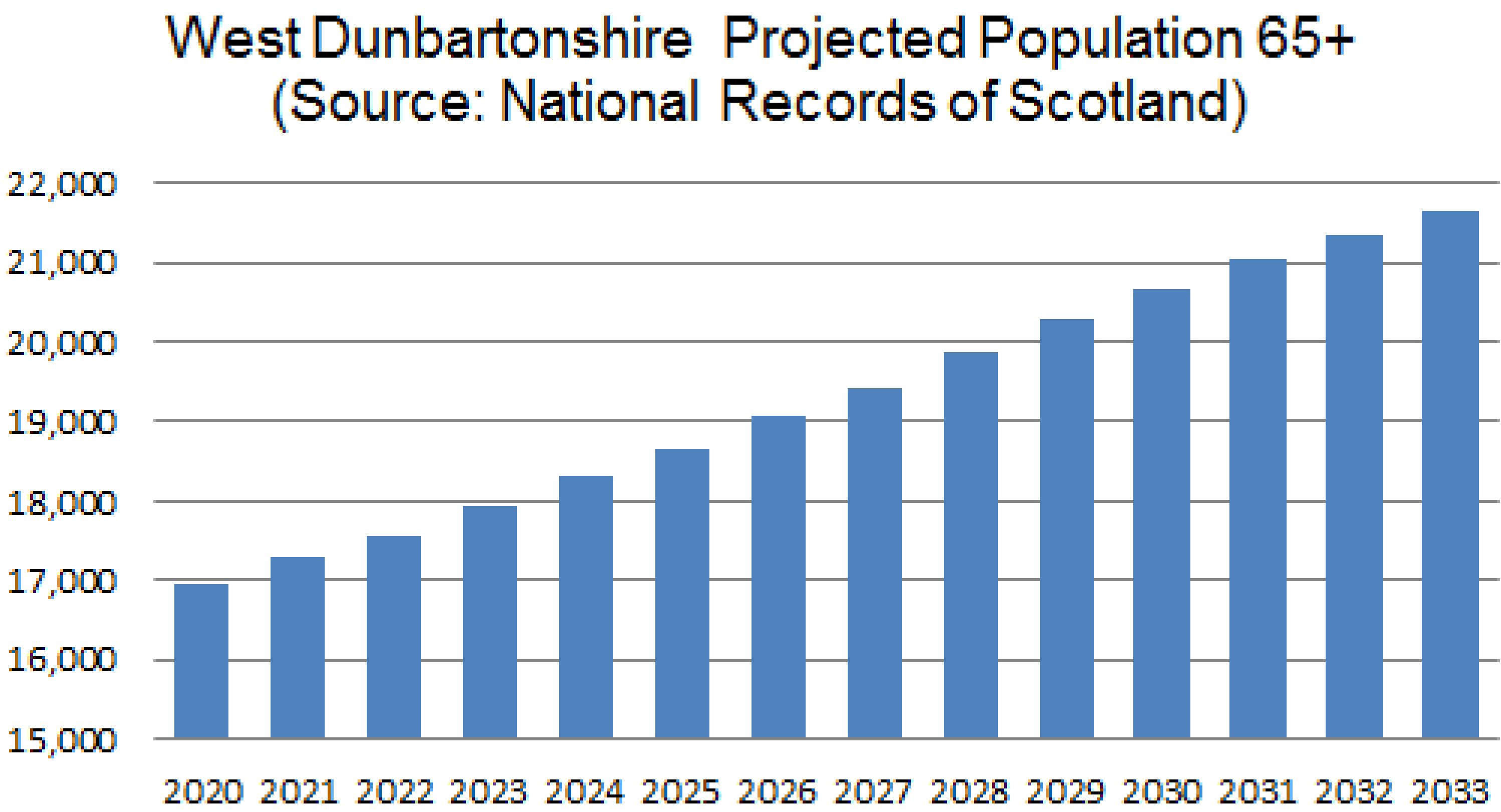
2022/23 budget of £228 million



Delivering health and social care services to support the people of West Dunbartonshire: population 87,790

Challenges and Areas for Improvement

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



West Dunbartonshire is an area of high deprivation and the impact of the current cost of living crisis, with significant hikes in fuel prices, inflation and the cost of providing services across all sectors and businesses, is likely to be felt more acutely than in other less deprived areas. In addition, while the worst of the Covid-19 pandemic may now be behind us, our communities have had little time to recover from its impact and the longer term impacts are still unfolding.

Specific challenges faced during 2022/23 were:

- National challenges around delayed discharges from hospital were particularly significant in West Dunbartonshire with delays reaching unprecedented levels. West Dunbartonshire has a dedicated hospital discharge team, which comprises of 22.9 whole time equivalent posts with currently 2.5 whole time equivalent social worker vacant posts. Hospital discharge sits within Health and Community Care which had a total budget of £53,857m in 2022/23 which equates to 23% of the HSCP's overall budget.
- Emergency admissions and Accident and Emergency attendances continuing to rise towards pre-pandemic levels.
- An increasing average length of hospital stay.
- Recruitment and retention across almost all frontline services and the impact that this has had on waiting times and service delivery.
- The annual funding model restricts our ability to plan and sustain services beyond the current financial year, including services commissioned from the Third Sector.
- High numbers of Domestic Abuse offending within West Dunbartonshire.
- Increasing number of referrals from the Crown Office and Prosecution Service.
- Re-establishing the links developed by the Champions Board with care experienced young people, the community and corporate parents.
- Recovering from the long term impact on MSK Physiotherapy waiting times of the redeployment of MSK staff to support Acute colleagues during the pandemic as well as recruitment issues and absence levels. At the end of March 2023 there were 6 vacant MSK Band 6 posts across Greater Glasgow and Clyde and sickness absence rates between August 2022 and March 2023 were constantly over the 4% target: ranging from 4.04% in September to a high of 7.84% in January 2023. The cost of this team is £7.394m which equates to 3.2% of the HSCP's overall budget.

Introduction

The Scottish Government's Public Bodies (Joint Working) Act (Scotland) 2014 sets out the arrangements for the integration of health and social care across Scotland. In line with the Act, West Dunbartonshire Health and Social Care Partnership (WDHSCP) was established on 1st July 2015. The Integration Joint Board for West Dunbartonshire is known as the West Dunbartonshire Health and Social Care Partnership Board and is responsible for the operational oversight of WDHSCP.

All Health and Social Care Partnerships are required to produce an annual report outlining their performance in the previous financial year by the end of July each year and these reports should be produced in line with the Public Bodies (Joint Working) (Content of Performance Reports) (Scotland) Regulations 2014.

The Coronavirus Scotland Act (2020) allowed HSCPs to extend publication date beyond July and we have published our report in September in 2020, 2021 and 2022. The Scottish Government has recently advised that the extension and provisions made in the Coronavirus Scotland Act (2020) have now come to an end, meaning that the reporting deadline reverts to that defined in the Public Bodies (Joint Working) (Scotland) Act 2014. Therefore, reports for the period 2022-23 should be published by the end of July 2023.

Due to this earlier timescale, data completeness issues at NHS Board level will mean that some of the statistics within this report will be for calendar year 2022 rather than the full picture for the financial year 2022/23. This is in line with Public Health Scotland guidance recommending the use of specific reporting time periods within Annual Performance Reports for 2022/23.

Overview of the HSCP

West Dunbartonshire HSCP was formally established on 1st July 2015 in line with the Scottish Government's Public Bodies (Joint Working) Act (Scotland) 2014 which sets out the arrangements for the integration of health and social care across the country.

The HSCP's vision is:

Improving lives with the people of West Dunbartonshire

This vision will be implemented through the delivery of our key strategic priorities:

- Early Intervention
- Access
- Resilience
- Assets
- Inequalities

The HSCP is committed to:

- Children and young people reflected in Getting It Right for Every Child.
- Continual transformation in the delivery of services for adults and older people as reflected within our approach to integrated care.
- The safety and protection of the most vulnerable people within our care and within our wider communities.
- Support people to exercise choice and control in the achievement of their personal outcomes.
- Manage resources effectively, making best use of our integrated capacity.

With a continued emphasis on joining up services and focusing on anticipatory and preventative care, our approach to integration aims to improve care and support for people who use services, their carers and their families.

The Health and Social Care Partnership has delegated responsibility to deliver:

- Adult and Older People's services across all disciplines within integrated community teams
- Children and Young People's services across all disciplines and in partnership with Education Services
- Criminal Justice Social Work
- Community Mental Health, Learning Disability and Addictions services within integrated community teams and inpatient services

West Dunbartonshire HSCP hosts the Musculoskeletal (MSK) Physiotherapy Service for the NHS Greater Glasgow and Clyde area. Work is ongoing within the service to ensure the delivery of high quality outcomes for patients whilst striving to meet national waiting time targets.

The HSCP also hosts a programme of diabetic retinal screening on behalf of NHS Greater Glasgow and Clyde and leads the Community Planning Partnership's Alcohol and Drugs Partnership.

Children & Families Social Work	Children's Specialist Health Services	Health Visiting Service
Looked After Children	Children with Disabilities	Family Nurse Partnership
Adult Care Services	Community Hospital Discharge	Community Older People's Services
District Nursing	Care at Home Services	Residential and Day Care Services
Community Addiction Services	Learning Disability Services	Community Mental Health Services
Criminal Justice Social Work	Musculoskeletal (MSK) Physiotherapy	Diabetic Retinal Screening
	Community Pharmacy Service	

West Dunbartonshire has an estimated population of 87,790 people and the HSCP has a workforce of approximately 2,298 which equates to 1,842 full time equivalent at March 2023. A large proportion of HSCP staff live within West Dunbartonshire providing services to people within their own communities.

Services are delivered across the two localities within West Dunbartonshire: Dumbarton/Alexandria and Clydebank.

During 2022/23 the HSCP had responsibility for a budget of £228 million.

Aims of the Annual Performance Report

The aim of this annual performance report is to provide an open and transparent account of the work carried out across all service areas within the HSCP during 2022/23: improvements and challenges and the direction of travel in our efforts to improve outcomes for residents of West Dunbartonshire. The report will also seek to demonstrate the HSCP's commitment to Best Value in the commissioning and delivery of services.

This report will cover our performance between 1st April 2022 and 31st March 2023 and will describe progress against the key strategic priorities outlined in our Strategic Plan 2019-2022.

This will be our last report on the 2019-2022 plan as this year has seen the development of our new Strategic Plan 2023-2026. Our process of assessing and analysing the strategic needs of the people of West Dunbartonshire and consulting with key stakeholders to develop our new plan is described later in this report.

Policy Context



West Dunbartonshire HSCP's Strategic Plan 2019-2022 was developed in line with our five key strategic priorities: early intervention, access, resilience, assets and inequalities.

These key strategic priorities reflect the Scottish Government's National Health and Wellbeing Outcomes Framework which states that:

'Health and social care services should focus on the needs of the individual to promote their health and wellbeing, and in particular, to enable people to live healthier lives in their community. Key to this is that people's experience of health and social care services and their impact is positive; that they are able to shape the care and support that they receive, and that people using services, whether health or social care, can expect a quality service regardless of where they live.'

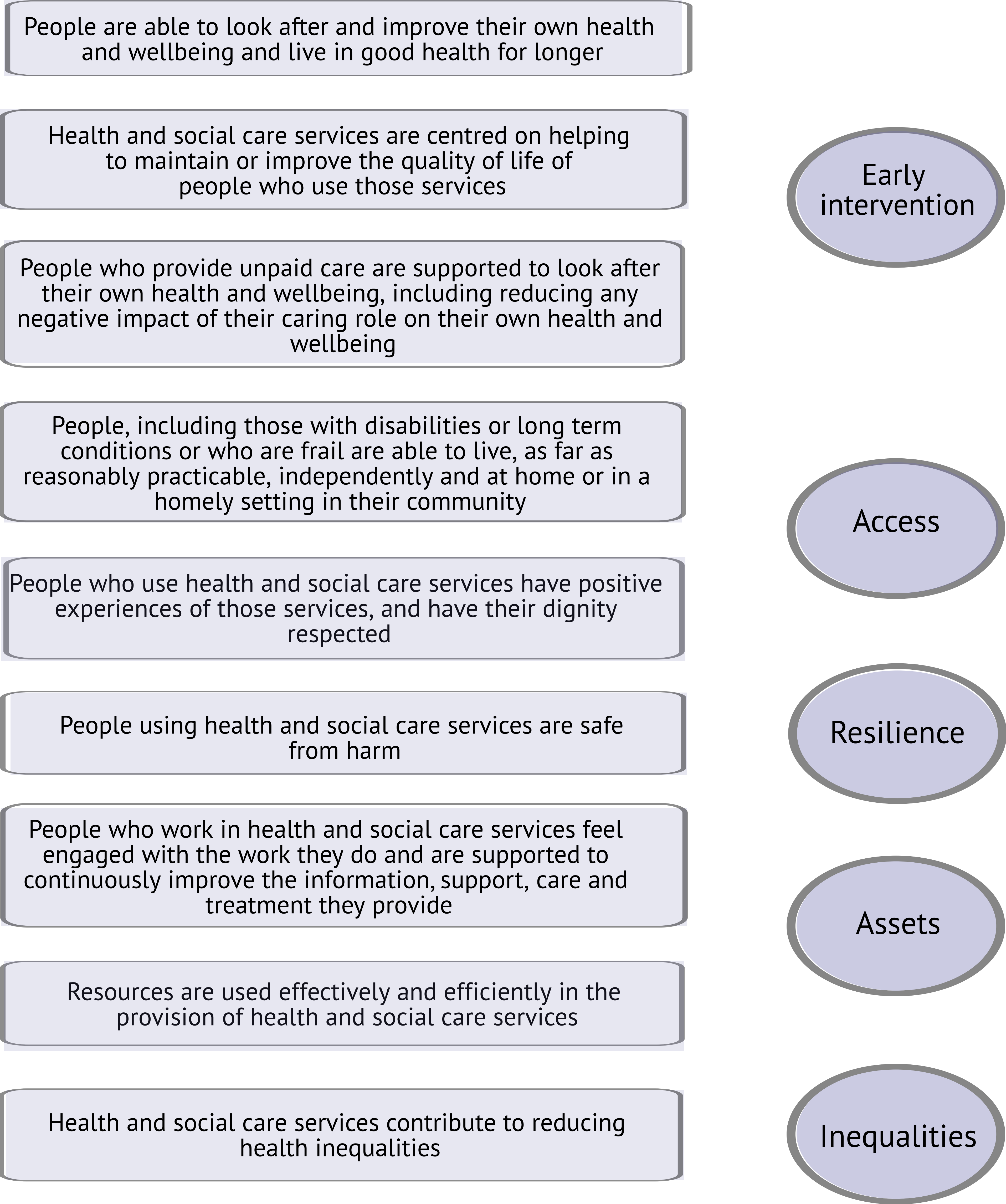
The Health and Wellbeing Outcomes are embodied in the ethos of the Social Care (Self-Directed Support) (Scotland) Act 2013 which aims to ensure that social care is controlled by the person to the extent that they wish; is personalised to their own outcomes; and respects the person's right to participate in society.

HSCP services are delivered to adults with critical or substantial needs in line with the HSCP's Eligibility Criteria for Adult Community Care Policy. The eligibility criteria allows for discretion to be applied in terms of providing adult social care for those people assessed as experiencing moderate risk.

Self-Directed Support (SDS) is embedded in the HSCP's assessment process across all adult and children's services. The HSCP's Integrated Resource Framework continues to support indicative personal budgeting assessment, with the aim of this framework being to support fairness and equality across all individuals assessed as eligible for local authority funded support.

The diagram overleaf depicts the links between our strategic priorities and the National Health and Wellbeing Outcomes which focus on an individual's experience of health and social care and how that care has impacted on their lives.

National Health and Wellbeing Outcomes



Public Protection



Public Protection provides a range of measures which can be used together to ‘protect our people’. This includes protection from harm for children and young people, vulnerable adults and the effective and robust management of High Risk Offenders through our Multi-Agency Public Protection Arrangements (MAPPA). As such Public Protection is integral to the delivery of all adult and children’s services within the HSCP.

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

During 2022/2023 the focus for Adult Support and Protection (ASP) has been on progressing the Joint Inspection of ASP Improvement Action Plan, the implementation of the ASP Learning Review Guidance 2022, the National revised ASP Guidance Suite 2022 and the ASP National Minimum Dataset 2023.

A number of positive improvement actions have taken place over the period which included an ASP Development Event in February 2023. The event was held on National ASP Awareness Day and presentations provided by colleagues from Scottish Fire and Rescue, Police Scotland, Multi-Agency Forum, NHS Public Protection Team, the HSCP and the Adult Protection Committee. A workshop also took place to look at practice and processes.

The event provided the opportunity for adult protection partners to come together and review local improvement actions, developments and learn about each other’s roles in relation to adult protection and protecting vulnerable adults from harm. HSCP staff also had the opportunity to reflect on the findings of an audit of the new ASP duty system: what is currently working well and where things may be done differently or better.

Adult Protection Committee (APC) subgroups were introduced at the beginning of 2023 and provide a framework to support West Dunbartonshire APC in driving forward key developments around: policy and practice; data scrutiny; quality assurance and evaluation; learning and development; and communication and engagement. The subgroups also provide the opportunity to engage staff working across partner agencies and a range of service areas, thus widening the network of those involved in shaping the local and national adult protection agenda and key priorities.

A National Implementation Group and sub groups have been set up to support ASP partnerships with the work around the new ASP Minimum Dataset and embed policy revisions into practice and process. Local representatives have been identified for each of the groups and it is anticipated this work will be ongoing for approximately 18-24 months.

Following the 2021/ 22 Children’s Services Inspection for Children and Young People at Risk of Harm, a children’s services improvement plan was developed focusing on key areas of feedback. This included a focus on assessment and planning activity, engagement with children, young people and their families, and staff training and development. Inspection feedback informed a comprehensive plan to develop and improve children’s social work services and wider children’s services partnership.

A number of areas of audit activity have been identified (initial referral discussions, re-registrations on the child protection register and thresholds for referrals amongst others) and are in progress, with staff training and development opportunities having been located primarily around the areas for development highlighted by the inspection.

Other areas of development work remain ongoing, such as domestic abuse training, core child protection training and specific training in respect of the process of assessment, SMART planning and chronology building.

We have also been working with partners to fully implement the new National Guidance for Child Protection 2021. In this context, the Scottish Child Interviewing Model (SCIM) will be implemented locally in May 2023 supported by the national SCIM team and local partners within Police Scotland, Education and Health. This work has been undertaken in partnership with Argyll and Bute Council, and is in the early stages of implementation, overseen by a joint implementation group. A hybrid model is in place supporting the use of the SCIM methodology in some cases where children require to be interviewed jointly by police and social work, while the previous model of Joint Investigative Interviewing also remains in place.

West Dunbartonshire is part of North Strathclyde MAPPA arrangements, along with five other local authority areas, supported by a dedicated MAPPA co-ordinator who provides professional advice and guidance. The MAPPA Unit team also support responsible authorities to fulfil their statutory duties around information sharing and joint working to assess and manage the risk of individuals managed within MAPPA.

The CSWO continued to attend the North Strategic Oversight Group and the Justice Service Manager is a member of the Management Oversight Group, where both groups include responsible authorities (Local Authorities, Police Scotland, Scottish Prison Service and Health).

The MAPPA Unit's performance report noted 100% compliance, with key performance indicators for cases managed at level 2 and 3 (multi-agency risk management) being reviewed no less than 12 weekly. Furthermore, Justice Services were fully compliant with all national key performance indicators, where all MAPPA meetings were held and notifications submitted to the MAPPA Unit within fixed timescales: no exceptions were reported during 2022/23.

Access to Information



West Dunbartonshire Council and NHS Greater Glasgow and Clyde as public authorities have a legal requirement to provide requested information in line with the Freedom of Information (Scotland) Act 2002 and the UK General Data Protection Regulation (UK GDPR), tailored by the Data Protection Act 2018.

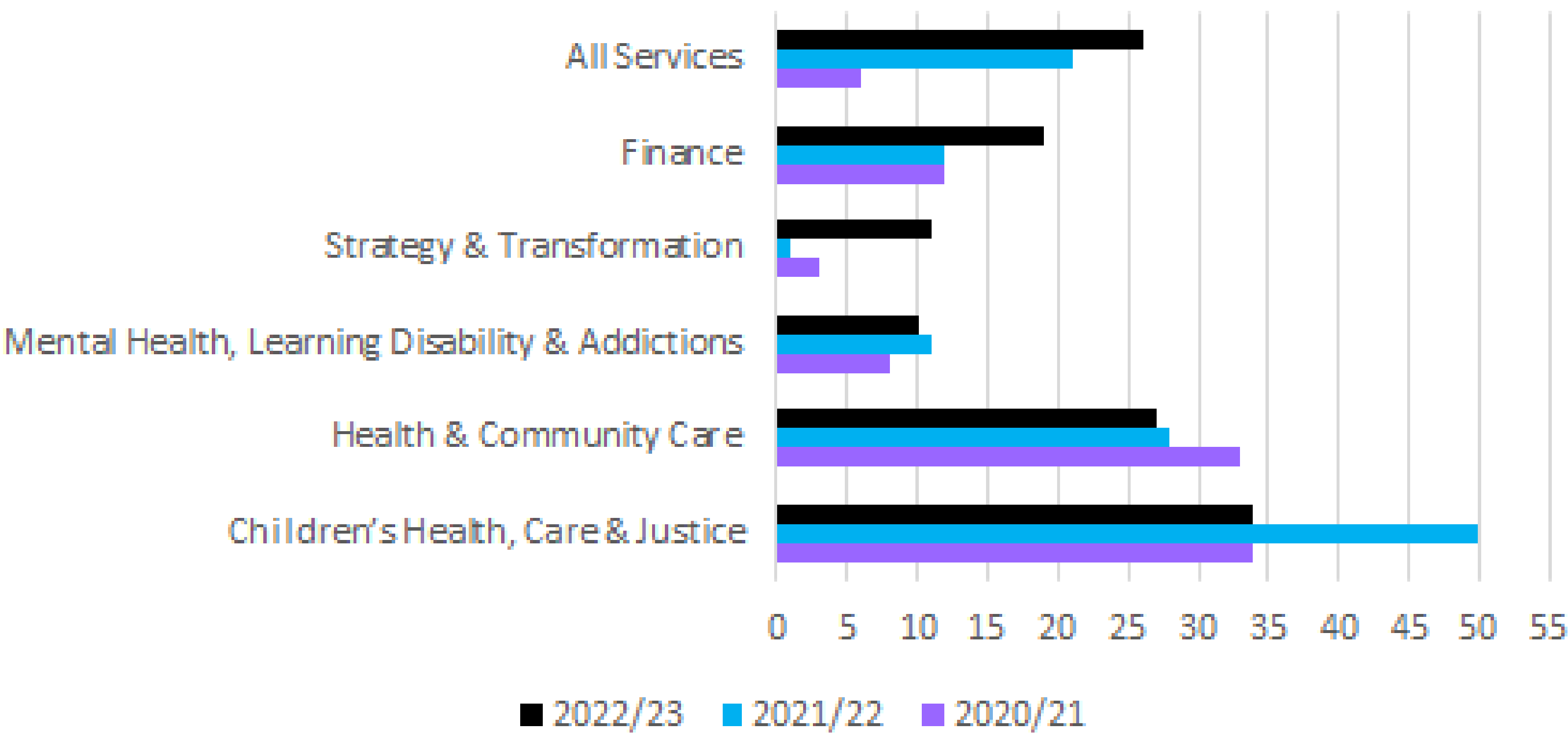
The Freedom of Information (Scotland) Act 2002 (FOISA) came into force on 1 January 2005. Under FOISA, a person who requests information from a Scottish public authority which holds it, is entitled to be given this information by the authority subject to certain conditions and exemptions set out in the Act. This information should normally be provided within 20 working days of receiving the request. The HSCP's Integration Joint Board also has a responsibility to provide information under FOISA in relation only to the functions of the Integration Joint Board.

Through television, newspapers and social media, people's right to request information under FOISA, and the power national or locally aggregated information can have, has become widely known. Public authorities can refuse to provide information under very strict exemptions contained within the Act and individuals have the right to request a review of these decisions by the public authority. If they are subsequently unhappy with the outcome of the review they can appeal the response with the Scottish Information Commissioner.

There were 127 Freedom of Information requests relating to HSCP services received in 2022/23, an increase of 3% on the previous year. The legislation allows public bodies to seek clarification from a requester where there is some uncertainty about the exact information that is being requested. During 2022/23 the HSCP requested clarification in relation to 5 Freedom of Information requests where no response was received.

Of the remaining 122 requests, 68% were responded to within the timescale: a decrease on 88% in 2021/22 and the average response time was 25 days. Most delays involved responses being collated from a number of different sources across services. The numbers below represent the main service area covered in the request however many requests cover both service delivery and the associated financial and staffing information.

Freedom of Information Requests



Often information requests under FOISA relate to information which is already published either on the HSCP, Council or Health Board website or on the websites of organisations the HSCP submits data to, such as the Scottish Government or Public Health Scotland. In that event we will signpost an individual to the published information to maintain the consistency of information held in the public domain.

Under the Data Protection Act 2018 individuals have the right to access their own information held by an organisation. They can do this in the form of a Subject Access Request (SAR). Organisations have one month to provide the information and this can be extended by up to two months if the request is complex or an individual has made a number of requests.

A SAR can also be made on behalf of another individual where the individual has provided their permission. The information collated for a SAR response may contain reference to other individuals or third parties. Where this third party is not an HSCP employee carrying out the functions of their role and authorisation has not been provided to release their information, this information will be removed or redacted from the response.

During 2022/23 the HSCP received 99 SARs: a 34% decrease on the previous year. Responses were issued within the initial or extended timescales for 91% of requests. Many SAR responses are lengthy and involve significant checking and redaction by HSCP staff.

The HSCP also provides information to the Scottish Government and Public Health Scotland. Quarterly and annual returns on service volume and the demographics of people who use HSCP services are submitted for all HSCP services: Older People, Adult, Children's and Criminal Justice services. The Scottish Government and Public Health Scotland use this information for a number of specific purposes such as: monitoring the implementation of national policies or legislation; to inform funding and planning decisions; to predict the future needs of Scotland and local populations; and to develop models of care and service delivery and inform policy makers. Much of this information is published at aggregate level on their websites and therefore available in the public domain.

In line with Data Protection and UKGDPR the HSCP has a requirement to inform people of how their information will be used. Privacy Notices relating to the various types of information we submit are available on the HSCP website. These outline how we hold, manage, process and submit an individual's information and an individual's rights with regard to their own information.

The HSCP also provides information in the form of complaint responses. Full details of how to make a complaint can be found on the HSCP's website and more detailed information on the HSCP's performance in relation to complaints handling can be found in our Annual Complaints Report 2022/23.

National Performance Measurement

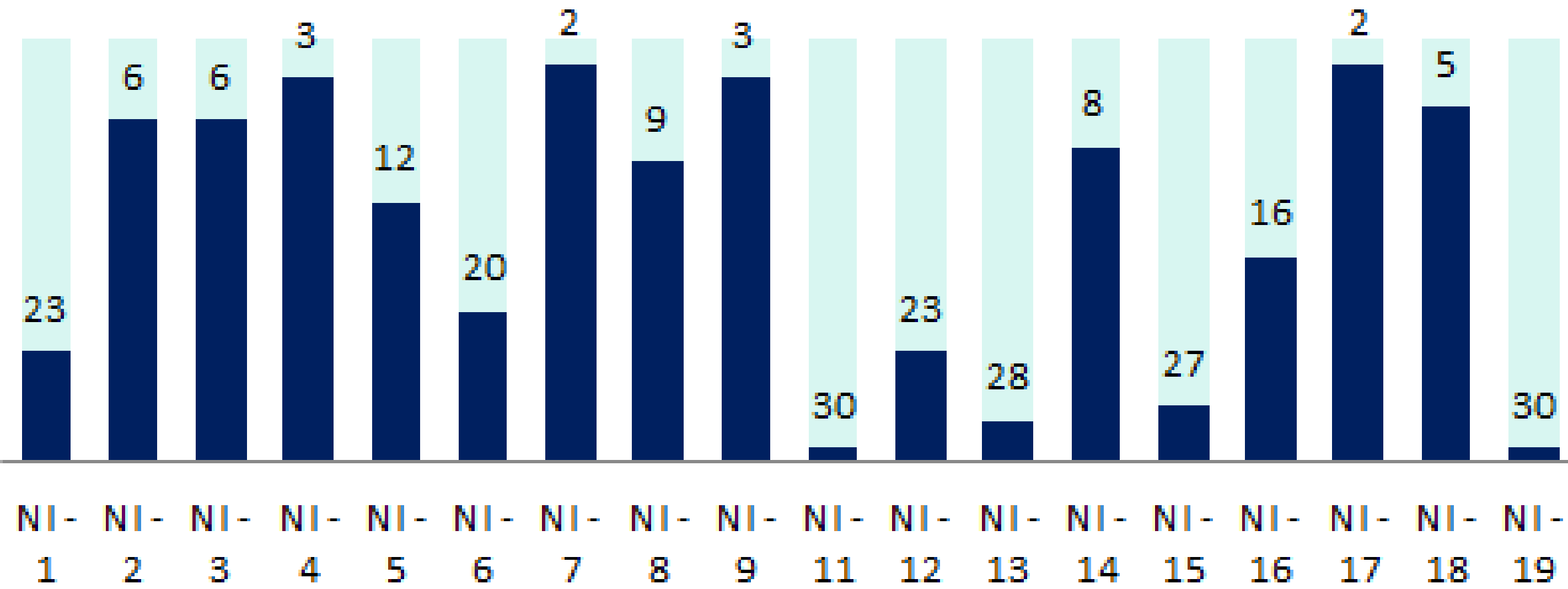
Core Integration Indicators

The Scottish Government has developed a suite of 23 Core Integration Indicators to help HSCPs monitor their performance against the National Health and Wellbeing Outcomes and allow for comparison nationally and by partnership. Of these indicators, 5 are not currently being reported nationally.

Code	Performance Indicator
NI-1	Percentage of adults able to look after their health very well or quite well
NI-2	% of adults supported at home who agree that they are supported to live as independently as possible
NI-3	% of adults supported at home who agree that they had a say in how their help, care or support was provided
NI-4	Percentage of adults supported at home who agree that their health and care services seem to be well co-ordinated
NI-5	Percentage of adults receiving any care or support who rate it as excellent or good
NI-6	Percentage of people with positive experience of the care provided by their GP practice
NI-7	% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life
NI-8	% of carers who feel supported to continue in their caring role
NI-9	Percentage of adults supported at home who agree that they felt safe
NI-11	Premature mortality rate per 100,000 persons
NI-12	Rate of emergency admissions per 100,000 population for adults
NI-13	Rate of emergency bed days per 100,000 population for adults
NI-14	Rate of readmission to hospital within 28 days per 1,000 discharges
NI-15	Proportion of last 6 months of life spent at home or in a community setting
NI-16	Falls rate per 1,000 population aged 65+
NI-17	% Proportion of care services graded "good" or better in Care Inspectorate inspections
NI-18	Percentage of adults (18+) with intensive care needs receiving care at home
NI-19	Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)

The chart overleaf shows West Dunbartonshire's position in comparison with the other 30 HSCPs in Scotland. The numbering on the chart denotes where West Dunbartonshire ranked in Scotland with 1 being best performing and 31 worst performing. Appendix 1 provides the detail behind the rankings and comparison with national figures. West Dunbartonshire performed better than the Scottish national figure in 10 of the 18 indicators.

West Dunbartonshire Ranking
Core Integration Indicators



Core Integration indicators 1-9 are gathered from the Health and Care Experience Survey which is carried out every 2 years. The survey was carried out during 2021/22 and is not due to be carried out again until 2023/24.

West Dunbartonshire had the 2nd highest proportion of respondents who agreed that the services and support they receive help improve or maintain their quality of life: 85.7% compared with a Scotland-wide figure of 78.1%. Those who thought their health and social care services were well co-ordinated moved from 10th to 3rd in Scotland and 87.9% of adults being supported at home said they felt safe, also the 3rd highest in Scotland.

The proportion of West Dunbartonshire residents supported at home who agreed that they were being supported to live as independently as possible moved from the 11th lowest in Scotland in 2019/20 to the 6th highest in 2021/22.

Premature mortality rates for 2022 will not be available until July 2023 and therefore not in time for this report however in 2021 West Dunbartonshire had the 2nd highest premature mortality rate in Scotland: the rate of deaths per 100,000 for people aged under 75 years. Similarly the proportion of Care Inspectorate Inspections graded at 4 (Good) or above during 2022/23 will not be available to meet our report timescales however in 2021/22 West Dunbartonshire HSCP services performed 2nd best in Scotland with 87.7% of inspections meeting this criteria.

Due to data completeness issues at Health Board level we are having to compare provisional 2022 calendar year figures with 2021/22 financial year figures for some of our hospital-related indicators. The former will be subject to update once the full financial year data is available and will therefore differ in our 2023/24 Annual Performance Report from those reported here.

In 2022 we had the 9th highest emergency admission to hospital rate in Scotland and the 4th highest bed day usage for emergency admissions. These combine to reflect a longer average length of hospital stay for West Dunbartonshire residents and the complex health needs of our population. Readmission rates by contrast were the 8th lowest in Scotland for West Dunbartonshire residents, suggesting appropriate discharge at the right time to the right place.

Delayed hospital discharge continued to be a significant challenge for the HSCP and the rate of bed days for people aged 75 and over whose discharge was delayed increased from the 7th highest in Scotland in 2021/22 to 2nd highest in 2022/23. Falls rates in West Dunbartonshire improved slightly from 19th to 16th highest while the proportion of the last 6 months of life spent at home or in a community setting fell slightly from 89.4% in 2021/22 to 88% in 2022: falling from 20th in Scotland to 27th.

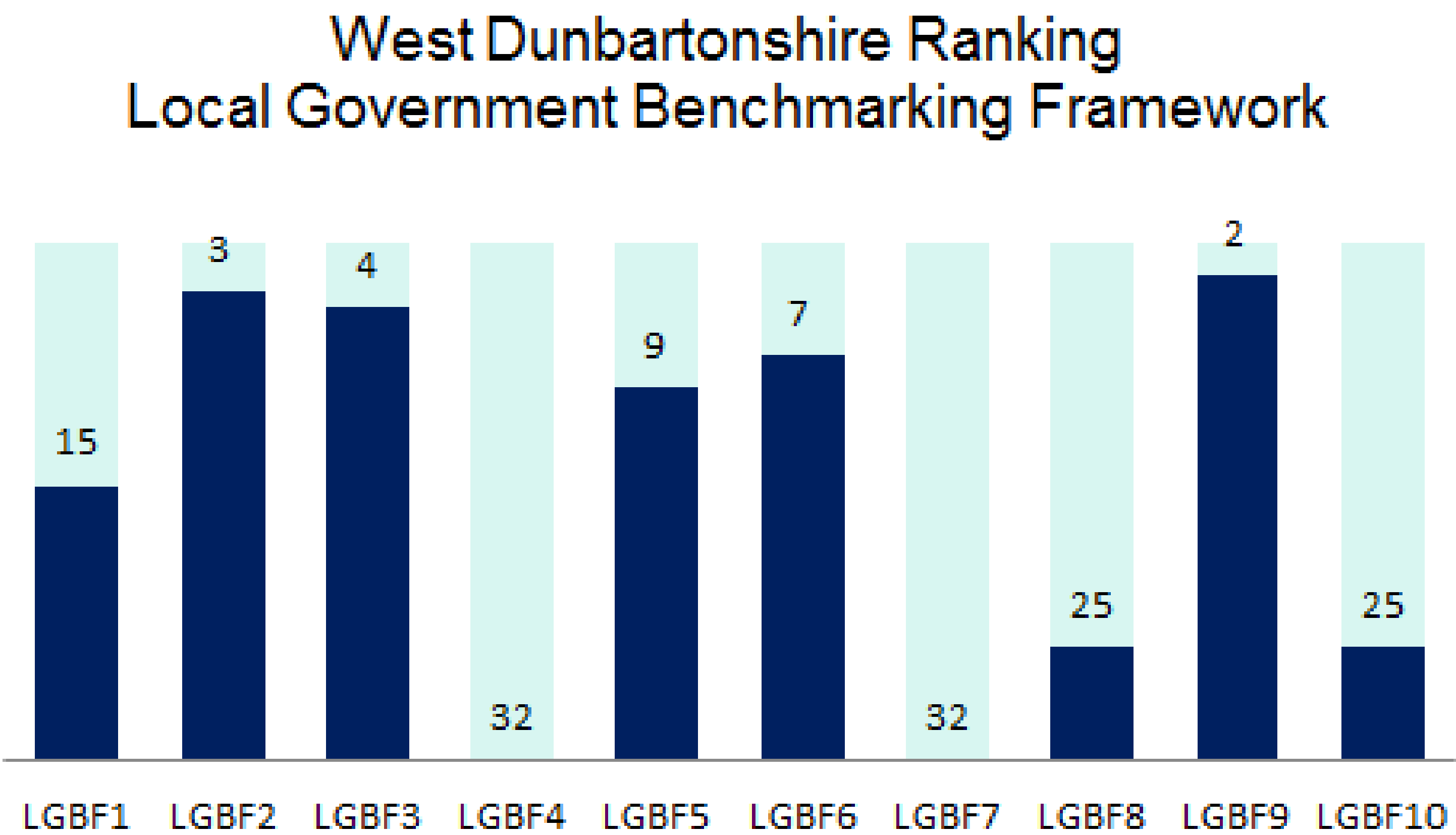
Delivering support to people at home continues to be a strongly performing area for the HSCP. In 2022 the percentage of adults with intensive needs being supported at home was the 5th highest in Scotland at just over 71%: the Scotland figure was 63.5%.

Local Government Benchmarking Framework

The Local Government Benchmarking Framework (LGBF) is a benchmarking tool designed to allow councils and the public to measure performance on a range of high level, comparable indicators that cover all areas of local government activity. The LGBF was developed by the Improvement Service and the Society of Local Authority Chief Executives (SOLACE Scotland). LGBF indicators cover efficiency, output and outcomes for those who use council services. The framework is designed to focus questions on variation of costs and performance as a catalyst for improving services and more effectively targeting resources.

Code	Performance Indicator
LGBF1	Balance of Care for looked after children: % of children being looked after in the Community
LGBF2	The gross cost of "children looked after" in residential based services per child per week £
LGBF3	The gross cost of "children looked after" in a community setting per child per week £
LGBF4	Percentage of children who have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review
LGBF5	% Child Protection Re-Registrations within 18 months
LGBF6	% Looked After Children with more than one placement within the last year
LGBF7	Self directed support spend for people aged over 18 as a % of total social work spend on adults
LGBF8	Home care costs for people aged 65 or over per hour £
LGBF9	% of people aged 65 and over with long-term care needs who receiving personal care at home
LGBF10	Net Residential Costs Per Capita per Week for Older Adults (65+)

The chart below shows West Dunbartonshire's position in 2021/22 in comparison with the other 31 Local Authorities in Scotland for those indicators for which the HSCP has responsibility. The numbering in the chart denotes West Dunbartonshire's ranking from 1 best performing in Scotland to 32 worst performing.



Appendix 2 provides the detail behind these rankings as well as comparison with the national figure.

During 2019/20 new indicators were added to the existing LGBF suite which have been pulled directly from the Core Integration Indicators. To avoid duplication these are not included in this section or in Appendix 2.

Of the remaining 10 indicators, the HSCP performed better than the Scottish national figure in 5 of the indicators during 2021/22. West Dunbartonshire had the 3rd lowest weekly cost for children looked after in a residential setting and the 4th lowest for children looked after in the community: 26% and 41% lower than the Scotland figure respectively. Only 3% of child protection registrations were re-registered within 18 months in West Dunbartonshire, which is the 9th lowest in Scotland. The percentage of Looked After Children with more than 1 placement in 2021/22 (August – July) was 11.7%, which is lower than the Scotland figure of 15.9%. The proportion of people aged 65 and over receiving personal care at home was the 2nd highest in Scotland at 72.9%.

The HSCP's worst performing indicators were: expenditure on Direct Payments or Personalised Budgets, as a proportion of overall Social Work spend, with the lowest figure in Scotland and the percentage of children reaching their developmental milestones at 27-30 months of age which will be considered further during this report. In relation to Direct Payments and Personalised Budgets, these are Options 1 and 2 of Self-Directed Support. This indicator does not take account of expenditure on services for people who select Option 3 under Self-Directed Support which means they have made a choice to request that the local authority arrange and pay for services on their behalf.

The weekly cost for residential care for older people has continued to be the 8th highest in Scotland in 2021/22 with all local authorities seeing a significant increase in costs which may relate to the pandemic.

Ministerial Steering Group



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

As in the previous two years no national targets for MSG were set for 2022/23. Local targets were agreed for 2020/21 on the basis of the potential impact of a number of workstreams, however the pandemic made some of these workstreams difficult to implement or maintain and it was felt reasonable to retain these targets for 2021/22 and then again in 2022/23 pending the review of all our Key Performance Indicator targets for 2023/24 in line with our new Strategic Plan.

Unfortunately, due to data completeness issues at Health Board level, we do not yet have full financial year data for 2022/23 for all of our MSG indicators and have been advised by Public Health Scotland to report 2022 calendar year figures for emergency admissions and unscheduled bed days and compare these with previous financial year figures.

Only two of our MSG local targets were met in 2022. Emergency admissions to hospital of West Dunbartonshire residents aged 18 and over were 6% below target and 2.8% lower than in 2021/22. Similarly our rate of emergency admissions for those aged 65 and over is slightly below our target of 271 per 1,000 population at 268.6. The number of unscheduled acute bed days used by people aged 18 and over exceeded our target by 22% and numbers were 9.5% higher than in 2021/22. These numbers combine to show us an increasing length of stay for those admitted to hospital on an emergency/unscheduled basis: fewer admissions but higher numbers of bed days used.

The number of bed days used where people's discharge from hospital has been delayed was more than twice our target of 5,839 in 2022/23, at 13,905. This was also 36% higher than our 2021/22 figure. While there have been significant challenges nationally in relation to delayed discharge, West Dunbartonshire has seen unprecedented levels of delays with bed days involving complex, adults with incapacity cases making up more than our annual target for all delays. Attendances at Accident and Emergency Departments were almost 18% above target however were still 11% lower than the pre-pandemic rates of 2019/20.

Charts detailing monthly trends for the MSG indicators over the previous 3 years can be found at Appendix 3 and further details of our efforts in relation to hospital activity can be found in the Unscheduled Care section later in this report.

Performance against Strategic Priorities

This section of our report will describe our performance against our 5 strategic priorities during 2022/23 with specific regard to the areas outlined below. Performance against our Strategic Plan indicators can be found at Appendix 4.

Priority 1: Early Intervention

- Children and Young People's Mental Health
- Unscheduled Care
- Child Development
- Development of HSCP Strategic Plan 2023-2026

Priority 2: Access

- Self-Directed Support
- Supporting Carers
- Learning Disability Services
- Justice Social Work Services

Priority 3: Resilience

- Adversity, Trauma and Resilience
- Adult and Older People Mental Health Services

Priority 4: Assets

- MSK Physiotherapy
- HSCP Staff Health and Wellbeing
- Child Protection

Priority 5: Inequalities

- Keeping The Promise
- Equality Mainstreaming Activity
- Medication Assisted Treatment Standards

Priority 1: Early Intervention

Children and Young People's Mental Health

The HSCP is working towards a whole system approach to child and adolescent mental health and wellbeing, spanning ages 5 to 24 years and up to 26 years if the young person is care experienced.

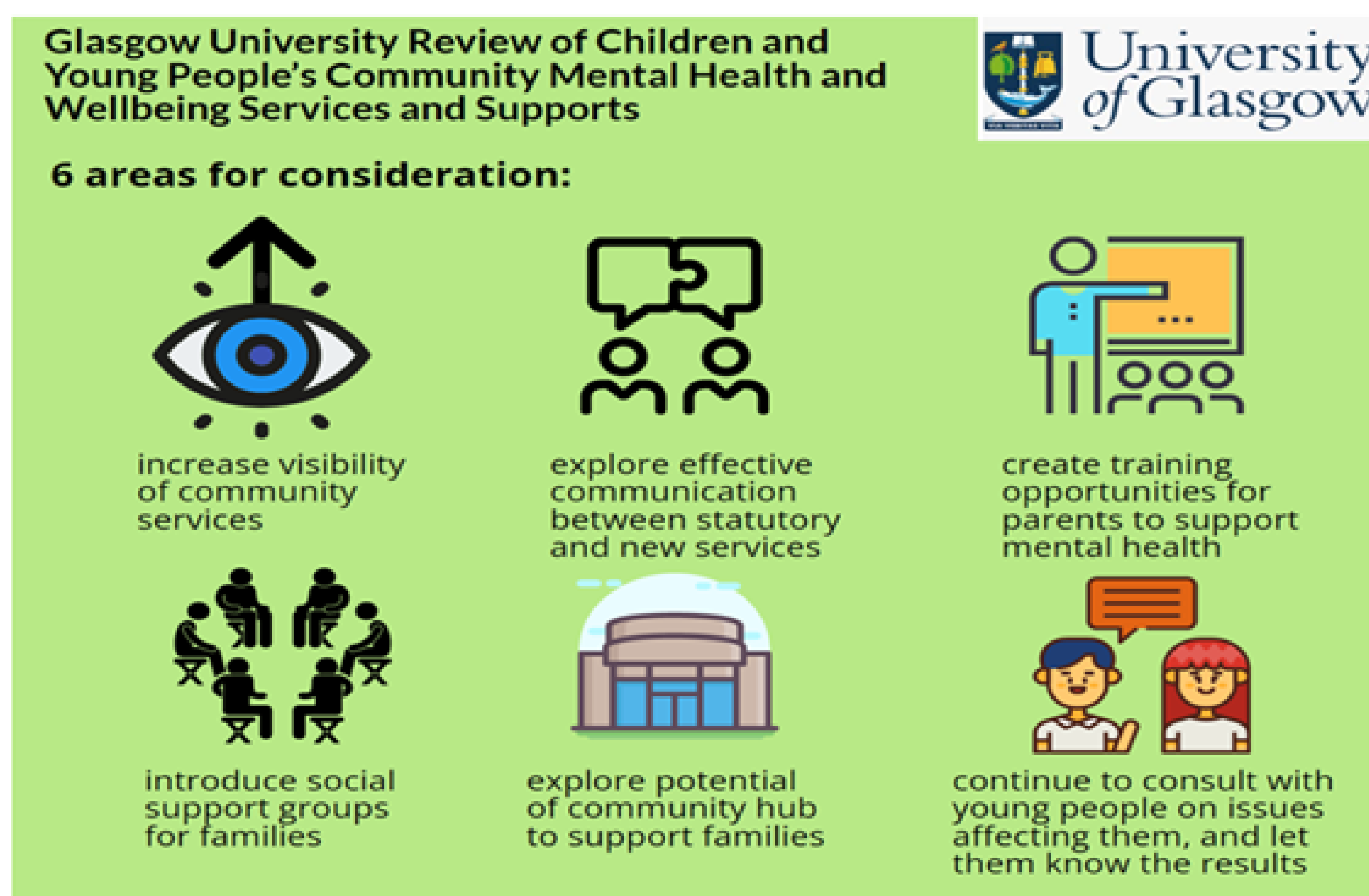
The whole system approach is defined by Public Health Scotland as an 'ongoing and flexible approach by a broad range of stakeholders to identify and understand current and emerging public health issues, whereby working together, we can deliver sustainable change and better lives for the people of Scotland'. This approach is a collaborative model across stakeholder organisations: sharing intelligence and expertise and creating opportunities to focus on early intervention and prevention.

To support this work the University of Glasgow was commissioned by the HSCP to undertake a comprehensive review and analysis of children and young people's community mental health and wellbeing services and supports in West Dunbartonshire: exploring current practice and identifying good practice and areas for development.

Engagement was undertaken in three phases to understand the needs of young people and their families on how to support their mental health and emotional wellbeing at a community level.

- Phase one: stakeholders and practitioners' attitudes and experiences of collaboration
- Phase two: parents' and guardians' attitudes and experiences of help-seeking on behalf of their children
- Phase three: children and young people's experiences of information and support seeking in terms of mental health and wellbeing

The review's final report published in June 2022 sets out key recommendations and six areas for consideration to inform future strategic planning for community mental health and wellbeing services for children and young people.



In response to one of the Review's findings that a future area for development should be to 'Increase the visibility of services operating at community level', work was commissioned to design, build and manage a Wellbeing website. The site will inform local children, young people, their families, and professionals who work with them, and direct them to support and services that will support their mental and emotional wellbeing.

West Dunbartonshire Wellbeing website was inspired and co-produced through engagement with young people from West Dunbartonshire secondary schools. Y Sort it and West Dunbartonshire Youth Council, Social Work, the Whole Family Wellbeing Fund Group and Violence Against Women and Girls Partnership also contributed to the content. The Working Group will continue to collaborate with youth organisations to review content and support the promotion of the resource. The web resource will be available from June 2023.



West Dunbartonshire Distress Brief Intervention (DBI) Associate Programme is a service for young people experiencing emotional distress with the aim of 'ask once get help fast'. The service is for young people aged 16 years to 24 years (26 years for care experienced young people) to specifically support those who are experiencing 'emotional distress' and not requiring clinical interventions.

The multi-agency DBI Associate Programme Delivery Group was established in September 2021 and leads on the implementation of the new DBI Associate Programme. Membership of the delivery group includes the National DBI Programme Manager, DBI Service Manager, Police Scotland, Scottish Fire and Rescue, with representation from West Dunbartonshire Mental Health Services, Primary Care, Health Improvement, Education, Learning and Attainment, Specialist Children's Service, and Looked After and Accommodated Children. The delivery group is co-chaired by West Dunbartonshire Council/HSCP and Scottish Association for Mental Health (SAMH).

SAMH has been commissioned as the third sector partner providing the person-centred support for each referral. To support referrals into the programme key frontline services are identified by the delivery group to undertake a one-hour online Learnpro module on the DBI process and providing a compassionate response to distress. During 2022/23 training was offered to over 175 frontline workers. Online training has also been completed by 90 local partners who can make referrals to the service.

An incremental approach has been taken since March 2022 to implement the service with all primary care sites active as of June 2022 and all five secondary education sites active as of November 2022. In December 2022, West Dunbartonshire was invited to become the fifth national pilot site to offer DBI to 14 and 15 year-olds. This pathway commenced on 30th January 2023 in two schools, with the remaining three secondary schools beginning in February 2023. The DBI delivery group continues to use learning from the national programme and other associate programme areas and to explore additional referral pathways for younger children e.g. Primary Care.

There were 55 referrals to the service during 2022/23. Support is provided within 24 hours of referral and for up to 14 days thereafter. Reasons for children and young people accessing the service in 2022/23 included: anxiety/low mood; education/attendance; health issues; bereavement; relationships with friends/home life; rape/sexual assault; self harm or suicidal ideation; sleep; financial/home/overcrowding. Data analysis support is provided by Public Health Scotland.

Summary of Distress Brief Intervention

Young person B was referred to the DBI Service with a Distress Level of 8 via the Education referral pathway. The young person was presenting with anxiety and panic attacks and a possible diagnosis of Autism Spectrum Disorder and had worked with various other health care providers.

Over the course of the intervention the young person and DBI practitioner had four face to face meetings (B's preferred method of communication) over a period of two weeks, followed by a fifth face to face meeting with a parent and the referrer from Education. Each meeting lasted approximately one hour and was followed up with an email to the young person. This email would summarise what was talked through, some of the solutions discussed and links to further resources for information and support. B could then amend or correct anything that the practitioner may have misunderstood or not captured correctly. If B chose, they could then share the contents of this email with their parents. Lastly a final summary was emailed to the education establishment, parent and young person for conclusion and next steps agreed.

The service communicated with B via email and text outwith these face to face meetings. This was all done following a discussion with B who consented to this and felt it would be supportive in communicating their thoughts/needs and views.

Supports provided by the DBI service included:

- Support provided to advocate young person's view/feelings
- Support to attend meetings and have voice heard
- Resources and information provided to school/family to enable them to support the young person more effectively

By the end of the intervention B's Distress Level had reduced from 8 to 4. Several weeks later the DBI practitioner bumped into B who advised they were feeling much better, more positive and felt DBI had helped to assist them to communicate their opinions and choices.

Feedback from West Dunbartonshire Council Education colleague:

"In the short time we have been referring to the DBI service, the experience we have had as a school and the support for our young people has been excellent. The communication with the DBI team has been very good and our young people have all received contact within 24 hours of the referral being submitted. The approach that the DBI Practitioner has taken with our young people has allowed them to access support in a caring and nurturing environment and they have all appreciated her input into their care plan. I look forward to continuing to work with the service and see how it develops and grows as a form of support."

The University of Glasgow Review highlighted training opportunities for parents as an area for development. During 2022/2023 a total of 90 parents and carers of young people completed support and education sessions following a diagnosis of a child or young person with neurodiverse issues such as autism. All sessions were delivered by a neurodiverse trainer. Feedback was received via evaluation forms completed by some parents immediately post attendance and via telephone survey carried out three weeks after the sessions.

Parent and carers who completed the sessions reported:

- significant increase in knowledge and understanding of diagnosis.
- provision of skills to help support child's communication needs, distressed and anxious behaviours, and sensory issues.
- speaking to other parents in similar situations helpful, alleviated feelings of isolation.

"I was very impressed with the trainer; she was outstanding at facilitating the sessions. I feel parents would find this training very useful prior to diagnosis. I feel if I had known what I know now I would have been better equipped to support my daughter." Mum

The Disability Sports Youth Group programme continues to support young people with additional support needs and empower the young people to be part of their local community within a sport and physical activity environment. The aims of the programme are that:

- Each young person to gain a minimum of one sporting governing body qualification.
- Two young people with additional support needs will gain a volunteering position in West Dunbartonshire Leisure Trust to support the delivery of weekly football, athletics and gymnastics sessions.
- The group will volunteer at a minimum of four community sports events to support the delivery of local physical activity events.



By increasing participation and engagement with young disabled people the Group aims to enhance their skills for life and learning and reduce social anxiety by improving confidence and overall wellbeing.

Members have attended several training courses that were adapted for their needs. These courses included Disability Sports Awareness, Coaching Footballers with a Disability, Managing Finances, First Aid, and Child Protection. These courses, along with the development activity delivered within the weekly sessions, have enhanced the skills and the confidence of the young people. The next step for members of the group is to identify volunteering opportunities with partner organisations. For some, this will involve supporting the delivery of sport and physical activity sessions and/or volunteering at sports festivals and events in the local community.

The Disability Sports Youth Group puts young people at the heart of the sessions, enabling them to make decisions and influence activity and progress. They are encouraged to help deliver some activity to their peer groups, engage in discussion and help to make their own and group decisions.

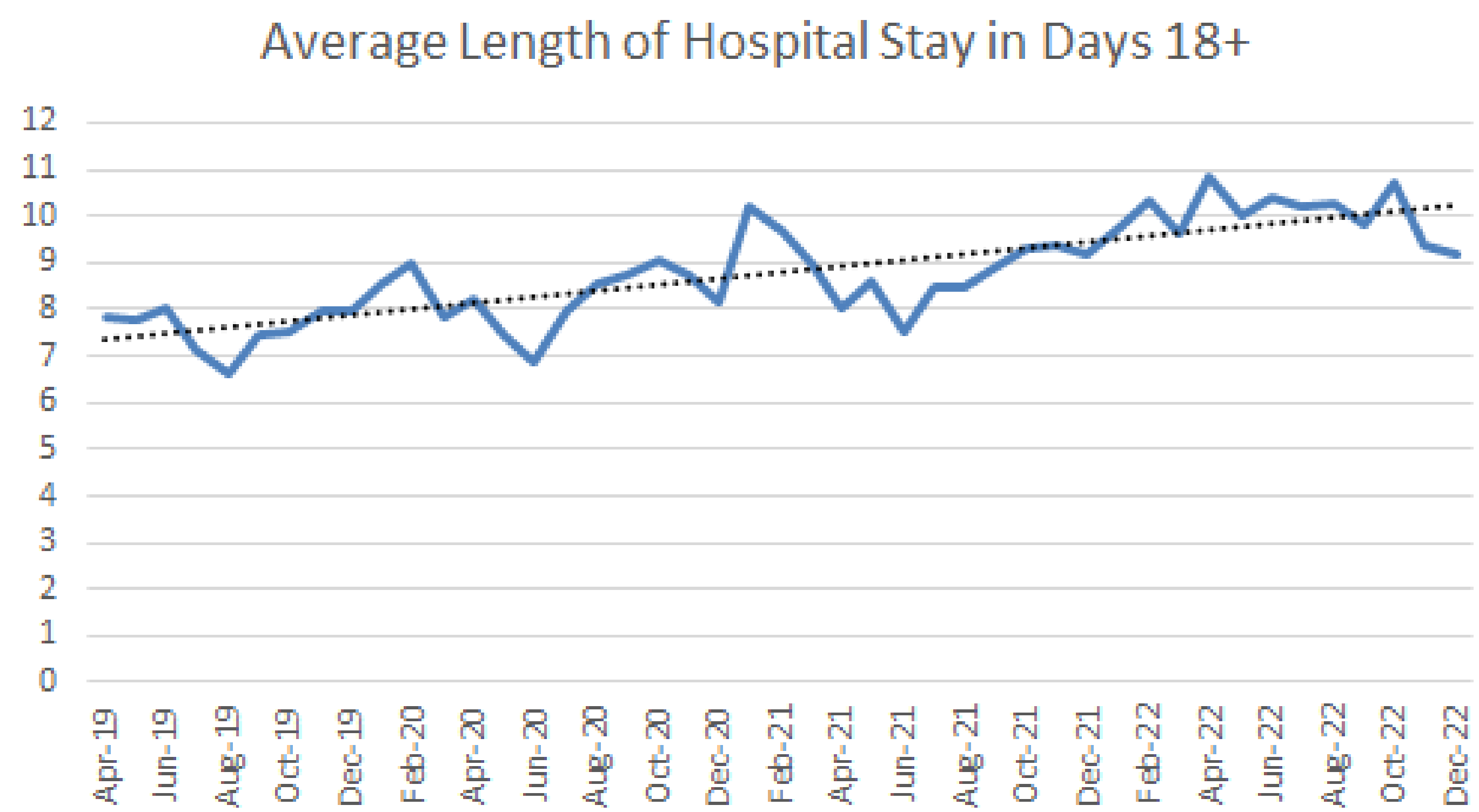
Unscheduled Care

Unscheduled care refers to any unplanned contact with health services including urgent care and acute hospital emergency care. It can be in the form of attendance at Accident and Emergency departments (A&E), hospital Assessment Units, unplanned or emergency admission to hospital and delays in discharge from hospital when a person has been deemed medically fit for discharge. Increased demand on acute hospitals and the impact of an ageing population has resulted in a drive to tackle unscheduled care by developing more early intervention initiatives to prevent unnecessary hospital admissions and to provide more health services within the community.

During 2020/21 the HSCP worked with NHS Greater Glasgow and Clyde (NHS GGC) and the 5 other HSCPs within the Health Board area to develop an Unscheduled Care Joint Commissioning Plan focused on adapting service models in response to an increasingly older population and changes in how and when people choose to access services: aiming to meet patients' needs in different ways, ensuring services are integrated and that people understand more clearly how to use them.

Unscheduled care continued to return to pre-pandemic levels during 2022/23. Calendar year 2022 saw emergency admissions increase for 5 of the 6 HSCPs in Greater Glasgow and Clyde on the 2020/21 figure, with West Dunbartonshire having the 2nd largest increase at 2.8%. Unscheduled bed days in 2022 and attendances at A&E in 2022/23 increased for all 6 HSCPs on the 2020/21 figures. West Dunbartonshire had the 3rd highest increase in unscheduled bed days at just over 20% and the 2nd highest increase in A&E attendances. When considered as a rate per 100,000 population, West Dunbartonshire had the highest rate for emergency admissions 18+ and the 2nd highest rate for unscheduled bed days 18+ and A&E attendances 18+.

After being fairly steady from April 2017 to early 2020, the average length of hospital stay has been increasing in each partnership in Greater Glasgow and Clyde since the start of the pandemic in March 2020. West Dunbartonshire has seen the average length of stay for those aged 18+ increase from just over 7 days in April 2019 to a peak of almost 11 days in April and October 2022.



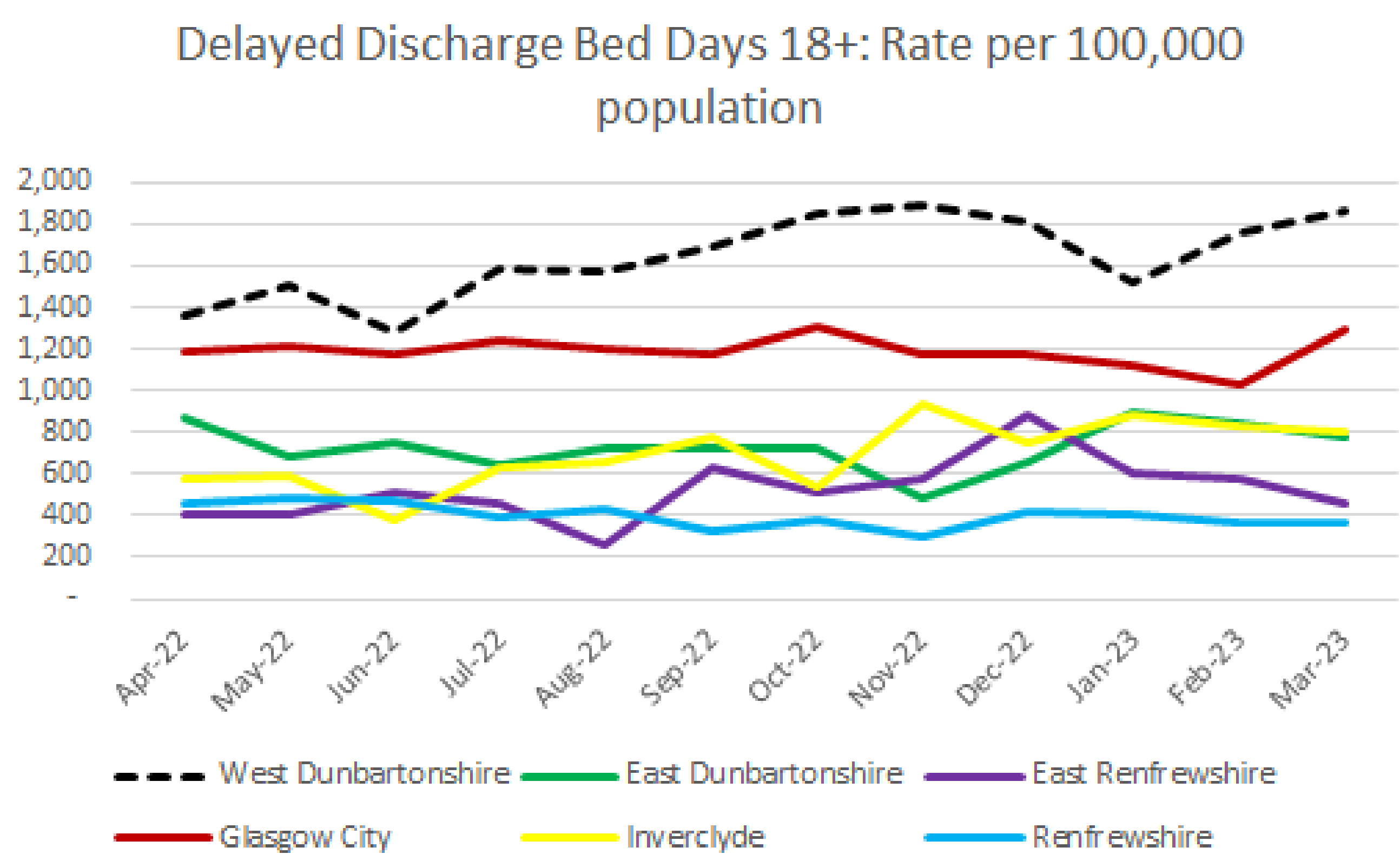
The concern is that this increase in average length of stay is reflecting a trend in people being more ill on admission to hospital due to the impact of pandemic lockdowns or later access to services or diagnosis.

The most formidable challenge in relation to unscheduled care continued to be the volume and length of delayed discharges from hospital in 2022/23. Admission to hospital is often necessary and effective and timely discharge from hospital to the most appropriate setting is vital to improve outcomes for individuals and to avoid readmission. A delayed discharge is where a person has been deemed medically fit for discharge back home or to a care home but the discharge is unable to take place.

This may be due to lack of services within the community, the availability of an appropriate care home placement, or the person's lack of capacity to make a decision about their future care needs. The latter may entail a guardianship application under Adults with Incapacity (AWI) legislation to allow the decision to be made on the person's behalf: a process which can be lengthy and complex particularly where family members have differing views on the best care setting for their loved one.

Since the HSCP's inception in 2015, West Dunbartonshire had seen an improving trend in the number of bed days lost to delayed discharges with a slight increase in 2019/20. However the number of delays and associated bed days has increased significantly during 2020 to March 2023.

There has been extensive monitoring and scrutiny of delayed discharges within the HSCP and with both the Health Board and West Dunbartonshire Council. We are not alone in experiencing significant increases and this is a national issue. Processes have been reviewed within West Dunbartonshire and long delays analysed to identify common themes however when looked at as a rate per 100,000 population we continue to have the highest delayed discharge bed day rate in Greater Glasgow and Clyde.

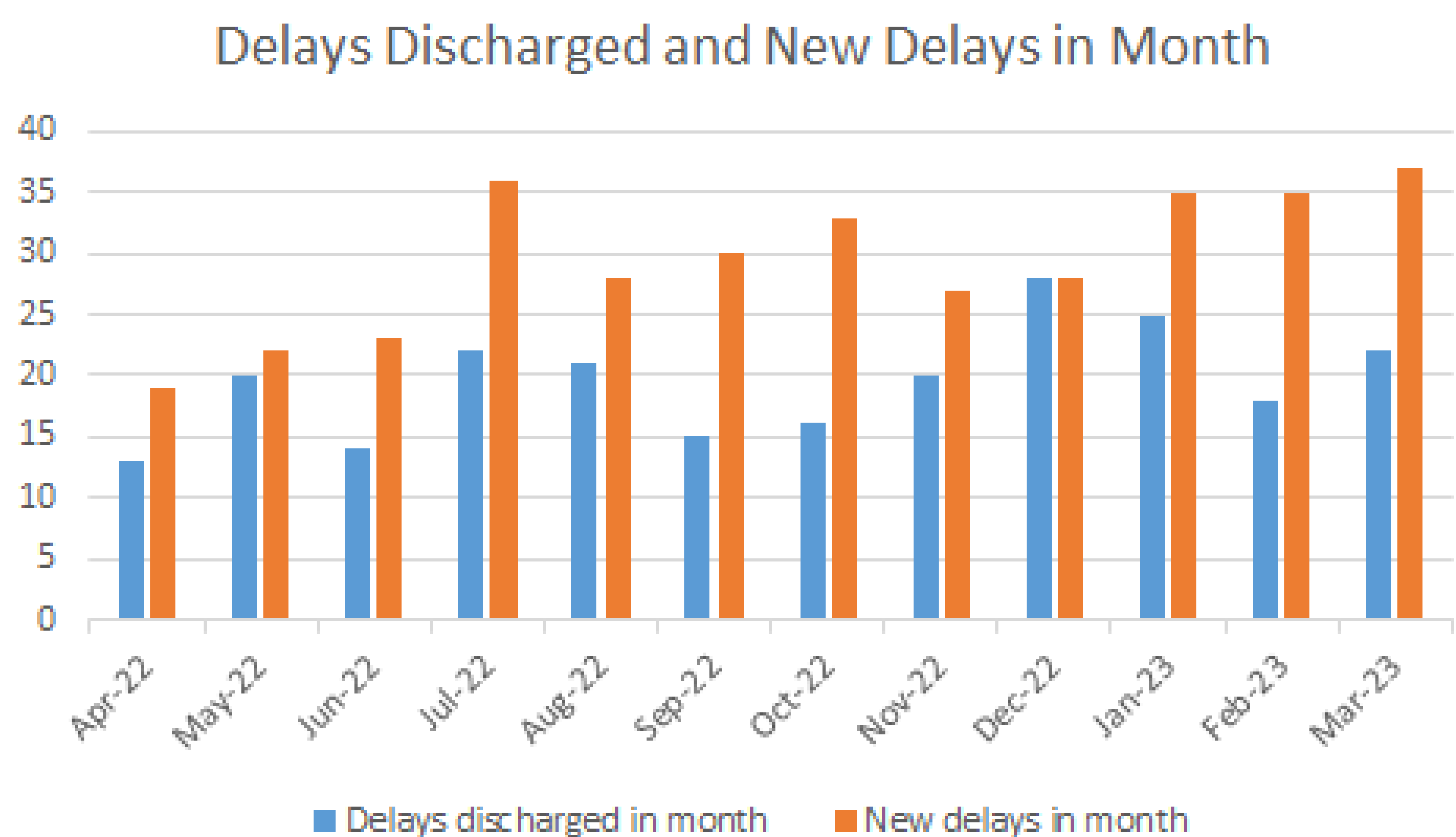


A whole system review of the multifactorial issues that can impact on delays was completed and the resultant quality improvement action planning was implemented across a wide range of themes. Examples include daily scrutiny of each person fit for discharge but delayed in hospital by the Head of Service to target required actions to facilitate a discharge, and improved pathways of care within and across Health and Social Care teams in the HSCP.

Other examples include a review of the appropriate application of Adults with Incapacity legislation to reduce delays that relate to this, and collaboration with colleagues in the Vale of Leven hospital to complete a 'deep dive' of delays across three wards to review the patient journey to identify missed opportunities with resultant bed days lost. Given the ongoing challenge in relation to delayed discharges, the quality improvement process will remain in progress with the aim of achieving a sustained downward trend in the number of delays.

Our Hospital Discharge Team continue to support people to be discharged home without a delay and proactively identify people for early assessment to make the discharge process as efficient and timely as possible once a person is deemed medically fit for discharge. They have continued to have an active presence in hospital wards throughout the pandemic, covering the Royal Alexandra Hospital in Paisley and the Vale of Leven Hospital as well as the Glasgow hospitals. A review of the early identification process to prioritise those at risk of becoming a delay is underway, with direct links to the national 'Discharge without Delay' priority areas.

The chart overleaf illustrates the volume of work undertaken by the team and demonstrates that the majority of people delayed are not static. Over the last year significant progress has been made in discharging those with the longest delays and most delays are relatively short.



There were 353 new delayed discharges in 2022/23: a 27% increase on 2021/22. This will include people who are deemed medically fit who then become unwell and are deemed not fit for discharge. Many of these people may then become a new delay again once they recover.

Preventing avoidable or unnecessary admissions to hospital is also key to how we tackle the volume of unscheduled care and ensuing delays.

Case Study: Urgent and Unscheduled Care

The Scottish Ambulance Service (SAS) attended Mr Y and followed the SAS/Focused Intervention Team (FIT) referral pathway to prevent an admission to hospital. Mr Y was demonstrating clinical symptoms of respiratory distress with low oxygen levels, a high respiratory rate and struggling to perform any activities of daily living.

Mr Y expressed to paramedics a strong desire not to be taken to hospital. Paramedics provided all treatments that they could, nebulisers and inhalers, which led to some improvement. SAS then made onward referral to FIT, who are guaranteed to attend within 2 hours.

FIT attended and monitored Mr Y as his condition required, ensuring that further prescribed therapies were administered which continued to improve his condition. The COPD Nurse within FIT prescribed exacerbation rescue medication to reduce the risk of future exacerbations and reduce the risk of requiring SAS or admission to hospital in the future.

The nurse recognised Mr Y's strong wish not to be taken to hospital due to worsening symptoms of respiratory illness and discussed an Anticipatory Care Plan (ACP). This plan was subsequently completed on clinical portal and included a ceiling of care to narrate how low oxygen saturations could be allowed to go with continued treatment at home, and also Mr Y's preferred place of death.

Following a learning review a range of improvement activities were initiated across Health and Community Care in 2022/23. One of these was the development of a 2 weekly multidisciplinary meeting with representatives from District Nursing, Care at Home and senior Social Work staff from Older Adult Services as a platform in which to discuss service users that staff have concerns about.

The aim of this forum is to allow early identification of changing health and care needs, ensuring a co-ordinated and person-centred response and prompt referral to any other services which may not yet have been considered. Having been in place since October 2022 this is now being embedded in practice, and opportunities to use this meeting for wider person-centred care discussions, for example by including carer support workers and representation from the Self-Directed Support team are also being considered.

Reflective Case Study: Integrated Care

Mrs X was a lady at end of life and living at home, however her family did not feel able to care for her to die at home. The District Nursing (DN) Service was involved in her care but she experienced an unexpected rapid decline and the family wished an admission to hospital. Initially the DN team offered a range of community-based supports to allow Mrs X to remain at home and referred to Care at Home and Duty Social Work.

Duty SW staff made contact with Mrs X's family and there was discussion about the most appropriate 'next steps'. As a hospital admission was not indicated, the preferred option would be to admit Mrs X to a local care home as an emergency admission and allow her to die with dignity and her family at her side.

The challenge was that the process to arrange an emergency admission can take up to 48 hours and this situation was time critical. Mrs X died peacefully two days later at home, with support from care at home and the DN service. Although the family were grateful for the support they received, they were also disappointed that there was no opportunity for an admission to hospital nor to a local care home.

The Senior Nurse held a reflective learning session with key staff to review this case and consider improvements that could be made to allow a more responsive outcome and to identify gaps in service availability to inform decision making.

This session was productive and staff were able to share their decision making and views in a safe environment. Outcomes from the meeting involved enhancing pathways of communication across District Nursing and Social Work staff, with support from Local Authority residential care homes.

The 'admission avoidance' bed that was in place in the old Frank Downie Care Home will be reinstated as a trial in Queens Quay Care Home. The DN service will continue to ensure that Anticipatory Care Plans are completed timeously when people are admitted to caseloads for palliative care. The service will also manage expectations with families as there may not always be an alternative place of care available when end of life approaches and sometimes a death at home will need to be managed with full support from the DNs and Care at Home.

In addition Social Work staff are implementing the new Area Resource Group process inclusive of the emergency admission pathway which removes the need for a full My Life Assessment however a face to face visit is required and should be prioritised in end of life situations. This should allow a prompt response to facilitate an admission to a care home.

The District Nursing Service across Greater Glasgow and Clyde has a suite of Key Performance Indicators, with data pulled from the DN record keeping system. In terms of performance, in March 2023 all three areas - catheter acquired infections, tissue viability and food, fluid and nutrition - were above 90% and had been consistently across the year.

The national nursing Combined Care Assurance Audit Tool (CCAAT) is a comprehensive audit tool that investigates a range of activities, inclusive of record keeping and direct supervision of staff, and is repeated 6 monthly when at green. The West Dunbartonshire DN team have been scoring green (80-90%) over the last year.

Among the HSCP's equality outcomes is that all adults supported by DN teams have their religious/beliefs considered by the service in relation to their ongoing care. All patients are asked about their religion and beliefs as it is embedded within the patient assessment. As the assessment is patient-centred, if the patient indicates religion/belief it is included in their Anticipatory Care Plans and Palliative Care plans.

Additionally, DNs have a vast amount of knowledge and understanding on how cultural factors may shape people's healthcare needs which is demonstrated in the service's assessments and care plans when appropriate.

Child Development

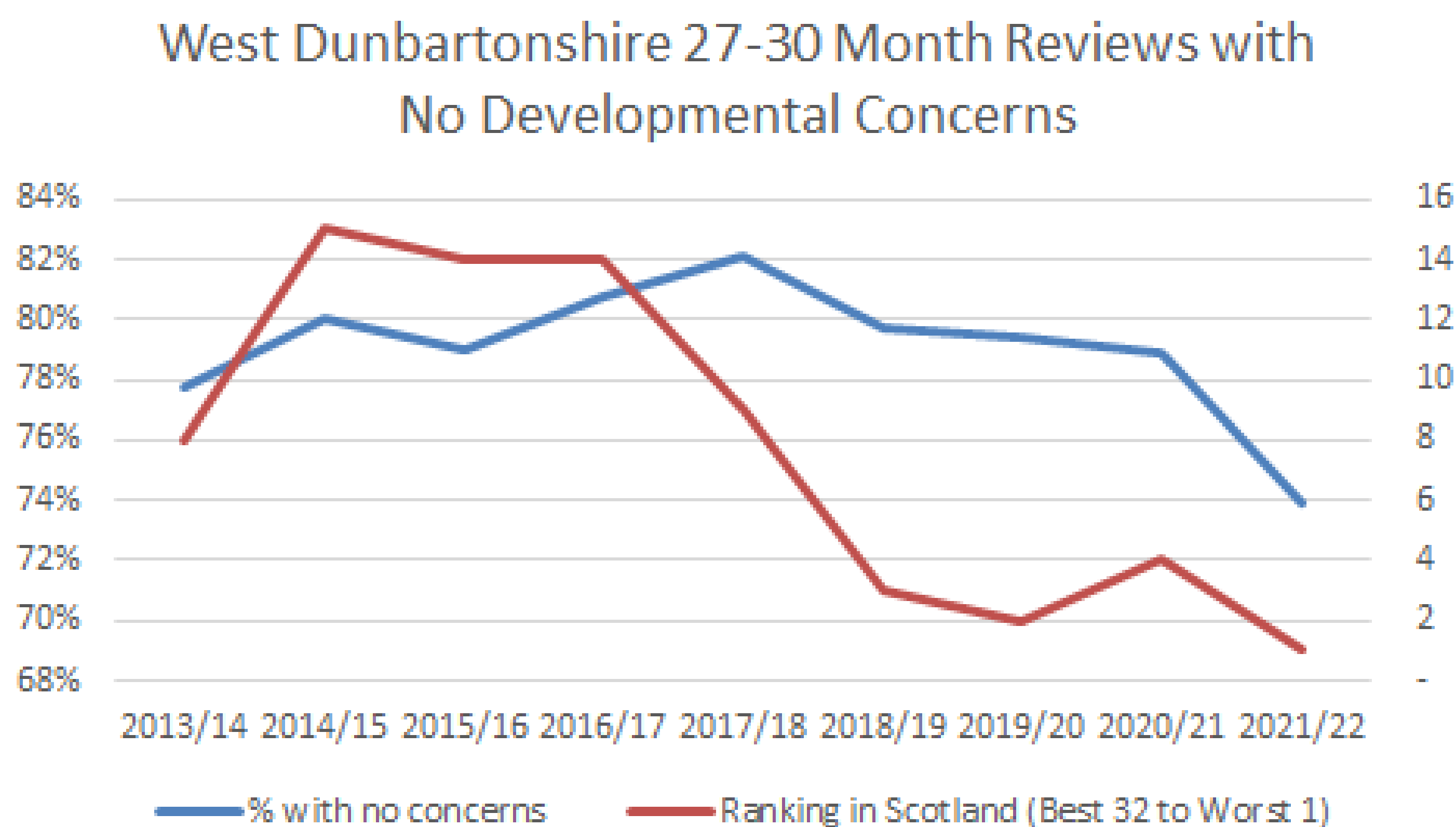
The HSCP is committed to improving outcomes and supporting the wellbeing of our children and young people, aiming to give every child the best possible start in life. Early years have a profound impact on an individual's future experience of health and wellbeing.

The Universal Health Visiting Pathway defines and enhances Health Visitors' responsive way of working with parents and their children. The Health Visiting service focuses on relationship building with the family; ensuring that families' needs are appropriately assessed and responded to in a person-centred and supportive way.

The Universal Health Visiting Pathway is offered to all families. It offers 11 home visits in total, 8 of which will be in the first year of life followed by 3 developmental child health reviews at 13-15 months, 27-30 months and 4-5 years. These reviews are carried out to assess whether each child is meeting all of their developmental milestones such as speech, language and communication, hearing, vision, personal/social, behavioural/emotional, fine motor and gross motor skills. Latest available statistics for reviews carried out at 27-30 months of age are for 2021/22 which are also reported through the Local Government Benchmarking Framework.

Take up of 27-30 month reviews for those children of eligible age was 95% in West Dunbartonshire in 2021/22: higher than the Scotland or NHS Greater Glasgow and Clyde figures, which were 89.4% and 92.3% respectively. This was also the second highest proportion across the 6 HSCPs within Greater Glasgow and Clyde behind East Dunbartonshire.

The proportion of children reviewed in West Dunbartonshire where there were no developmental concerns identified through the review however was the lowest in Scotland in 2021/22 at 73.95% compared with a Scotland figure of 82.14%. Looking at West Dunbartonshire's performance and ranking since reporting began in 2013, these have been in decline since 2017/18 where we ranked 14th worst in Scotland at 82%.

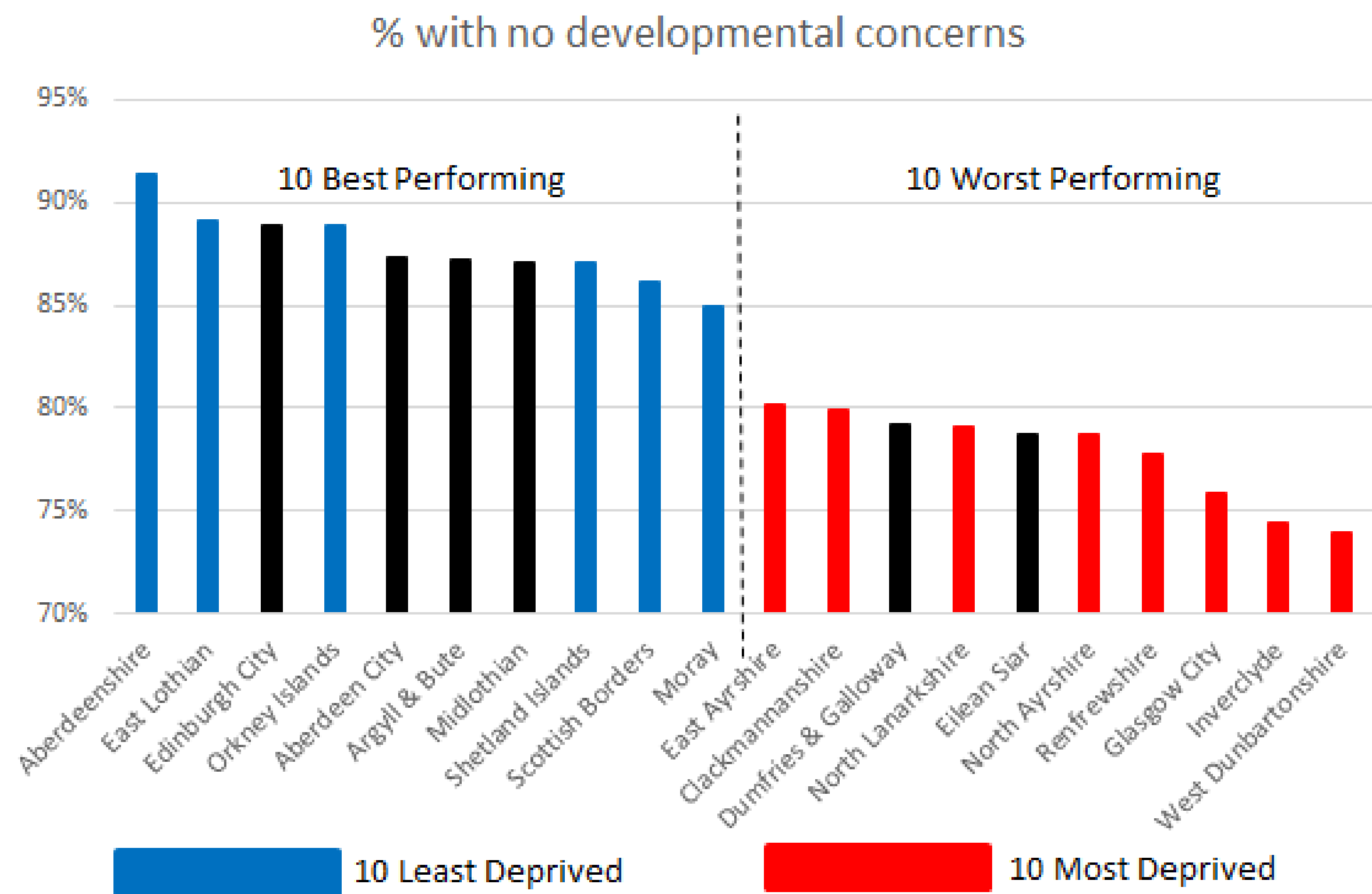


Such a rise in developmental concerns among the very youngest in our community is deeply worrying. While studies are already looking at the impact of the pandemic on child development, health inequalities and deprivation have a significant part to play and will also have increased the pandemic's impact on those most vulnerable.

Health inequalities are unfair and avoidable differences in health across the population, and between different groups within society due to the conditions we are born into, live and grow in and have a long term impact on our opportunities for good health and wellbeing. Health inequalities at such a young age, 27-30 months old, will have far-reaching consequences.

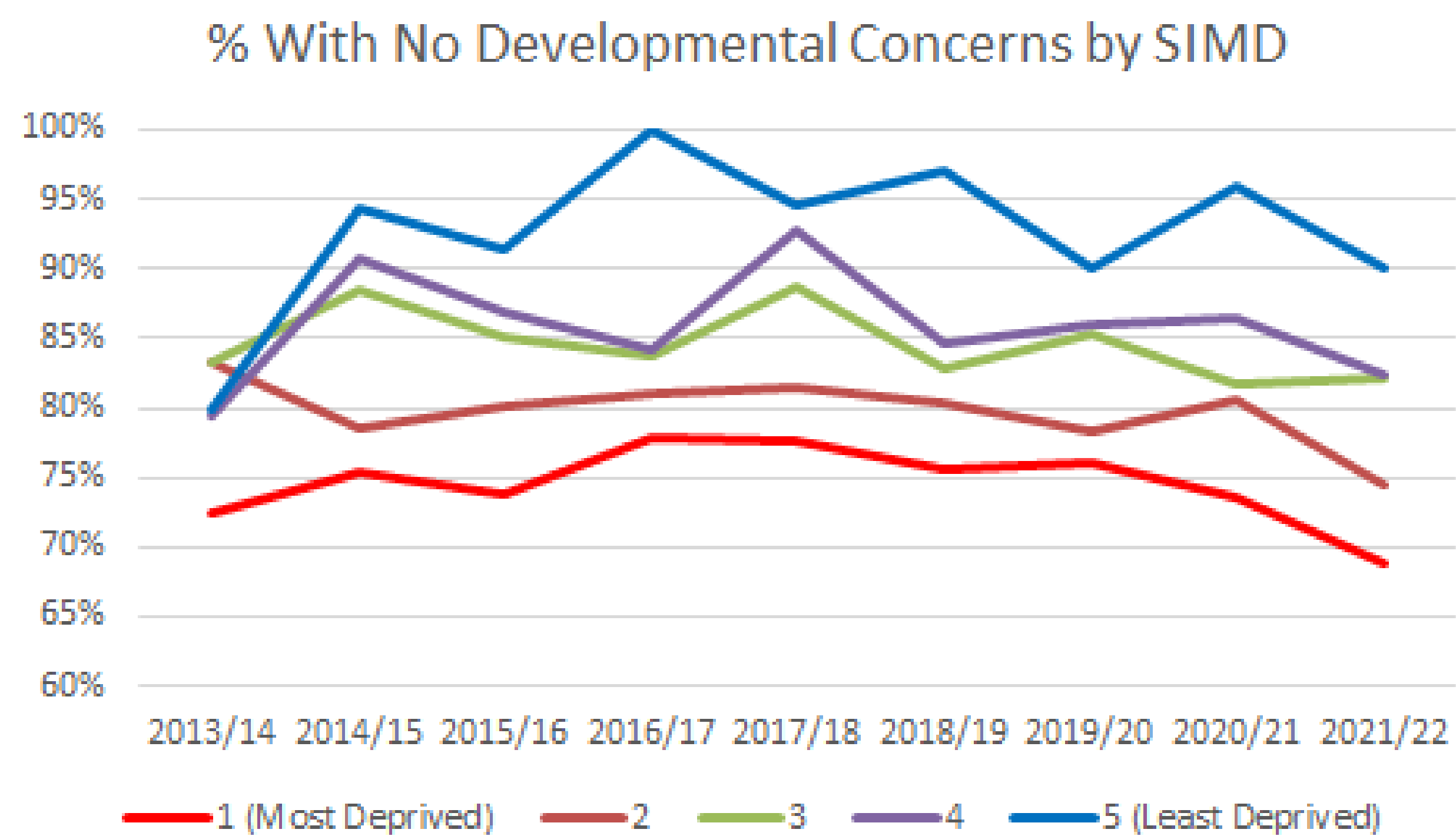
West Dunbartonshire has the 4th highest proportion of datazone areas in the most deprived 20% of Scotland compared to other councils. The Scottish Index of Multiple Deprivation identifies 5 quintiles ranging from SIMD1 most deprived to SIMD5 least deprived. Within West Dunbartonshire 66% of the population live in areas categorised as SIMD1 and SIMD2: 40% within SIMD1. By contrast, just 6% of the population live in SIMD5 areas. Deprivation impacts upon life expectancy, healthy life expectancy and health inequalities.

When we look at the local authority areas with the lowest and highest proportion of children with no developmental concerns against the most and least deprived council areas in Scotland, the overlap is stark.



As we can see above, 8 of the 10 local authorities with the lowest proportion of 27-30 month old children with no developmental concerns are also among the 10 most deprived local authorities in Scotland. Of the 10 local authorities with the highest proportion of children with no developmental concerns, 6 are among the 10 least deprived local authorities in Scotland.

West Dunbartonshire's population further illustrates this link. The difference between the most and least deprived, SIMD1 and SIMD5 is significant and increasing. Indeed in 2013/14 SIMD2-5 were all fairly similar in relation to no developmental concerns but the variation in performance among the more deprived areas has widened over subsequent years.



The Health Visiting Pathway is key in attempting to tackle these health inequalities. Health Visitors work with families to support uptake of immunisations and encourage breast feeding. Early 2022/23 statistics show some improvement in breastfeeding rates with West Dunbartonshire.

	Exclusive Breastfeeding Median	
	At 10-14 Days	At 6-8 weeks
Jan - Dec 2021	20%	16%
Jan -May 2022	29.2%	22.4%

The HSCP's UNICEF UK Baby Friendly Gold Award was revalidated in September 2022. The award promotes safe, effective person-centred care to support parents with up-to-date evidence-based practice regarding infant feeding, relationships and brain development. There is continuing work to ensure standards are maintained and support to families is provided at Gold standard.

Childhood immunisation rates in West Dunbartonshire continue to be high. West Dunbartonshire is higher than both NHS Greater Glasgow and Clyde and the Scotland figure for all immunisations at 24 months of age and for 4 out of 5 of immunisations at 5 years of age.

	24 months				5 years		
	WDHSCP	NHS GGC	Scotland		WDHSCP	NHS GGC	Scotland
6-in-1	97.2%	97.1%	96.6%	6-in-1	97.2%	96.9%	96.5%
MMR1	94.4%	94.2%	93.9%	MMR1	95.2%	95.7%	95.2%
Hib/Men C	94.9%	93.7%	93.7%	Hib/Men C	95.7%	94.8%	94.5%
PCVB	94.7%	93.8%	93.4%	4-in-1	93.0%	92.0%	91.1%
Men B Booster	94.1%	93.0%	93.2%	MMR2	91.9%	91.4%	90.5%

During 2022/23 work has been ongoing to improve the processing, assessment and monitoring of pregnancies, in particular for the most vulnerable women. To begin this process, a Standard Operating Procedure (SOP) has been refreshed and agreed and communication with partner agencies improved. The aim of this SOP is to ensure that West Dunbartonshire Children and Families team identify a named Health Visitor for all woman going through the Special Needs in Pregnancy process with a pregnancy which is thought to be a vulnerable pregnancy. Impact measures are being planned to evidence effectiveness of service delivery.

There is also recognition of a need to improve communication processes between Adult Addiction services and Children's Nursing services particularly in relation to the sharing of parental assessments of care. By sharing assessments and resulting actions it is hoped that a holistic assessment of parental capacity will be developed which will improve service delivery to some of our most vulnerable children. To support improved effectiveness of service delivery a Standard Operating Procedure has been developed and agreed and it is hoped that in the near future the data collected will enable further interrogation of the impact of this information sharing.

Sharing of information to promote safety of children and young people and build a scaffolding of support around them, is a common theme running through a number of Scottish Government documents. Getting it Right for Every Child promotes lawful, fair and proportionate information sharing, complying with relevant legal requirements, The Promise, National Guidance for Child Protection in Scotland and the United Nations Convention on the Rights of the Child all contribute to a continuum of preventative and protective work.

The Parental Capacity, Strengths and Support Assessment aligns to these guiding principles and supports a greater understanding of trauma, disability or other complex issues which may inhibit, limit or otherwise impact on the ability of an adult caregiver to provide safe, nurturing care to children and young people.

The assessment tool therefore provides a structure within which adult services practitioners will review areas of strength or potential vulnerability in respect of the provision of care to children and young people by adult caregivers seeking support, in the context of a relationship which addresses need, facilitates support, identifies vulnerability and acknowledges strengths.

Development of HSCP Strategic Plan 2023-2026

The HSCP is required to publish its Strategic Plan every three years unless prevented to do so by extenuating circumstances. Along with numerous other HSCPs, West Dunbartonshire HSCP Board agreed to postpone the publication of its Strategic Plan by one year due to the impact of the COVID-19 pandemic. In addition to responding to and beginning to recover from the pandemic, this time allowed the HSCP to consult widely on its Strategic Plan for the 2023-2026 period which, having been supported by various governance infrastructure, was approved by the HSCP Board in March 2023.

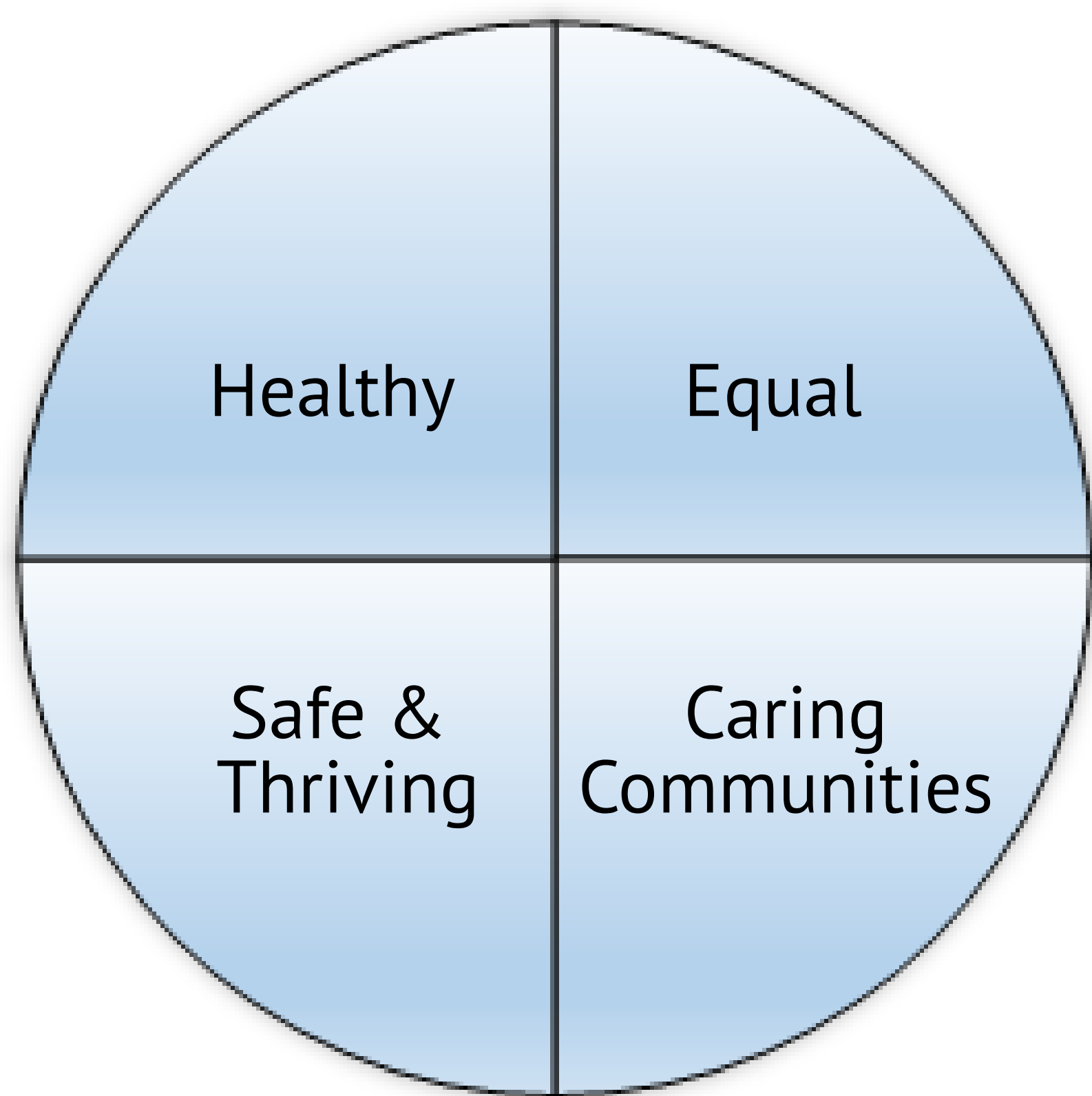
In the development of the plan the HSCP undertook three rounds of consultation. The first round involved sharing our Strategic Needs Assessment with over 60 stakeholders via numerous workshops. Among other things, the Strategic Needs Assessment provided local demographic data, morbidity and mortality rates, burden of disease data and various other incidence and prevalence statistics.

Stakeholders, including the HSCP Strategic Planning Group, were invited to combine this with their own expertise and experiences while taking cognisance of the achievements of the previous Strategic Plan, and suggest what the HSCP priorities ought to be for the forthcoming plan. This helped develop a plan that combined continuity with change, building and drawing upon previous success while identifying the challenges ahead. Suggestions from this round of consultation were used to shape a first draft of the Strategic Plan.



This draft was then consulted on via various methods including online surveys, face to face and online interviews, and focus groups with staff, service users, patient groups, carers, third sector representatives, communities of interest and communities of geography. This round of consultation included asking, “What matters to you about health and social care services in West Dunbartonshire?” ensuring the Strategic Plan would be anchored to stakeholder priorities. Analysis of these engagement opportunities directly shaped the subsequent draft of the Strategic Plan. Finally, the HSCP engaged with a similar range of stakeholders on a proposed final draft of the Strategic Plan and continued to engage with feedback to refine further the final draft.

As a consequence of extensive engagement, effective use of data, identifying where the HSCP is performing well and where it requires to improve, the HSCP is confident its Strategic Plan for the period 2023-2026 has been developed collaboratively, reflects stakeholder priorities and identifies the challenges as well as the opportunities to deliver our new strategic outcomes in the areas of Healthy, Equal, Safe and Thriving, and Caring Communities.



Priority 2: Access

Self-Directed Support

The Social Care (Self-Directed Support) (Scotland) Act 2013 requires public bodies to give people more say in decisions about local services and more involvement in designing and delivering them. SDS embodies the principles of participation, dignity, involvement, informed choice and collaboration and that social care should be provided in a way that gives individuals and their carers choice and control over their own lives, respecting and promoting human rights.

Self-Directed Support

Option 1: You choose to receive a direct payment to purchase support yourself. You will have access to advice and support from the HSCP

Option 2: The HSCP give you the option to choose your own support while it holds the money and arranges the chosen support on your behalf

Option 3: You choose to have the HSCP select the appropriate support and arrange it for you

Option 4: A mix of options 1, 2 and 3 for specific aspects of your support

Following the approval of the HSCP’s newly developed Self-Directed Support Policy in March 2022, during 2022/23 the HSCP have continued to build on the significant work undertaken to deliver and maintain a consistent approach to Self-Directed Support (SDS).

The HSCP appointed an SDS Lead in June 2022 to drive forward our improvement work. Since coming into post the SDS lead has focused on two main areas:

- Development of training and support for practitioners to help build confidence and knowledge around SDS legislation and how to embed a person centred approach into practice.
- Development of stronger links with community assets that support work around early intervention, prevention and self management for service users and their carers and open up choice and control around meeting assessed outcomes.

An SDS ilearn module was updated and released in October 2022 and is available via the iLearn site for staff who require an overview of SDS or to refresh their knowledge of this. The SDS Team have also been delivering two hour overviews of SDS focusing on the values and principles that underpin this legislation and how we approach this through our My Life Assessment in West Dunbartonshire. The SDS Lead has created an SDS Training Matrix that is due for launch and will allow staff to access a calendar of training on all areas of SDS including SDS and Carers, SDS and Technology Enabled Care and Person Centred Support Planning.

Staff can access an SDS Clinic for one to one coaching around any aspect of SDS. These clinics run twice a week, one at each end of the authority, and have been well attended. Staff are attending for support with more challenging cases or to build their confidence and knowledge of SDS legislation and how to embed these values and principles into practice. SDS officers take a “critical friend” approach to engaging with staff.

Four staff members are currently completing Train the Trainer with Helen Sanderson Associates to allow Just Enough Support training to be rolled out across the HSCP and to the wider community from September 2023. This training empowers practitioners and service users to coproduce person centred support plans that proactively explore alternatives to paid support, promoting meaningful outcomes that encourage service users to take more control of their care and support.

In September 2022 the Scottish Government published an updated SDS Framework of Standards that gives all local authorities an overarching structure for further implementation of the SDS approach and principles. New SDS national guidance was released in November 2022 and work is ongoing to ensure this fits with our local SDS guidance. A new national improvement plan for SDS is due for release imminently and on release the HSCP will align the local SDS improvement plan to this document.

Partnership Working With The Community

An SDS Circle and a Provider Network have both been established to build stronger working partnerships and strengthen communication with the HSCP.

SDS Circle works with key community partners such as Shopmobility, Carers of West Dunbartonshire and the Big Disability Group and operates every eight weeks. It is an open forum to share projects and updates from each organisation so we can all work together more cohesively.

The SDS Circle aims to support further development of community assets across West Dunbartonshire that will offer more choice and support to SDS budget holders as well as creating a support network for those who do not meet eligibility criteria for formal support from the HSCP.

The Provider Network is open to all service providers on our framework and is focusing on building stronger communications with our providers, helping build understanding around person centred approach to support planning and gaining a better awareness of where we have challenges with service delivery.



Supporting Carers



The HSCP recognises the invaluable contribution made by unpaid carers within our community, particularly during the pandemic. In the 2011 UK Census 9,637 people in West Dunbartonshire identified as carers and 18.2% of these carers were aged 65 and over.

The Carers (Scotland) Act came into force on 1st April 2018 and is designed to promote, defend and extend the rights of all carers, both adult and young carers. It aims to better support all carers with their own health and wellbeing and help make caring roles more sustainable.

December 2022 saw the publication of Scotland's National Carer Strategy which 'seeks to ensure that unpaid carers can provide the best possible care, supported by a system that recognises and values their contribution, allowing them to lead a full life in addition to their caring role'. The strategy also highlighted that while caring can be a positive and rewarding experience and can have a positive impact on wellbeing, caring can also be associated with poor psychological wellbeing and physical health. Significantly, those in the most demanding care situations, providing higher levels of care over an extended period, tend to experience the most negative impact on their health and wellbeing.

The HSCP is committed to ensuring carers are supported wherever necessary to reduce any impact caring may be having and, when working with carers to support a cared for person, carers will be considered equal partners. To this end, in April 2022 the HSCP Board introduced a number of changes to how carers in West Dunbartonshire can be supported. These changes included a new Adult Carer Assessment and Support Plan, eligibility criteria for adult carers and a new process for how newly identified adult carers can access different support.

Eligibility criteria is about ensuring equitable access to the right services, at the right time and for the length of time required and ensures staff from all agencies are clear on which services and organisations are best placed to support carers, proportionate to the level of impact caring may be having.

The new process means Carers of West Dunbartonshire effectively become the front door to all carer support in the area. All carers will be offered an Adult Carer Assessment and Support Plan by Carers of West Dunbartonshire who will then look to provide support via universal and community based services and, where caring is having a considerable or critical impact upon the carer, they will be referred to and supported by the HSCP. This means those needs which can be met by universal services can be accessed while referral to the HSCP is underway. Those carers referred to the HSCP and assessed as appropriate will be able to access Self-Directed Support in their own right. Early indications suggest that the new approach is benefiting all stakeholders.

Another significant piece of work during 2022/23 was the proposed pilot of streamlining access to SDS Option 1 (Direct Payments) for carers to specifically access Short Breaks. The HSCP Board approved the allocation of £266,000 for this pilot in May 2022 however, a number of issues including infrastructure support prevented this pilot from being implemented as intended. While the HSCP has not yet been in a position to deploy the pilot, the need amongst carers for Short Breaks has not dissipated. In order to try and meet at least some of that demand, £50,000 of the allocation for the pilot was allocated to Carers of West Dunbartonshire to be accessed by carers for Short Breaks via their Out of the Blue Service.



Case Study: Support to Carer

Carer A is 64 years old and cares for her husband who has dementia. She has been caring for several years following his diagnosis and during that time has found her caring responsibilities have increased and her role as her husband's carer has become more demanding.

Carers of West Dunbartonshire prepared an Adult Carer Assessment and Support Plan with Carer A which highlighted that her caring role was having a considerable impact on her emotional well-being, life balance and living environment. This was primarily due to her being unable to leave her husband at home alone.

During the assessment process, she reported that she was becoming increasingly isolated and felt disconnected from friends and family and was regularly missing out on social opportunities. As the impact of caring on Carer A was assessed as Considerable in one or more life areas, it meant that she met the threshold for appropriate HSCP support.

A referral was made to West Dunbartonshire HSCP for Carer A to be assessed for a carer's budget which would allow her to have a break and life alongside caring. In addition to this Carer A was able to access universal support from Carers of West Dunbartonshire. This was provided through the organisation's Out of the Blue service.

Out of the Blue is a service which helps carers have a life alongside caring by offering support in the form of replacement care. It gives carers who are unable to leave the person that they care for the opportunity to attend social events, take part in hobbies and ensure they are managing their own health needs by being able to attend medical appointments.

Carer A was provided with 2 hours of replacement care per week which she used to attend her exercise class. This helped her stay physically fit and meant she could see friends again which has had a positive impact on her mental well-being.

As a result of the referral to West Dunbartonshire HSCP, Carer A was provided with an allocation of respite nights as well as 6 hours per week of replacement care at home. This now enables her to sustain her caring role as she gets regular breaks which she uses to look after her own health.

What is Carers of West Dunbartonshire Valued Carer Card?

“Unpaid carers are at the heart of what we do, and in a post-pandemic world, we wanted to find a way to support both carers and our wider community alike. The Valued Carer Card is a key part of our Carer Aware Communities work which aims to raise awareness and support for unpaid carers within West Dunbartonshire, while also helping to sustain community spirit and show support for our local, independent businesses.

Anyone who is registered with Carers of West Dunbartonshire will receive a Valued Carer Card. Since the initiative was launched in July 2022, over 2,000 cards have been distributed. The card acts as a form of identification, while also unlocking discounts, promotions and unique services provided by local businesses. Businesses and organisations supporting the Valued Carer work have the opportunity to complete Carer Awareness Training which highlights to them who unpaid carers are, the challenges faced by unpaid carers, and what we, as a community, can do to support those looking after a loved one.

Valued Carer businesses throughout the local area are being included all the time and can identify themselves by displaying the “We Value Carers” window sticker and being included in our Valued Carer Directory, where more information about the business and the support they offer can be seen.

Most recently, we have been delighted that West Dunbartonshire HSCP has shown its support to Carer Aware Communities by encouraging any services procured by it to take part in Carer Awareness training. For carer and business enquiries about Valued Carer, please contact Jenni McNab, CWD Marketing and Engagement Officer on 07535469592 or email jenni@carerswd.org”

Learning Disability Services

Scotland must provide the best possible services for people with a learning disability to enable them to lead high quality lives within their family and/or their community where they experience personalised support consistent with a Human Rights Based approach. A priority within the national strategy the Keys to Life is that all adults with learning disabilities, including those with complex needs, experience meaningful and fulfilled lives. This includes where individuals live, as well as the services they receive. The Scottish Government's vision for people with learning disabilities and complex needs is that everyone is supported to lead full, healthy, productive and independent lives in their communities, with access to a range of options and life choices.

The Coming Home Report, published in November 2018, identified that some people with learning disabilities and complex needs were living far from home or within NHS hospitals and that there was an urgent need to address this issue. The Scottish Government commissioned a two-year project to look specifically at the support provided to people with learning disabilities who have complex needs. The focus of the project was to identify the number of people involved and also to suggest support solutions for individuals with learning disabilities who have complex needs: either those placed out-of-area or those currently delayed in hospital-based assessment and treatment units.

To support HSCPs to find alternatives to out-of-area placements and to eradicate delayed discharge for people with learning disabilities the Scottish Government allocated a £20 million Community Living Change Fund to HSCPs via NHS Boards in February 2021 to:

- Reduce the delayed discharges of people with complex needs
- Repatriate those people inappropriately placed outside of Scotland
- Redesign the way services are provided for people with complex needs

NHS Greater Glasgow and Clyde, through its Learning Disability Board-wide Governance structure has set up a Programme Board to support HSCPs. In West Dunbartonshire a review of learning disability services, in line with organisational change policies, is being planned. Developing and maintaining good, sustainable accommodation and support services is crucial to meeting the aspirations of the report and the needs of those identified. Achieving this requires coordinated effort and alignment of resources locally to create the capacity to achieve progress against the strategic objectives of the Community Living Change Fund.

One of NHS Greater Glasgow and Clyde's sub-groups 'Future Landscapes' is working with third sector and housing colleagues to recommend new sustainable models of support ensuring a co-production approach in terms of how services should be designed and developed. In addition to directly impacting people with learning disabilities, this work will also impact on services and how these are planned and commissioned. It will support better local long-term planning to meet the housing and support needs of individuals with complex needs including the formation of specialist multidisciplinary teams that are focused on providing the necessary services and support in the community to prevent admission to hospital as well as the proactive development of appropriate housing.

Sharing of best practice and a culture that promotes open and frank discussion about the ongoing challenges, such as the role of a Registered Social Landlord, compared to the role of a specialist care provider, is vital. It is hoped that in collaborating across the 6 HSCP areas comprising Greater Glasgow and Clyde, greater momentum will be achieved in developing and delivering services to people with learning disabilities and very complex support needs to ensure improved outcomes for those individuals and their families.

The Learning Disability Team within West Dunbartonshire comprises a considerable integrated workforce of both NHS and Council staff within statutory, registered, supported employability, transition and respite services. The team includes social work, psychiatry, psychology, nursing, occupational therapy, physiotherapy, speech and language therapy as well as dietetics.

The Covid-19 pandemic has continued to have an impact on people with a learning disability and their access to services during 2022/23 with a higher number of deaths than any other group within the wider population as highlighted by University of Glasgow studies. There are 404 people with a learning disability in West Dunbartonshire who are known to, or receiving, HSCP services and a further 24 people living outwith West Dunbartonshire whose support is funded by the HSCP.

The HSCP's registered Housing Support Service (HSS) provides supported living to people with a learning disability to live as independent a life as possible. HSS work with those supported in a person-centred way to develop personalised, outcome-focused support plans. This includes support with the following areas of everyday life: personal care, developing independent living skills, maintaining important relationships, remaining healthy and accessing healthcare services. HSS also offer support in being able to take an active role in local community life, identifying and accessing leisure opportunities and with all aspects relating to maintaining tenancies and being a good neighbour.

Outcomes for those supported are varied and personal, however include improving feelings of security, increasing inclusion, reducing social isolation, reducing risk and vulnerability and improving health and wellbeing. Staffing across all sites remains a challenge and, as the needs and complexity of those being supported changes, the way in which the service is being delivered will require to be reviewed in line with HSCP policies to ensure it is meeting the needs of those highlighted in the Coming Home Implementation Report.

Dumbarton Centre is a registered service providing day support for adults with learning disabilities with more complex support needs, be it physical or behavioural. Currently the centre provides support to 33 individuals over the course of a week. This involves an increased number of one-to-one and two-to-one supports than pre-Covid. The centre provides a range of activities within the building as well as some community-based opportunities. In addition Rebound Therapy has been arranged through physiotherapy and clinics run on a Wednesday and Friday afternoon including for service users who previously accessed this therapy when attending the centre.

The complex needs of some of the individuals identified through Transitions who require a building based service, has required a review and refresh of specialist training provided to staff. NHS Greater Glasgow and Clyde supports a Positive Behavioural Support (PBS) postgraduate course for those working with complex, challenging behaviour. One member of staff has already completed and another is currently undertaking the course. In conjunction with psychology, this will ensure that those individuals with challenging behaviour will have detailed PBS plans in place, in addition to any Promoting Positive Behaviours interventions required, prior to commencing a placement at Dumbarton Centre to mitigate risk as much as possible. Work will be ongoing to upskill staff to work with individuals who will require a building-based service in the future.

Community Connections is a dual registered service providing community-based support for adults with learning disabilities who do not require the resources available within a building-based service. It currently supports 37 clients with a variety of specialist needs between the hours of 7am and 9pm to suit the support required and can provide home support if this is identified by the referrer. Similar to Dumbarton Centre it provides support to achieve the Keys to Life outcomes within the Scottish Learning Disability Strategy. The service accesses various community-based services and groups according to the outcomes identified in each personalised support plan and delivers both one-to-one and group support according to assessed need.

Work Connect is a non-registered specialist supported employability service that work with adults with learning disabilities, mental ill health, addictions and autism. The service supports individuals, if appropriate, and in line with eligibility criteria, to access mental health, addiction or learning disability services and also welfare and debt advice, if required, to overcome challenges in accessing supported employment or volunteering opportunities. The expectation is that participation will lead to an increase in the skills and confidence of those accessing any of the programmes offered by the service, such as horticulture or catering, leading to increased opportunities for training, volunteering and entry to employment including in-work support. It works in partnership with a number of agencies to access different funding streams and is keen to develop a Hub model to provide a range of supports to those transitioning to adult services.

Carers accessing the Respite/Short Breaks service require help and support to maintain their caring role. Practical, emotional and physical support is required by many carers in addition to respect, dignity and compassion. Historically the majority of carers have preferred the cared for person to access residential respite/short breaks for weekends or a week to enable the carer to go on holiday or have a break themselves. Work is currently underway to explore a range of options to develop how respite and short breaks are offered in the future. A short break is classified as any form of support that enables the carer to have a break from their caring role and can take the form of a menu of options such as: short breaks/holidays; overnight residential respite; support within the home or community for the cared for person; payment for activities; urgent/unplanned respite or accommodation to provide replacement care. Being able to offer this service leads to improved

outcomes for carers such as: time to pursue personal interests leading to a balance with caring responsibilities resulting in improved health and well-being; greater independence and self-confidence; greater ability to sustain the caring role and improved relationships with the person being cared for and their wider network of support.

West Dunbartonshire HSCP is fortunate to have a very well respected building-based respite service run by a third sector provider. Post-Covid, having been granted a variation to its Registration by the Care Inspectorate, the service now offers two emergency placement beds as well as four respite beds. This is a vital service, in line with the Coming Home Implementation Report, to better support the vulnerability of community-based placements to prevent placement breakdown or hospital admission. Learning Disability Services currently have 95 carers who have been assessed as requiring respite/short breaks. Throughout the pandemic, the Learning Disability Respite/Short Break Service continued to provide essential supports and services to carers, families and those in need as did Dumbarton Centre.

West Dunbartonshire Learning Disability services continue to work hard to promote and support the rights of people with a Learning Disability. A more fully staffed health team has seen a reduction in waiting times and a more timely service. There has been substantial work done to review processes creating much safer and more robust processes in relation to patient care and clinical governance. Successful implementation of anti-psychotic monitoring clinics has identified some unmet health needs and directed carers to other services, which may not have happened otherwise.

Learning Disability nursing staff have maintained additional responsibilities in relation to the Covid-19 vaccination programme including directly vaccinating those individuals supported by Learning Disability Services who were unable to attend public vaccination centres. The recruitment of two Health Support Workers has provided capacity for clinical activity to support the work of the Coming Home Implementation Report and the increased complexity of Transitions.

There is ongoing work with Children and Families to review Transitions to adult services to ensure we are applying the HSCP's eligibility criteria and providing a statutory service to those with critical or substantial need.

The Learning Disability Team does a huge amount to support student education both at undergraduate and postgraduate level across a wide range of professions. This takes time and energy to ensure the placements are meaningful and positive and the team should be congratulated on its ongoing commitment to this in addition to caseload pressure. One of our health team has been selected to pursue a doctorate in an area of research specific to learning disability and we are delighted our service users may benefit from this work in the years to come.

This year we again took time to listen. By understanding what is important to our staff and service users we can build more supportive, effective relationships, which will hopefully lead to improved quality and effectiveness of care and outcomes for people with learning disabilities. The service recognises the passion and commitment of staff to work alongside service users and their families to support individuals to meet their outcomes and supports staff to be the best they can be in continuing to develop their own knowledge, skills and abilities to create a workforce, and specialist teams, fit for the future that can meet the complexity of demand with a finite set of resources.

There is much to be positive about, in spite of ongoing challenges around recruitment and retention of staff, particularly within third sector partners, the resource required to deliver organisational consultation and change and the reporting requirements linked to Dynamic Support Registers and complex Adult Support and Protection work. Communication and a readiness to embrace change are key ingredients for success and the HSCP is committed to working in partnership with all stakeholders to ensure real and meaningful engagement with people with a learning disability and their families to enable them to lead high quality lives within their family and/or their community where they experience personalised support, enabling greater independence, choice and control and the ability to have a healthy life and be an active citizen, consistent with a human rights based approach.



Justice Social Work Services

Justice Services have continued to provide support, interventions and monitoring to those subject to statutory orders and licences. There are clear governance structures around the Justice Service internally via the HSCP Board, the Public Protection Chief Officers Group and West Dunbartonshire Community Planning Partnership's Safe Delivery and Improvement Group. We continue to meet with our link inspector from the Care Inspectorate and provide quarterly and annual unit returns to the Justice Division of the Scottish Government.

During 2022-23 Justice Social Work Services experienced some notable increases in demand compared to the previous year. We continue to evaluate and improve our service to individuals, responding to national strategies including the Presumption against short sentences. The operational management team has been extended from funds from Scottish Government. As an integral part of the service, this will strengthen oversight of best practice and accountability to the senior management team.

Performance in meeting targets for Social Work Reports, Community Payback Orders and Unpaid Work Orders timescales have continued to be challenging during the year. There were 827 Social Work Reports completed in 2022/23, an increase of 4% on 2021/22.



Community Payback Orders increased by almost 15% on the previous year and those with unpaid work requirements increased by just over 16%. Collaborative work with the Council's Greenspace project and colleagues from the Knowetop Alternatives project contribute to the local authority's green space initiatives. Third sector partners the Wise Group provide additional support opportunities and the Red Chair Project ensures service users are not disadvantaged in terms of digital poverty.

Having secured a new workspace for the unpaid work team, employability services attend there to enable delivery of a wider range of supports and learning. The service has returned to pre-pandemic levels of service delivery, with additional Covid monies from Scottish Government securing extra staff to facilitate this.

Staff continue to provide specialist Justice monitoring and supervision to those on community orders or licences, utilising their skills in risk assessment and individualised intervention programmes to enable service users to address the cause and effect of their offending behaviours on themselves, families and communities.

The new Bail Assessment and Supervision Service commenced at Dumbarton Sheriff Court in September 2022. To date, the service has supported 15 individuals remain in their local community, reducing the negative impact of remand on the individual and their families. In addition the provision of services to individuals prior to their release from custody and into the community continues to support successful reintegration into the service users' local communities.

During 2022-23, Diversion services were provided to 37 people who had not been convicted of an offence, supporting them not to become further entrenched in the justice system. Individuals were supported to address the underlying cause of their behaviours such as addiction support, mental health alongside difficulties with emotional wellbeing, housing, income maximisation and employability.

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

A number of improvement actions were completed during 2022/23 including:

- New staff being trained and existing staff annually updated on the suite of assessment tools used within Justice Social Work.
- Staff training being completed in Trauma Informed Practice.
- Throughcare Assessment for Release on Licence – West Dunbartonshire staff having being trained in the first delivery of this tool.
- Ongoing negotiations with the National Caledonian Team to bring Caledonian Domestic Abuse group work to West Dunbartonshire.
- Additional Government funding has enabled the service, to provide additional capacity alongside further support in the additional provision of services to our local courts including bail supervision and structured deferred sentences as an alternate disposal.

Challenges have included:

- The annual funding model restricts our ability to plan and sustain services beyond the current financial year, including services commissioned from the Third Sector. This means we are only able to enter into short-term contractual arrangements, which creates difficulties in both the recruitment and retention of suitably qualified staff. Justice Services do not have the ability to reduce demand on our statutory services therefore a robust funding model is essential.
- High numbers of Domestic Abuse offending within the local authority: staff are listed to attend national training on the Caledonian system.
- Referrals from the Crown Office and Prosecution Service (COPFS) have significantly increased. In line with national policy of early intervention, the service has seen an increase in those subject to diversion in sustained attempts to reduce the number of individuals going through the criminal justice system. We continue to have regular meetings with the COPFS service through the local community justice forum.
- Horizon scanning to anticipate the impact on Justice Social Work from the Children's Care and Justice (Scotland) Act, alongside the forthcoming Bail and Release Act, currently passing through parliamentary approval.

Our strengths include:

- Strong partnership working evident in the planning of support for individuals being released from prison. Our Justice and Housing Services are working closely together to ensure short stay accommodation is identified for individuals prior to release and support then provided to access a permanent tenancy.
- Positive working relationships with Police Scotland colleagues in the management and support to those assessed as posing a high risk of re-offending.
- During 2022/23 we have enhanced our unpaid work service by ensuring that tasks are meaningful to communities and provide learning opportunities for service users, including improving the environment and supporting charitable and voluntary organisations.

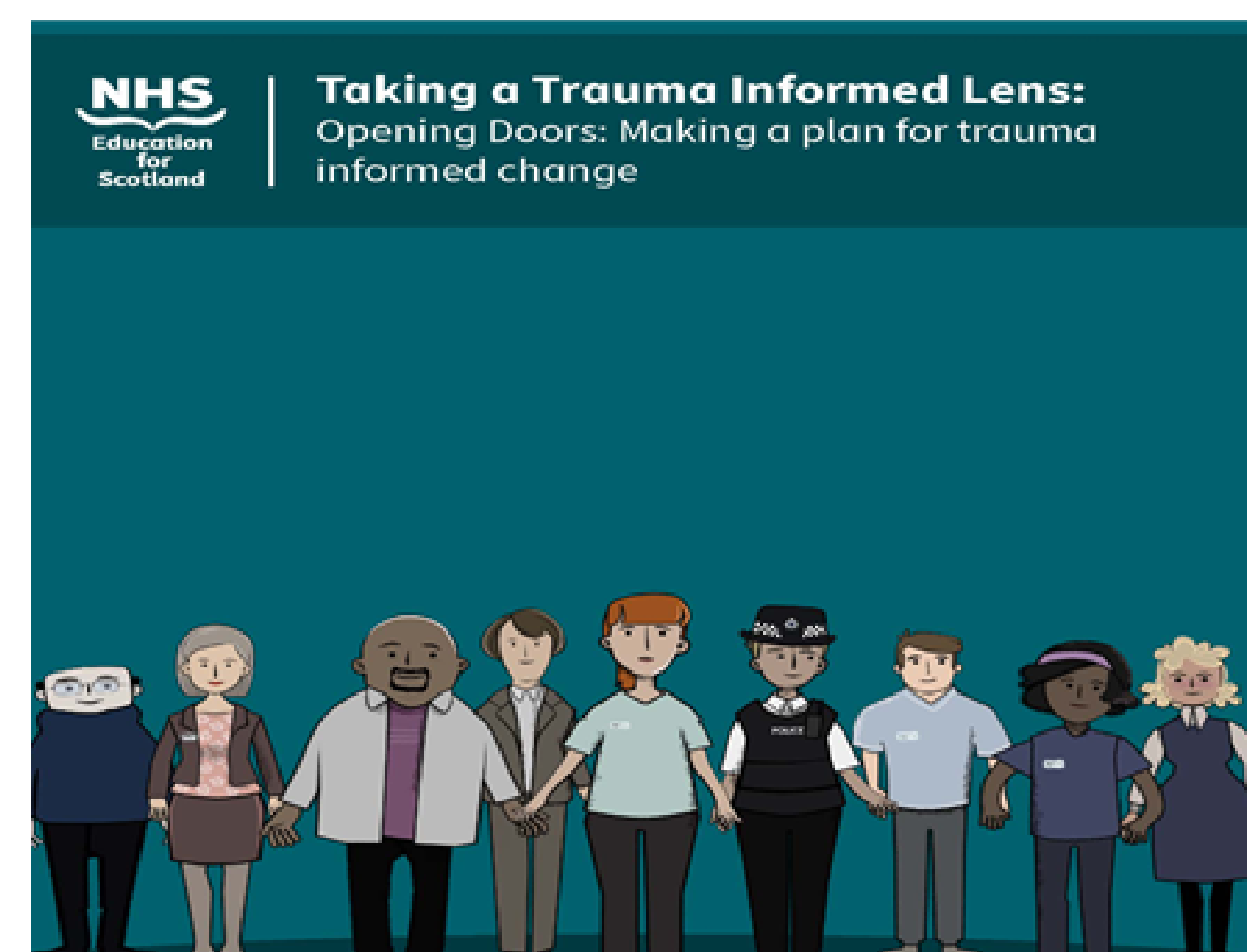
Priority 3: Resilience

Adversity, Trauma and Resilience

The West Dunbartonshire Adversity, Trauma and Resilience Programme aims to prevent childhood adversity and trauma and to mitigate the effects across an individual's life course where it has already occurred.

A key component is to develop a trauma-informed West Dunbartonshire through supporting workforce development across public and third sector organisations.

This is in line with the National Trauma Training Programme and West Dunbartonshire Council's commitment to support the Wave Trust's 70/30 campaign to reduce child abuse, neglect and other adverse childhood experiences (ACEs) by at least 70% by the year 2030 which the Council reconfirmed its original 2021 commitment to in 2023.



Locally the programme seeks to cover the five drivers of change of trauma-informed systems:

- Leadership and management
- Experts by experience
- Data and information
- Workforce knowledge and skills
- Workforce wellbeing

This will be done through Trauma Training plans, including Resilience Film viewings, to support the development of a trauma-informed workforce supported by the Resilience Hub which is a community of practice with over 500 members.

The Resilience Hub held one online meeting in 2022/23 themed on 'Developing your Trauma-informed Practice' and 58 people participated. It showcased the range of free training resources available from the National Trauma Training Programme as well as how some local teams within Education and Blairvadach Children's House have put this into practice.

Joint work with the NHS Greater Glasgow and Clyde Transforming Psychological Trauma Implementation Coordinator included focused leadership work with leaders working in Children's Health, Care and Justice, with 40 leaders attending the national Scottish Trauma-informed Leadership Training.

A training needs analysis was carried out for the Children's Health, Care and Justice workforce, exploring awareness and attitudes to psychological trauma and trauma-informed practice based on the National Trauma Training Programme Workforce Survey 2021, to allow a learning and development plan to be developed. Staff working in the Older Adults' Mental Health team also completed the Opening Doors Session on trauma-informed practice.

All staff working in the HSCP's Children's Houses have accessed training in the Dyadic Developmental Psychotherapy (DDP) approach. This approach encourages working with young people, their families and/or other key people involved in their care. It raises awareness of trauma and its impact on young people's development and how this might affect their behaviour, and supports staff to interact and talk with young people with this informed approach. It highlights use of a PACE approach in interactions i.e. to be:

- **Playful** - to allow us to attune and match young people's mood and emotions
- **Appreciative** - of the young person's point of view and what they are telling us about how they feel
- **Curious** - to wonder why a young person feels the way they do, or wonder what their behaviour is really telling us
- **Empathetic** - to really try to understand how young people are feeling

To support this over a hundred staff across WDC Education, including Educational Psychology, and HSCP Children's Social Work have accessed a Level 1 DDP learning opportunity. Managers have also accessed training in how to bring these approaches to supervision.

The Resilience documentary film about Adverse Childhood Experiences continues to be an additional popular resource to increase ACEs awareness. One online viewing was held in 2022/23 as part of West Dunbartonshire World Kindness Day activities with 58 people attending. Knowledge and understanding of ACEs increased from 2.84 to 3.84 out of 5 across the audience after viewing the film and taking part in a discussion.

"I'm a student social worker and I have learned about trauma, ACEs and health at uni. Since starting placement, I have been trying to apply the knowledge I have but it has been difficult at times to transfer it to practice. I found the film really helpful for bridging that gap between theory and practice."

Two face to face viewings of the Resilience film were held in 2022/23. One viewing was held in partnership with the co-ordinated Community Response Network set up by West Dunbartonshire Clydesider, a community media social enterprise, with a view to build capacity and understanding of trauma with a range of third sector organisations and building on the message in the film that:

'If you can get the brain science into the hands of the general population, they will invent very wise actions.'

To continue to build connections with The Promise, a focused viewing for foster carers, kinship carers and adoptive parents was held in March 2023. Feedback was positive for both viewings with requests for more viewings across West Dunbartonshire. This brings the total number who have seen the Resilience film to approximately 1,280.

Work has been undertaken during 2022/23 to refine a local evaluation framework based on the draft Improvement Service Creating Trauma Informed Change: What, Why and How, A Quality Improvement Framework for Trauma-Informed Organisations, Systems and Workforces in Scotland to develop the understanding of the impact of this work and this will continue in 2023/24.

Adult and Older People Mental Health Services

Adult and Older People Mental Health Services received 4,456 referrals and offered 29,895 appointments in 2022/23, providing health and social care to a range of people with varying mental health needs. Referrals have increased by 9% within Adult Mental Health and 8.8% in Older People Mental Health Services. There is a noted increase in referrals for people with a provisional diagnosis of Attention Deficit and Hyperactivity Disorder (ADHD). This is in line with the NHS Greater Glasgow and Clyde experience of a 700% increase in referrals for ADHD since 2019.

During 2022/23 there have been a number of service developments across Mental Health Services which continue to offer contact using a variety of different methods including use of NHS Attend Anywhere digital video platform which was implemented locally as a response to the Covid pandemic.

We have completed the recruitment of Wellbeing Nurses within all GP practices across West Dunbartonshire which allows direct contact with a mental health nurse without the need for a GP assessment. Wellbeing Nurses continue to work alongside Community Link Workers to deliver brief interventions to people with mental health and wellbeing needs.

We successfully recruited and rolled out a Specialist Physical Health Nurse service expanding this year to all Adult and Older People Community Mental Health Teams. This means that anyone who does not have an annual review for physical health care within primary care services, and is prescribed anti-psychotic medication, has the opportunity to have a range of tests, advice and treatment changes.

We have also fully recruited to and rolled out a Mentalisation Based Therapy Nursing Service for people with emotionally unstable personality disorders. These additional staff support our Adult Community Mental Health Teams to deliver enhanced pathways of care. This has reduced the number of admissions to both our Mental Health Crisis Team and our inpatient services.

The Mental Health Social Work Service has supported the development and introduction of the wider HSCP Adult Support and Protection duty system and Area Resource Group and we are increasing the number of practice assessors and student link workers through additional training. Social workers have ensured that all clients have an established review date using principles of self-directed support to ensure all care packages meet the eligibility criteria for adult social care services.

Mental Health Services have also supported the Vale of Leven Hospital to open their Dementia Garden on the hospital site. We contributed staff and volunteers through our Work Connect Employment service to establish this outdoor space for patients, and their carers, of the HSCP Dementia and Functional Wards.

Local Mental Health Inpatient Services have introduced new ways of supporting people with dementia. This includes stress and distress models of care, psychological formulation of distressed patients, cognitive stimulation therapy and Occupational Therapy Allsorts activity programme. Occupational Therapy within the Older People's Mental Health Team have also introduced a new service where the Occupational Therapists now assess the ability of people with dementia to be able to safely drive motor vehicles.

Consultant Psychologists have developed a training plan for all adult mental health care staff in West Dunbartonshire that will see a pathway for all new nursing staff that ensures an ongoing training programme in the latest evidenced-based psychological therapies. This includes the establishment of Trauma Focused, Safety and Stabilisation Training for all staff.

Priority 4: Assets

MSK Physiotherapy

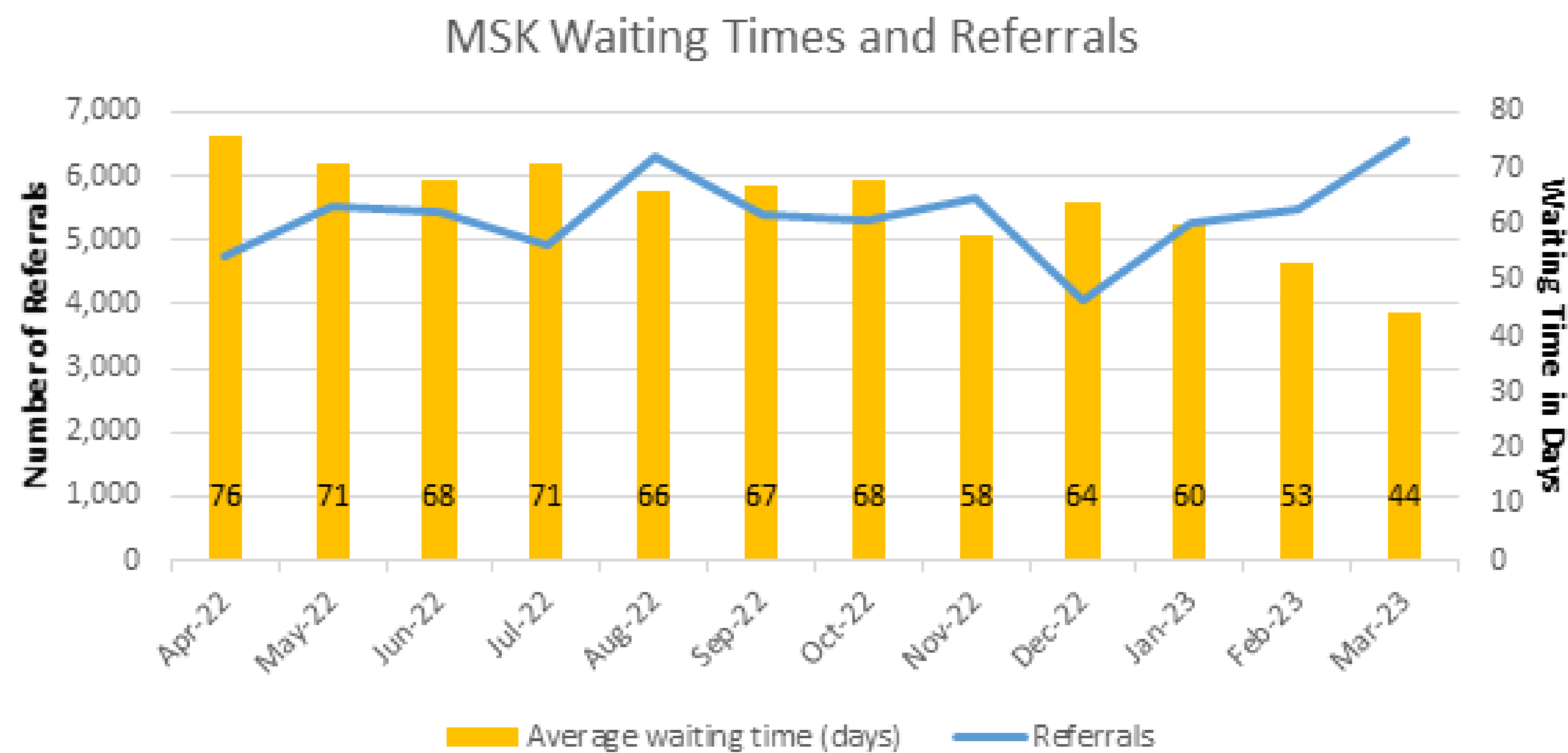


Musculoskeletal (MSK) conditions continue to have a major impact on people's lives. It is one of the leading causes of time off work and more years are lived with an MSK disability than any other condition. The MSK Physiotherapy Service continues to provide a person-centred approach where each person is individually assessed and their bespoke care is focused on symptom management, movement, exercise and supported self-management. As we help patients to recover and return to normal activities, we also encourage them to take up more active and healthy lifestyles. In addition we focus on health improvement and support patients who have wider health needs, for example who require support on issues such as alcohol, smoking, weight management or stress management, by signposting them to appropriate services.

Despite the challenges of remobilisation post pandemic, the service had a year of success with regards to delivering 6 priority objectives. The service priority objectives were:

- Waiting times
- Recruitment and retention of staff
- Staff wellbeing
- Introduction of Electronic Patient Records/Active Clinical Notes.
- Streamlining MSK pathways of care and shared decision making for patients with Osteoarthritis of hip/knee
- Training, education and staff development towards best patient care

There has been a huge focus on service performance during 2022/23, in particular with a priority project to reduce both routine waiting times and the number of patients waiting for a routine appointment, both of which increased over 2021/22 due to redeployment of staff to support the pandemic effort. The data for 2022/23 shows a downward trend in both maximum routine waiting times and the number of patients waiting for a routine appointment in 2022/23.



The data for 2022/23 across the board-wide Greater Glasgow and Clyde service shows a downward trend in both maximum routine waiting times and the number of patients waiting for a routine appointment in 2022/23. Between April 2022 and March 2023 the maximum wait for a routine appointment halved, reducing from 24 weeks to 12 weeks while average waiting times reduced from 76 to 44 days. Average waiting times decreased despite increasing referrals and numbers of people waiting for a routine appointment reduced from 17,151 in April 2022 to 13,540 at the end of March 2023.

HSCP Staff Health and Wellbeing

Maintaining a positive workplace culture that promotes and supports the health and wellbeing of our workforce is a priority for the HSCP. We recognise that along with embracing new styles of working and tackling the challenges of digital technology, mental health and wellbeing issues have the biggest impact on our workforce. We put people at the centre of everything we do and work to a common set of values which guide the work we do, the decisions we take and the way we treat each other. Our vision and values are firmly rooted to provide good, strong and reliable health and social care to our users at the point of need. These values represent how we do things and the expected behaviours of people working within the HSCP. We seek to continually embed these, ensuring that we have a culture that drives high quality and well led services HSCP-wide.

A healthy, well-supported workforce is better placed to provide the very best care for our service users. Programmes of work across West Dunbartonshire Council and NHS Greater Glasgow and Clyde have sought to improve and promote staff health and wellbeing while aiming to reduce sickness absence. Developing a range of resources to enhance the supports in place for our workforce and receiving feedback from staff about how they feel about their work, both as an individual and as part of a team, is crucial to developing a healthy organisational culture. The iMatter staff engagement tool is well established as the primary source of feedback from our workforce in relation to their experience of working within the HSCP.

A large proportion of HSCP staff deliver frontline services to vulnerable people while those working remotely may have seen the lines blur between family life and work life and the stresses this can entail. Physical and mental health and wellbeing are interrelated which the HSCP ensures is our focus. West Dunbartonshire Council ran a number of wellbeing webinars during 2022/23 which were available to all HSCP staff. These covered a number of topics including emotional resilience, communication and neurodiversity. In addition was the extension of Mental Health First Aiders who work alongside Wellbeing advocates to signpost employees to supports and provide important feedback from employees on wellbeing needs and initiatives. Work has also commenced in relation to the Equally Safe at Work programme to raise awareness and understanding of gender-based violence. Together with a number of online resources, NHS Greater Glasgow and Clyde have made progress across the pillars within the Staff Health Strategy and have continued to develop and implement the health and safety culture framework.

The National Wellbeing Hub and National Wellbeing Helpline are national initiatives which have been heavily promoted to HSCP staff. The helpline offers callers a compassionate and empathetic listening service based on the principles of psychological first aid, as well as advice, signposting and onward referral to local services if required. Coaching for Wellbeing has also been highlighted to staff. This is a service designed to support staff with any of the issues they may be facing during these challenging times. Staff are offered 2 hours of individual online coaching which includes support in building resilience and helping individuals to take action to improve their wellbeing. Where appropriate, staff can also explore how to lead and support others who may be struggling. Trades Union colleagues have been helpful in promoting these services to their members and suggesting ideas and initiatives to consider.

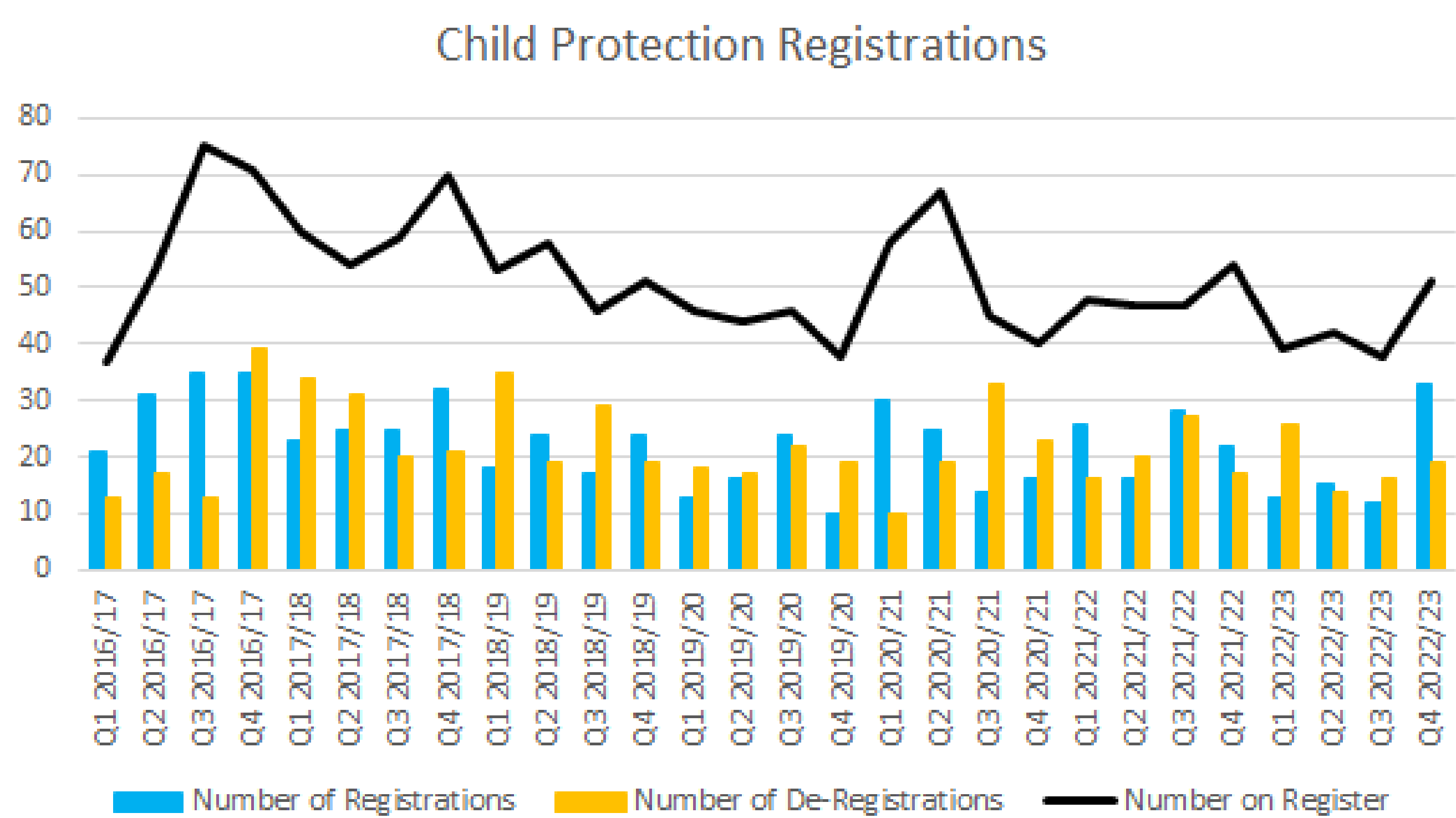
Our workforce are our greatest asset. We take great pride in celebrating the achievements of our staff throughout the year, culminating in the annual awards across West Dunbartonshire Council and NHS Greater Glasgow and Clyde. A huge effort has been made to ensure staff have the right skills, knowledge, training and flexibility to be deployed in the right place at the right time. We continued to review our workforce during 2022/23 to ensure that we both recruit and retain staff across all job families to support delivery of the HSCP strategic ambition. We support access to opportunity for all through our recruitment and selection processes, modern apprenticeships and internships. We support our workforce to progress in their careers and everyone has access to a wide range of training and development opportunities which are available throughout the HSCP and we try to effectively utilise individual skill sets in the most effective way. We recognise that fulfilment is a key part in ensuring that we have a happy and engaged workforce and encourage creativity and innovation in our workforce and Trades Union colleagues.

Mutual respect is an important aspect of our relationships with our workforce and Trades Union colleagues. This is supported through established policies and procedures. We strive to ensure that our workforce feel valued in ways other than through pay or position. Engagement with employees at all levels in the organisation and with our Trades Union colleagues is a priority.

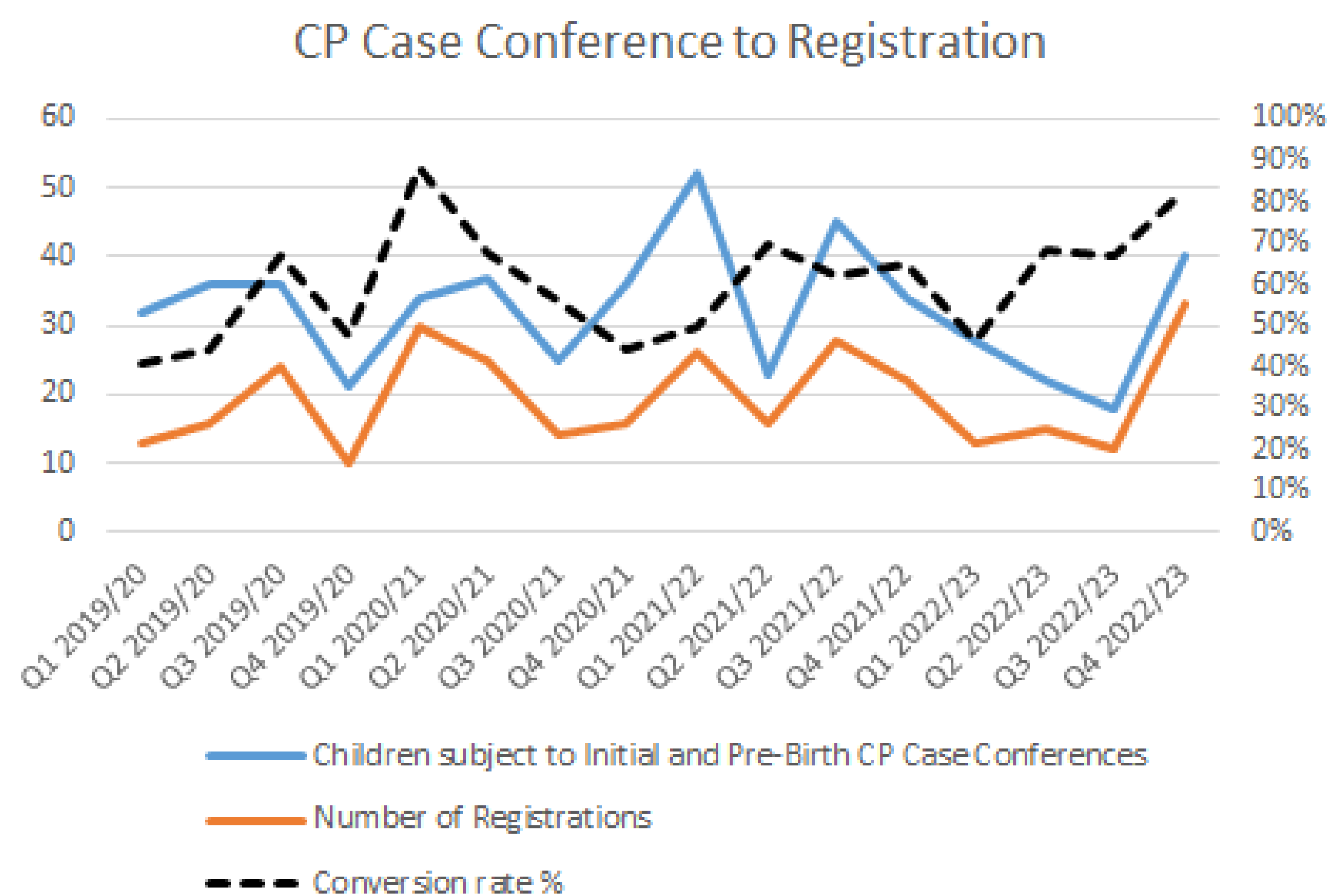
Child Protection

The HSCP began reporting the Child Protection Minimum Dataset to the Child Protection Committee from April 2021. The Minimum Dataset was created by the Centre for Excellence for Children’s Care and Protection (CELCIS) in partnership with Scotland’s Child Protection Committees, Scottish Government, the Care Inspectorate and Scottish Children’s Reporter Administration. It is a set collection of agreed measurements, criteria, or categories required to create a robust understanding of information about a service. With historic data as far back as April 2016 where available, the Dataset allows the CPC and its scrutiny group to explore trends, highlight anomalies and improve services, processes and the quality of case recording.

There were 51 children on the CP Register at the end of March 2023 compared with 54 at the same point in 2022. There were 73 children newly registered and 75 children removed from the register during 2022/23. The previous year saw 92 new registrations and 80 de-registrations.

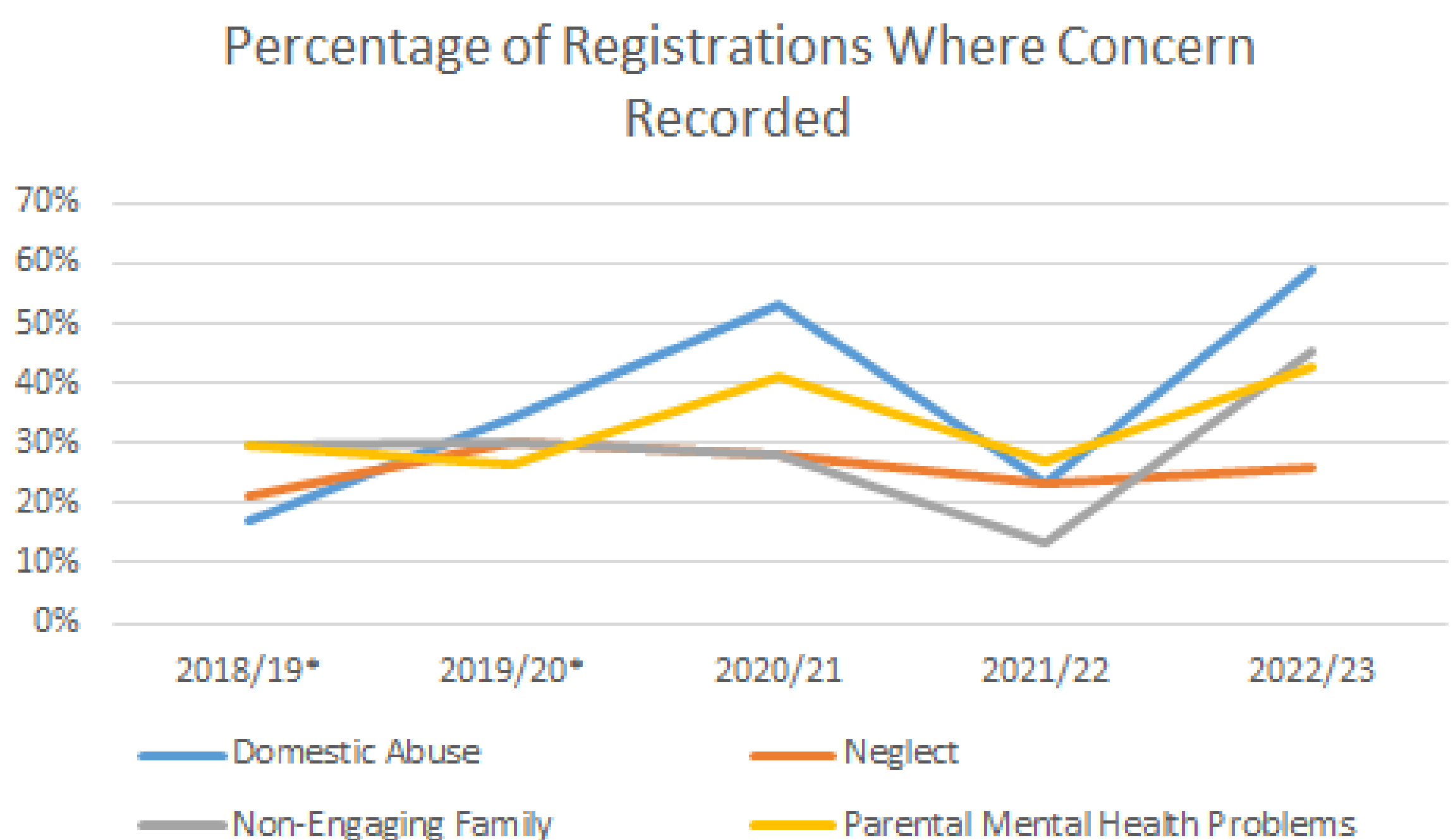


The Minimum Dataset monitors the proportion of children where the decision is taken to add the child to the CP register after an Initial or Pre-Birth Case Conference. This is known as the Conversion Rate and monitors the effectiveness of our processes and decision-making. As can be seen in the the chart below, when the line representing the number of children subject to a case conference is close to that of the number of children registered the Conversion Rate is higher. The Conversion Rate in January - March 2023 was 83% compared with 65% in the same period 2022.



The Dataset also monitors the age groups of those children being newly registered. This works out at very low numbers which could potentially be identifiable, however the trend has been that more than half of all newly registered children in 2019/20 were less than 5 years old and this has decreased over time with those aged 5-10 years making up a similar proportion of new registrations as under 5s in 2022/23.

Reasons for a child being placed on the CP register, known as concerns are also monitored and there may be multiple concerns recorded for each registration. In 2022/23 domestic abuse was the highest noted concern and was recorded in 59% of all new registrations. This is higher than the 53% in 2020/21 which was thought to be related to Covid lockdowns. The second highest concern recorded in 2022/23 was non-engaging family followed by parental mental health problems and neglect. The chart below shows the trends for these 2022/23 highest concerns. *Percentages for 2018/19 and 2019/20 relate to the academic year (August to July) rather than financial year.



The Child Protection process is also monitored through the Dataset in respect of meeting key timescales and the proportion of parental attendance at case conferences. Some of this has identified potential gaps or delays in recording which can be monitored and improved through CPC scrutiny. More effective collection of Inter-Agency Referral Discussion data has already been identified through scrutiny of the dataset and Police Scotland data is now being shared with the HSCP.

More widely, Children's Services continued to support a high volume of children and families in 2022/23 with 1 child in 15 in West Dunbartonshire on Social Work caseloads as at March 2023. The service has been working to address the high number of overall referrals from partners to the current “duty” or initial response service, and a revised model of initial response has been developed, benchmarked against the current service uptake of new referrals to the service. This will include a more specific response to non-child protection referrals from partners, using the Getting It Right For Every Child (GIRFEC) National Practice Model standards and expectations.

In addition, the service has been working with colleagues in the Scottish Children’s Reporters administration to support better management of the high volume of report requests, specifically developing a triage process to support decision making where a full report may no longer be required. This is in line with the proportionality of response, where matters have been addressed and families do not require an ongoing multi-agency support plan. The development of a GIRFEC compliant and more child focused assessment and planning format (My Assessment / My Plan) has been implemented, alongside implementation of the Viewpoint tool for gathering the views of children and young people. This will remain in an implementation year supporting evaluation and quality assurance of the model across the partnership.

The service has been operating, post-Covid, in a context of increased demand and complexity as communities both recover from Covid and are impacted by the cost of living crisis. At present the service is also operating in a context within which recruitment and retention of staff is increasingly challenging. Agency staff, where available, are being deployed across the service however this is not an effective long term strategy. A longer term recruitment strategy which will be attractive to newly qualified social workers while also recruiting and retaining more experienced staff is being developed. As this crisis mirrors the national position, it is inevitable that the service will require to become more competitive in this area. This has been noted as a significant area of risk in respect of the service capacity to meet its statutory functions at present. Similarly, external providers are increasingly struggling to recruit and retain social care staff. As such we are working to reduce the reliance on external providers by developing better local family support opportunities across the partnership, and increasing the uptake of Self-Directed Support within, at present, the disability service where the lack of respite and other support services has been particularly challenging.

Priority 5: Inequalities



Keeping The Promise

Scotland's promise to care experienced children and young people is that they will grow up loved, safe, and respected, able to realise their full potential. The Promise was developed from the findings of the Independent Care Review which took place 2017-2022. At the point of concluding, the Care Review had listened to over 5,500 experiences. Over half of the voices were children and young people with experience of the 'care system', adults who had lived in care, and lots of different types of families. The remaining voices came from the paid and unpaid workforce. It was their stories that guided the Care Review and it is their experiences that have shaped everything the Care Review has concluded.

Children and young people who become looked after are among the most disadvantaged children in society and in general experience poorer outcomes than their peers. Reasons for becoming looked after vary for each child but in every case children will have been through difficult or traumatic life experiences which can result in poor emotional and physical health, distress, a lack of stability and often a lack of social and educational development.

The Promise will be built on the following foundations which "must be at the heart of a reorganisation of how Scotland thinks, plans and prioritises for children and their families":

- Voice - Children must be listened to and meaningfully and appropriately involved in decision-making about their care, with all those involved properly listening and responding to what children want and need. There must be a compassionate, caring, decision-making culture focussed on children and those they trust.
- Family - Where children are safe in their families and feel loved they must stay – and families must be given support together to nurture that love and overcome the difficulties which get in the way.
- Care - Where living with their family is not possible, children must stay with their brothers and sisters where safe to do so and belong to a loving home, staying there for as long as needed.
- People - The children that Scotland cares for must be actively supported to develop relationships with people in the workforce and wider community, who in turn must be supported to listen and be compassionate in their decision-making and care.
- Scaffolding - Children, families and the workforce must be supported by a system that is there when it is needed. The scaffolding of help, support and accountability must be ready and responsive when it is required.

In May 2022 the HSCP appointed a The Promise Lead Officer with the remit of raising awareness of The Promise and leading on the implementation of The Promise within West Dunbartonshire. A Keeping the Promise sub-group was also created which reports to West Dunbartonshire Community Planning Partnership's Nurtured Delivery and Improvement Group. This sub-group has multi-agency representation and met for the first time in July 2022 for a half-day development session. The role of this group will be to support and drive forward the recommendations of The Promise.

Short working life groups were established from the Keeping the Promise group to look at specific issues in more detail and enlisted membership from relevant parties. The three initial working groups are for Continuing Care, Brothers and Sisters and Language. They report progress to the Keeping the Promise Group, and take action to progress these priority areas.

During 2022/23 there have been some key developments to ensure the voices of children and young people are listened to and involved in decision-making.

Viewpoint, a software tool that is used to support children and young people share their views, has been re-introduced within West Dunbartonshire, relaunched in July 2022. Over 70 social workers attended training provided by Viewpoint and it is available to be used with children and young people over 5 years old in West Dunbartonshire. This supports the United Nations Convention on the Rights of the Child, ensuring children and young people are meaningfully and appropriately involved in decision making, and have the opportunity to have their voice heard on decisions affecting them.

The data gathered can help ensure children and young people have their views included in care planning and can also be aggregated to provide information on what matters to children and young people across West Dunbartonshire and support service planning and delivery. Further training is planned for May 2023, which will focus on supporting Senior Social Workers and the new Independent Reviewing Co-ordinators promote and support the use of Viewpoint.

A development to Viewpoint has also just been launched with our foster carers, where we will use the app to support the collection of life story material; ensuring our children and young people have a coherent narrative around their childhoods now and in the future. We will be asking our foster carers to take at least one photo per week, along with a story to accompany the photo, to upload on the child's app as well as being attached to the child's file. We will also be asking foster carers to write a letter to the child prior to every six monthly review meeting talking about their time together, which again will be uploaded onto the app and into the child's file.

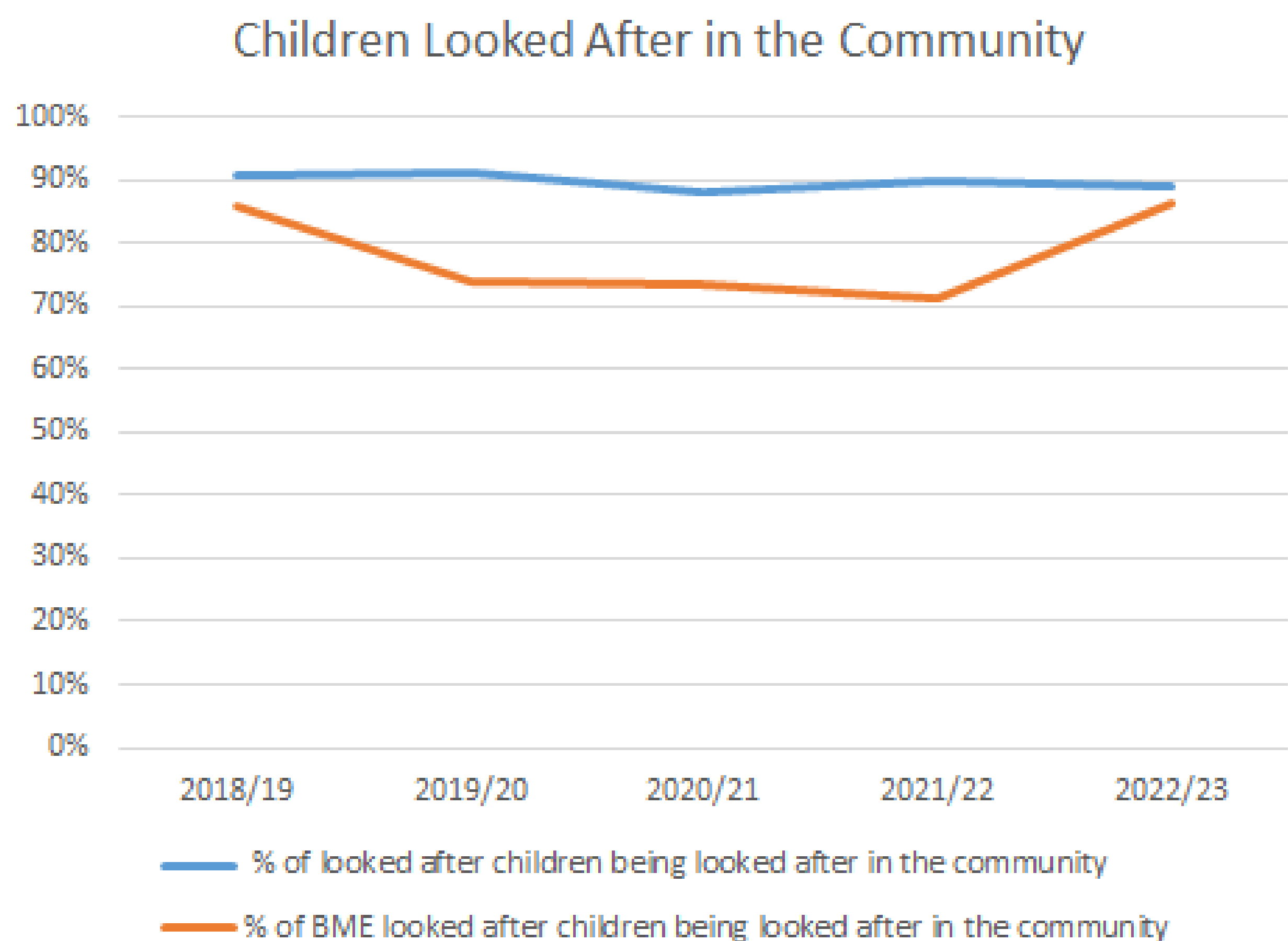
Children's Activity Bags have also begun to be used within our Children and Families Teams to help gather infant, children and young people's views. These are backpacks filled with activities and toys to engage infants, children and young people during time together. The goal is to support relationship building and create a supportive context whereby children and young people feel able to share their views and feelings.

A "Communicating with infants, children and young people" development day is planned for later in 2023 with our Children and Families teams which will promote and develop skills, tools and learning for supporting children, as well as thinking about how to make sure these views are reflected in case recordings, reports, care plans and meetings.

At the end of March 2023 there were 478 looked after children in West Dunbartonshire: an increase of 26 or 5.8%. Of these children, 88.7% were looked after in the community rather than a residential setting helping them to maintain links and relationships within their community which may lead to better outcomes. This was slightly below our local target of 90%.

In line with our equalities monitoring, we also monitor the proportion of looked after children from Black and Minority Ethnic (BAME) communities who are looked after in the community. Numbers of BAME children who are looked after have been very low therefore small changes in numbers mean percentages fluctuate more significantly.

However numbers have risen slightly as at March 2023 and as can be seen in the chart overleaf this shows the proportion looked after in the community, 86.2%, to be more in line with all looked after in the community. Looked at overall, 6.1% of looked after children are from BAME communities compared with 3.7% in March 2022. Part of the reason for this is West Dunbartonshire's commitment to the National Transfer Scheme for Unaccompanied Asylum Seeking Children as well as supporting those unaccompanied asylum seeking children who arrive spontaneously in the local authority area.



West Dunbartonshire Champions Board has been re-launched during 2022/23 in collaboration with Y-Sort It and Who Cares Scotland? and is crucial to how The Promise is implemented. The voice of our care experienced children and young people must be central to how we move forward, while also ensuring there is a solid feedback loop to those with power to make changes. The priority for the Champions Board is to re-engage with young people, and some of their many Corporate Parents, after the sustained impact of the pandemic since 2020.

The Champions Board realise the importance of working closely alongside The Promise Lead Officer, and look forward to having the voices of care experienced young people being heard, listened to, and actioned upon. They are also in the process of setting up a group for parents and carers who would like to influence how services develop.

Care experienced young people have been involved in recruiting new Children’s Hearings Panel members by sitting on Interview panels, alongside existing Panel members. While this took place online during 2021/2022, the 2022/2023 recruitment campaign has been face-to-face. The Champions Board was also successful in obtaining funding to create a campaign about stigma around mental health and have started work on a video.

Engagement sessions around The Promise took place from May 2022 – January 2023, reaching over 300 people. The Lead Officer attended team meetings to provide input on The Promise and support discussions with teams: how The Promise relates to their role, and what they feel are priorities within West Dunbartonshire in implementing The Promise. These sessions have been delivered within Education, Social Work, Health, the Third Sector, Elected Members and Foster Carers. Further sessions are planned later in 2023, including reaching communities and creating a sustainable way of keeping people up to date with developments.

The Promise Scotland is an organisation set up to support change and to support Scotland to keep its promise to care experienced children and families. Their first phase Plan 21-24 outlines Scotland’s route map, providing key priorities and areas of focus under which organisations will work to achieve the required change up to 2024. Family Support is a priority within the Plan for which there is national investment from the Scottish Government to re-design our services locally. A sub-group on Whole Family Support has been created with work underway in developing our Family Support. Informed by self-evaluation and review, we have identified that our key areas for improvement and development are: involvement and participation; communication and access; the GIRFEC refresh; revision of parenting supports; piloting single points of access; developing professional learning; and embedding self-evaluation processes.

The experience and views of our families is at the heart of this work, ensuring we reach out to as many children, young people, parents and carers as possible. A wide scale survey of parents/carers and children and young people was carried out in December 2022 with over 2,000 responses. Further focus groups are being held with families who have direct experience of accessing support services to deepen understanding.

Each and Every Child have provided free training to over 80 multi-agency staff within West Dunbartonshire and offer support around language and how we can reframe the narrative around care experience to reduce stigma. Who Cares Scotland? will provide training on Corporate Parenting and the responsibilities attached.

Four Independent Reviewing Officers have been recruited and take up their posts in May 2023. They will conduct all reviews for looked after and accommodated children within West Dunbartonshire. This will bring increased accountability, consistency and independence to these reviews and support with improving the experience of children and families in making meetings more accessible and child friendly.

The HSCP's Throughcare and Aftercare team have continued to support large numbers of care-experienced young people: 130 during 2022/23. In the face of an increasingly difficult financial situation the team have made best use of all available resources and been creative in ways young people can be supported with their daily living. Education is an important route for young people and the service continues to support a number of young people at college or university. Those in full-time education and in their own council tenancy receive free rent from West Dunbartonshire Council to support them with their education: an excellent example of Corporate Parents in action.

As part of our Care Leavers Housing Protocol over 35 care leavers have been housed appropriately through the protocol since 2018. The statistics show that over 87% of those young people currently remain in those tenancies: a significant achievement, highlighting that priority access to housing at the right point in a young person's life can make a tangible difference to the success of the tenancy.

The Promise and the introduction of Continuing Care only serve to strengthen the ethos of Throughcare, that young people in stable placements should remain there as long as possible. The older a young person is when they leave care, the more mature and prepared they will be to cope with life beyond care and the practicalities of day-to-day living along with the support of services such as Throughcare and Aftercare.

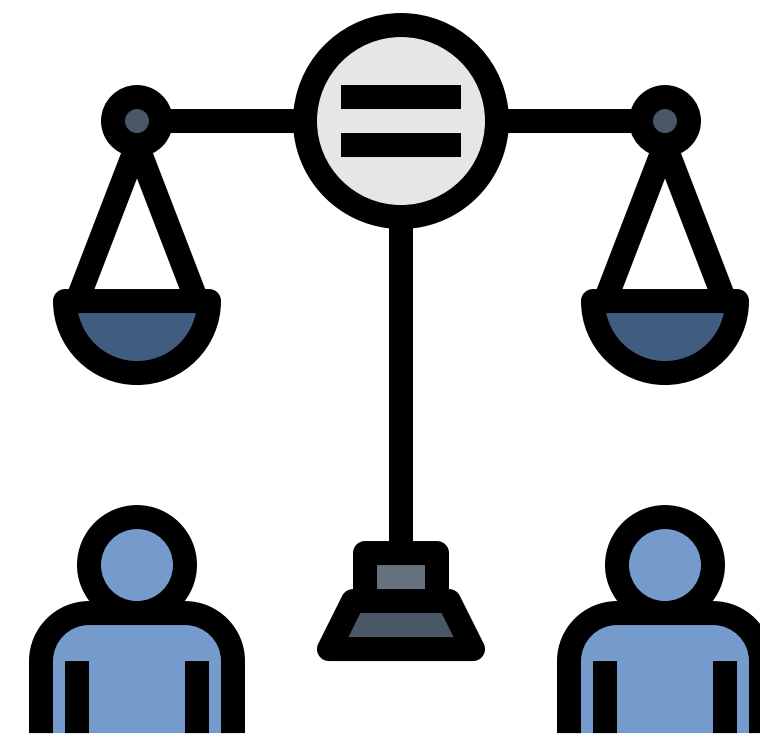
Service Development: Unaccompanied Asylum Seeking Children

In August 2022 HSCP Children's Services set out to work differently with unaccompanied asylum seeking children who were presenting to us both spontaneously and through the National Transfer Scheme (NTS). Prior to this our main approach was to place young people in our Children's Houses and/or supported carer placements. This was resulting in reduced capacity within supported placements, the Children's Houses and our ability to meet new emergencies. As an alternative, local houses were identified as a housing support model, known as The Project, and a specific staff group was created to provide bespoke supports for young people arriving in West Dunbartonshire. We now have three properties housing six young people and are examining ways of creating further capacity that will enhance this provision. This includes links with Housing and with Action for Children.

In conjunction with this initiative, West Dunbartonshire Council was the first organisation to be involved in the direct transport of children being placed in our care through the NTS. We have been working directly with the Home Office to ensure identified children who plan to travel to Scotland from Kent are fully supported with this transition. This has included staff from The Project travelling to Kent equipped with information for the young people about their stay in West Dunbartonshire including area profiles, networking information about travel from our location, for example to Glasgow and Edinburgh, and details on how they will be supported by The Project staff as they progress their application to remain in the UK. All of this information is shared and discussed with the young people in their own language through interpreting services.

This practice has been celebrated at a local and national level. In most circumstances children are travelling to host councils via paid taxis: a position that West Dunbartonshire Council found to be poor practice. Since commencing our new approach and journeying down to Kent at least three other council areas are now following our lead. This model has made significant difference to the young people experiencing this care and as a by-product has resulted in considerable savings and freeing up capacity in our Children's Houses.

Equalities Mainstreaming Activity



The WDHSCP Board is responsible for the strategic planning and reporting of a range of health and social care services delegated to it by NHS Greater Glasgow and Clyde Health Board and West Dunbartonshire Council.

The Equality Act 2010 (the Act) harmonises and replaces previous equalities legislation and includes a public sector equality duty which replace separate duties in relation to race, disability, and gender equality. The HSCP remains committed to integrating our obligations in respect of the equalities' duties into our approach to strategic planning, performance management and into the day-to-day operational activities of the organisation.

Section 149 of the Equality Act 2010 (the public sector equality duty) referred to as the General Equality Duty ensures public authorities and those carrying out a public function consider how they can positively contribute to a more equal society through advancing equality and good relations in their day-to-day business, to:

- Take effective action on equality
- Make the right decisions, first time around
- Develop better policies and practices, based on evidence
- Be more transparent, accessible, and accountable
- Deliver improved outcomes for all

In June 2022, West Dunbartonshire HSCP Board approved the biennial equality mainstreaming report for 2020-2022 for publication which is available at:

<http://www.wdhscp.org.uk/media/2541/equalities-mainstreaming-report-2022.pdf>

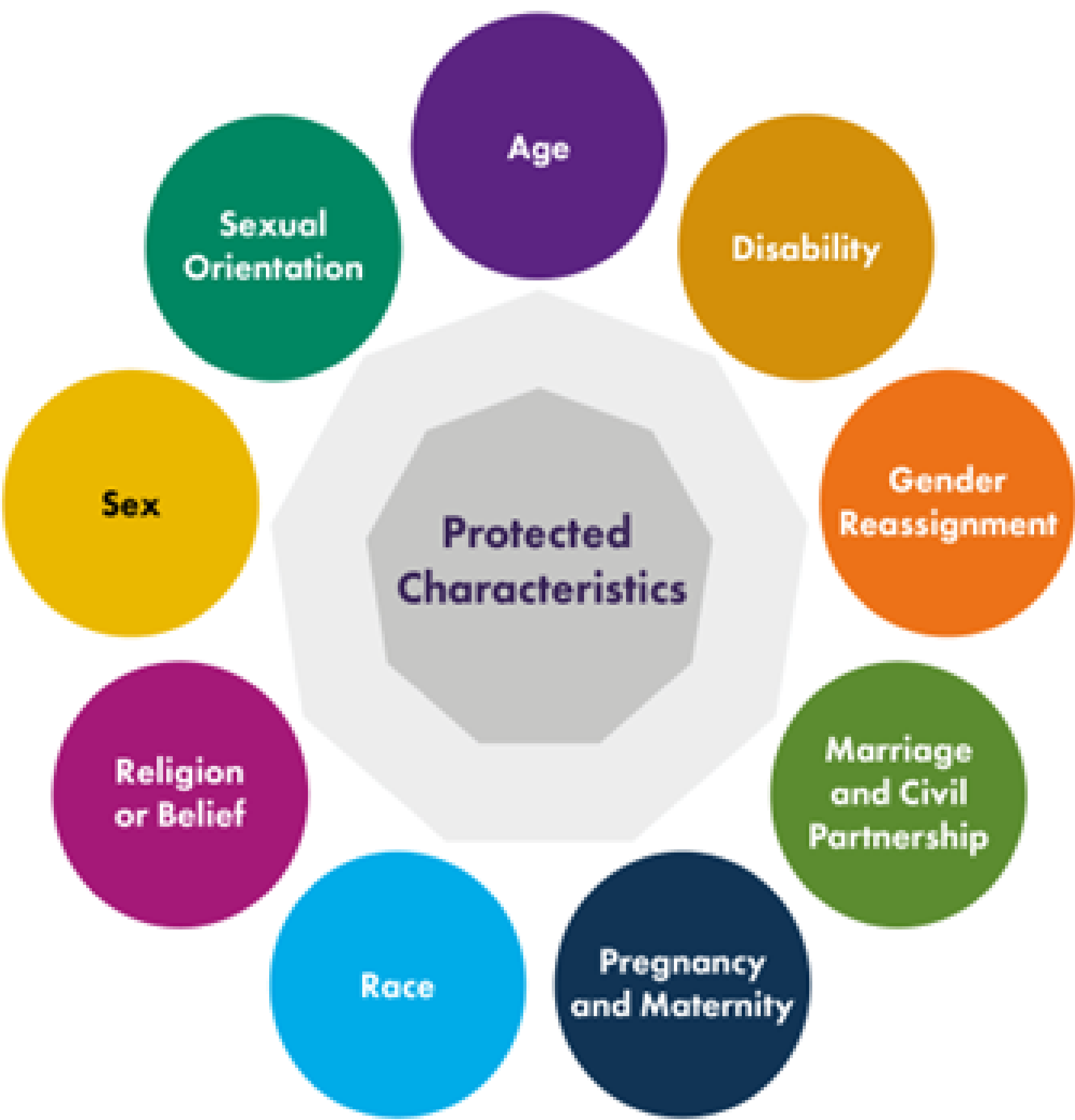
The HSCP Board also agreed at that time to refresh the current equalities outcomes as part of the development of the new Strategic Plan 2023-26 and to strengthen and integrate reporting on outcomes and mainstreaming activity directly in this Annual Performance Report. This approach covers reporting requirements for the specific duties under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 as well as the general duties under the Equality Act 2010 of:

- Eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advancing equality of opportunity between people who share a protected characteristic and those who do not.
- Fostering good relations between people who share a protected characteristic and those who do not.

This annual reporting seeks to strengthen the approach to evidencing equality mainstreaming and as such examples of mainstreaming equality are also highlighted in other parts of this performance report.

As employment responsibilities in relation to Equality remain with the partner organisations, the HSCP continue to link in with the Equality, Diversity and Inclusion Workforce Programme in NHS Greater Glasgow and Clyde and the Equality and Employment monitoring for West Dunbartonshire Council and connect these with the HSCP Workforce Plan.

Equality Impact Assessments (EIAs) are a collaborative process where new policies or service developments are considered and evaluated to identify where they may impact or disadvantage certain groups of people within our communities due to either protected characteristics or social or economic factors.



The HSCP continues to carry out EIAs on emerging programmes of work and EIAs completed in 2022/23 included:

- Mental health and wellbeing in the Primary Care Plan
- West Dunbartonshire Distress Brief intervention Associate Programme
- Substance Use Prevention Strategy Delivery Plan
- Health and Social Care Assisted Transport Policy
- West Dunbartonshire HSCP Strategic Plan 2023-26

Work continues to take place to support staff undertaking EIAs in order that the content and practice continues to improve and develop over time.

In line with the national guidance in the development of Strategic Commissioning Plans (2015), the HSCP's Strategic Planning Group commissioned an updated Strategic Needs Assessment to support the development of the next Strategic Plan 2023-26 and which continues to be used by the HSCP as a resource to influence service development. Importantly, this assessment has an extended population section view including the most current projected population statistics and data on the range of protected characteristics.

Information on poverty and employability is also included in the Strategic Needs Assessment to support implementation of the Fairer Scotland Duty which was enacted by the Scottish Government in 2018. This Duty places a legal responsibility on the HSCP to actively pay due regard to how to reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

Along with consideration of the Strategic Needs Assessment, workshop sessions were carried out as part of the consultation for the new Strategic Plan. Outputs of these sessions included identifying the need to more effectively target inequalities in health outcomes and to better understand and respond to women's health needs. A broad ranging consultation included communication with the assortment of third sector community groups associated with West Dunbartonshire Equalities Forum as well as the range of third sector organisations registered with West Dunbartonshire CVS, our third sector interface, with the result that the theme of addressing Equality has become one of the four strategic outcomes of the forthcoming Strategic Plan.

During 2022/23 the HSCP Equalities Group continued to refine their Improvement Action Plan and hosted a face-to-face development session attended by 26 participants comprising of existing members of the HSCP Equalities Group, officers from NHS Greater Glasgow and Clyde and West Dunbartonshire Council who work with equalities alongside a number of colleagues who had responded to an open invitation to all HSCP staff.

The development day was held to continue to:

- Understand the current position of equalities, work and existing good practice across a wider audience.
- Understand what was needed to refresh the Improvement Plan, contribute to the development of the HSCP Strategic Plan 2023-2026 and to develop new equality outcomes by 2024.
- Increase the opportunities for HSCP staff and wider colleagues/agencies to be involved and engaged in this work.

Key themes from the day are captured below.



The outputs and new actions from the development session have been added to the Equalities Improvement Plan under the existing themes of leadership, training, awareness raising, data/access, communication and best practice.

Some examples of work carried out in 2022/23 across the five themes include:



The HSCP invested in leadership training for equality and inclusion with 36 members of the extended management team having completed a full day session on the Thobani 6 C leadership model for Equality and Inclusion which provides an audit tool around six interlinked themes of Coherence, Consciousness, Commitment, Courage, Connectedness and Co-production enabling them to lead and integrate equalities within their service and service plans. This work will be further developed in 2023/24.



The HSCP continued to promote the range of equality, diversity and inclusion training available from both WDC and NHSGGC. In addition, the extended management team development programme in 2022/23 included a session on the Fairer Scotland Duty from the Improvement Service, given the refreshed guidance from the Scottish Government, to help understand more clearly the tools and resources available on the Duty from agencies such as the Improvement Service.



The HSCP continued to link in with national equality campaigns participating in visible flag raising event such as LGBT+ History Month and International Women's Day. Awareness of the impact of digital exclusion continues particularly for care experienced young people. The HSCP Throughcare and Aftercare team have been providing devices and phones to young people, and more recently have secured three Connecting Scotland Grant awards to provide devices and Wi-Fi access to care experienced young people.



Work on the Improvement Service co-ordinated Shaping Places for Wellbeing Programme continues with proactive and preventative policy development work including a local Place and Wellbeing Assessment being carried out on the Implementation of Clydebank Town Centre Development Framework. The HSCP continued to work on the 2-year pilot Welfare Advice and Health Partnerships with the GP practices involved using a combination of approaches to support access to welfare rights advice and with strong links being created between the Alliance Community Links Workers and the welfare rights workers to share learning and provision of support.



Work included updating the webpages on WDHSCP's Equality and Diversity section and highlighting equality events.

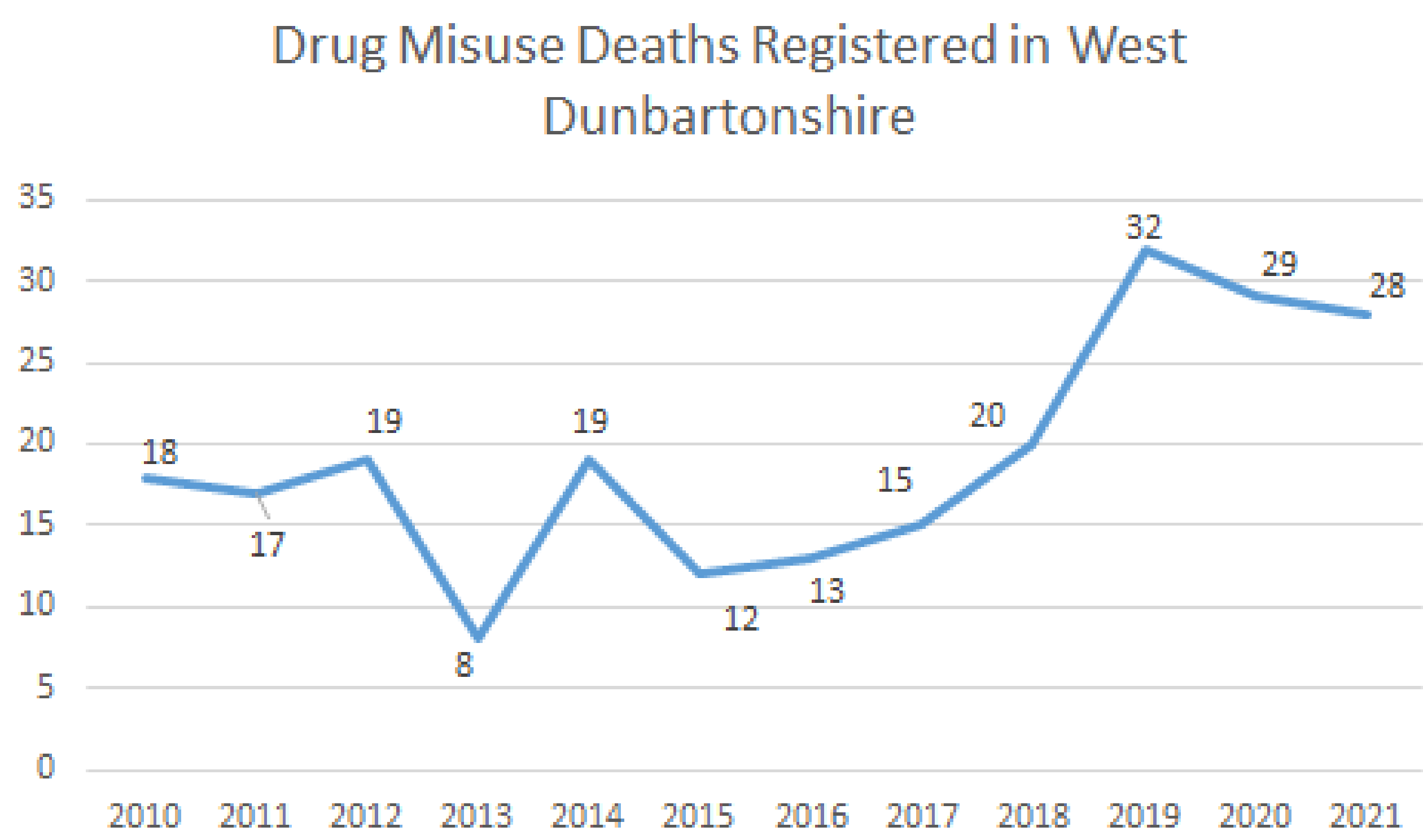


This includes work with Brain Health Scotland to establish an inequalities focused dementia prevention risk stratification programme based on the FINGER (Finnish Geriatric Intervention Study to Prevent Cognitive Impairment and Disability) approach and is delivered through a multi-agency approach. There is also ongoing Work with the Royal National Institute for the Deaf to localise their national healthy hearing campaign resources and materials. Work continues to address cost of living issues with the HSCP being active members of the WDC's cost of living group, health visitors continuing to routinely ask about money worries and refer on to WDC Working 4U for support as well as pathways being redesigned to ensure financial inclusion checks are being made for people accessing social care support.

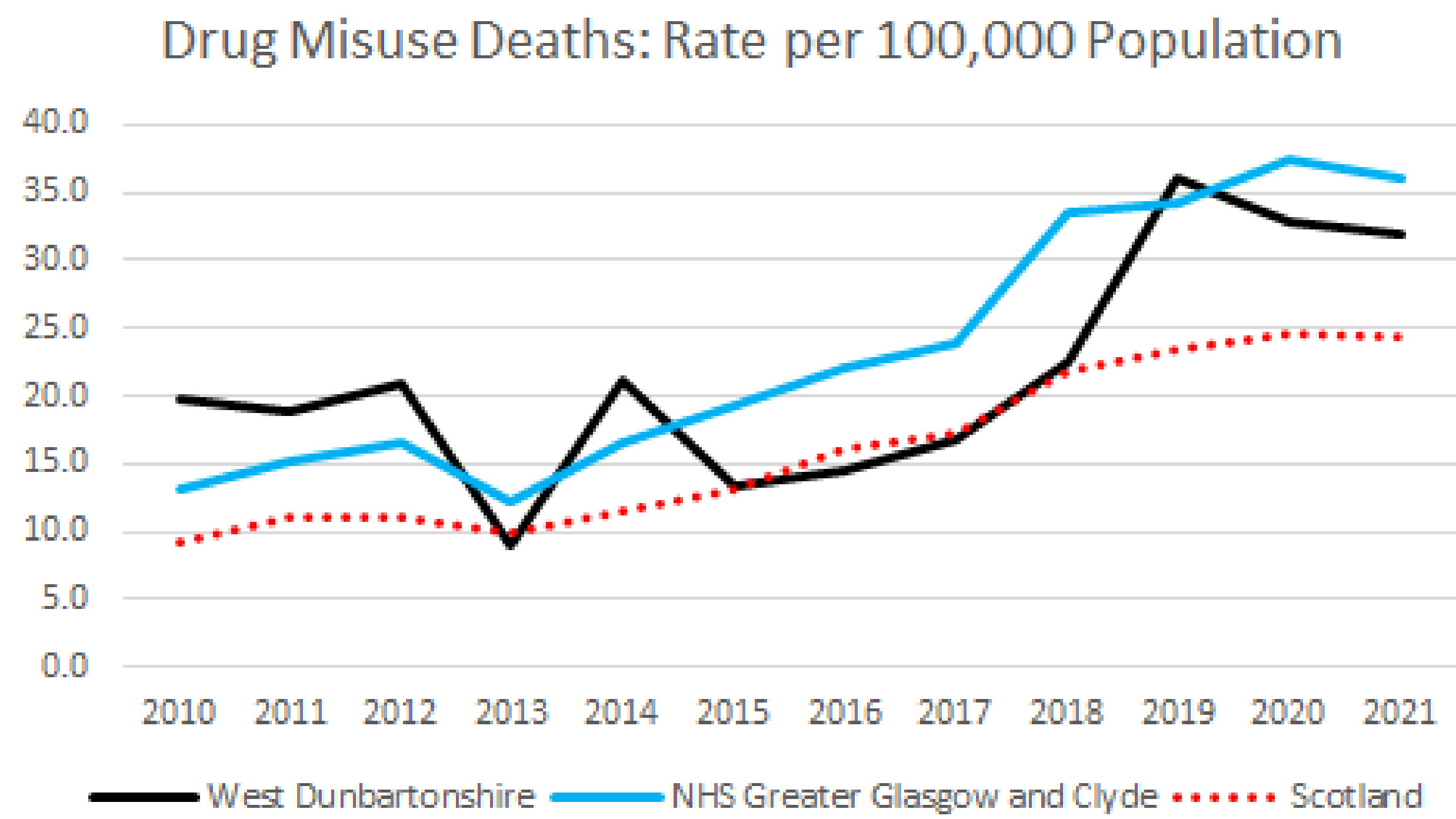
Medication Assisted Treatment Standards

The Scottish Government's Medication Assisted Treatment (MAT) standards define what is needed for the consistent delivery of safe and accessible drug treatment and support in Scotland. The standards apply to all services and organisations responsible for the delivery of care in a recovery orientated system. The purpose of the standards is to: improve access and retention in MAT; enable people to make an informed choice about care; include family members or nominated person(s) wherever appropriate; and to strengthen accountability and leadership so that the necessary governance and resource is in place to implement the standards effectively.

There were 28 drug misuse deaths registered in West Dunbartonshire in 2021, which is the most recent available published data. This was a decrease of 1 on 2020 and of 4 on 2019 although these 3 years had the highest number of deaths by far going back to 2010.



When considered as a rate per 100,000 population, West Dunbartonshire has seen significantly higher death rates than Scotland since 2019 and been only slightly lower than NHS Greater Glasgow and Clyde since 2020. In 2021 West Dunbartonshire had the 4th highest rate of drug misuse deaths in Scotland.



In addition, West Dunbartonshire was ranked the 7th highest area for drug-related hospital admissions in 2021 with a rate of 318.51 per 100,000 compared to the Scottish National average of 228.26 per 100,000.

The drug-related situation in Scotland is complex and challenging, with an estimated 55,800 to 58,000 people having problematic drug use, and the number of drugs-related deaths being the highest in Europe, with 1,339 deaths in 2020. Poverty and deprivation are identified as key drivers, with those from the most deprived areas being 18 times more likely to die from drugs-related deaths than those from the least deprived areas.

The changing landscape of drugs in Scotland includes an increase in polydrug use (use of more than one drug in combination) and new synthetic psychoactives, as well as an aging population of problem drug users with more complex needs. The Scottish Government has published policies, including 'Rights, Respect and Recovery' and the Alcohol Framework, with a commitment to reducing drug and alcohol use, harms, and deaths.

The MAT Standards were developed by the Drugs Death Taskforce who brought together voices from a wide range of stakeholders including those with lived experience. The standards aim to drive improvement within those services and reduce harm from drug use.

Medication Assisted Treatment (MAT) Standards

1. All people accessing services have the option to start MAT from the same day of presentation.
2. All people are supported to make an informed choice on what medication to use for MAT, and the appropriate dose.
3. All people at high risk of drug-related harm are proactively identified and offered support to commence or continue MAT.
4. All people are offered evidence-based harm reduction at the point of MAT delivery.
5. All people will receive support to remain in treatment for as long as requested.
6. The system that provides MAT is psychologically informed (tier 1); routinely delivers evidence-based low intensity psychosocial interventions (tier 2); and supports individuals to grow social networks.
7. All people have the option of MAT shared with Primary Care.
8. All people have access to independent advocacy and support for housing, welfare and income needs.
9. All people with co-occurring drug use and mental health difficulties can receive mental health care at the point of MAT delivery.
10. All people receive trauma informed care.

West Dunbartonshire Alcohol and Drugs Partnership (ADP) has a MAT Standards Implementation Group consisting of all adult services operating across the ADP. The group is responsible for implementation of the MAT Standards and is chaired by the local clinical lead for the MAT Standards. The implementation group feeds into the ADP governance structure. A detailed project plan and risk register has been developed to support local implementation of the MAT Standards.

An NHS Greater Glasgow and Clyde Implementation Steering Group has been established to ensure a co-ordinated approach to implementation, and to oversee development of an Implementation Plan to include strategic Greater Glasgow and Clyde actions needed to implement the 10 standards, a financial framework, and progress monitoring requirements.

Same Day Access to Medication Assisted Treatment

West Dunbartonshire has one of the highest levels of deprivation in Scotland. Around 700 people affected by substance use are supported here. In June 2022, West Dunbartonshire Addiction Service piloted a project on same day medication assisted treatment in Clydebank. The core project team focused on four key improvement areas:

- Better patient engagement
- Improved service access and choice
- Reduced "did not attend" rates (DNAs)
- Enhanced service experience

Some of the new ways of working developed during the COVID-19 pandemic were maintained such as our open door policy and telephone and self-referrals. We also introduced the following changes:

- A same day prescribing protocol
- Access to virtual patient referrals
- Flexible transport provision, where required
- Promotional materials developed in conjunction with people with lived and living experience

Changes made to the service resulted in an 85% reduction in service access delays and a 65% increase in the number of people accessing treatment. Retention in treatment has also improved along with positive feedback on treatment choice and availability.

In terms of learning, the team appreciated the value of pathway mapping in the design phase of the project. The development of a low-threshold assessment checklist also supported team members to assess opiate dependence levels. This gave them more confidence in the early stages. The presence of senior clinicians supported team members to adjust to new ways of working. Challenges for the service have been around balancing the needs and expectations of people accessing the service with safe clinical practice. Raising awareness of what to expect and why on the treatment journey is often critical to the success of interventions.

Other factors contributing to the success of the pilot were:

- Close collaboration with GP services to enable treatment access and choice
- Clinical leadership to support teams to adapt to new ways of working
- Ongoing engagement with people accessing services to enhance therapeutic relationships
- Deploying current team members in creative ways while offering support and guidance

Moving forward, Addiction Services are currently seeking Home Office licences to upscale Buprenorphine provision, a medication assisted treatment, and continue to collaborate with local GPs to develop pathways between services.

Public Health Scotland has been assessing all ADPs in Scotland in how well they are meeting each of the MAT Standards. As part of this process, West Dunbartonshire ADP had to submit both numerical and experiential data to Public Health Scotland during 2022/23.

The experiential data was based on interviews conducted with people who use treatment services, service providers (staff) and family members/nominated persons. Red Amber Green Blue (RAGB) scores for each of the 10 MAT Standards are expected to be delivered by the end of May 2023 to West Dunbartonshire to denote Public Health Scotland's evaluation of progress made.

Key actions/service improvements have been carried out to implement the MAT Standards within West Dunbartonshire ADP services including:

- Change in service delivery to achieve implementation of MAT Standards 1 to 5. This was achieved after working in collaboration with Public Health Scotland via a test of change pilot.

- Commissioning of a Non-Fatal Overdose service. This team provides an Out of Hours 7 day 12 hour service provided by a third sector partner.
- Commissioning of a Harm Reduction Mobile Unit. This team provides an Out of Hours provision in the areas where drug related deaths and harms are occurring and is provided by specialist trained Harm Reduction Nurses.
- Additional funding secured locally for the recruitment of: two Advanced Nurse Practitioners, one to support wider physical health needs of individuals accessing Addiction Services and another to support the interface between Mental Health and Addictions Services (MAT Standard 9); and a Cognitive Behavioural Therapist to support the delivery of MAT Standards 6 and 10.
- Additional funding provided to a third sector partner to support in the delivery of a family support service.
- Development of Recovery Community and Lived and Living Experience Panel.
- Whole System Approach to Rights-Based, REACH advocacy workshops delivered to over 300 individuals within statutory and non-statutory services as well as people of the community.
- Recruitment of 2 dedicated advocacy workers for Addiction Services.
- West Dunbartonshire is one of 5 pilot sites for Planet Youth (formerly Icelandic Prevention Model). the Scottish Government, via the Drugs Death Taskforce, recently announced £1.5m funding to support the programme over the next 2 years. The local allocation has yet to be decided.

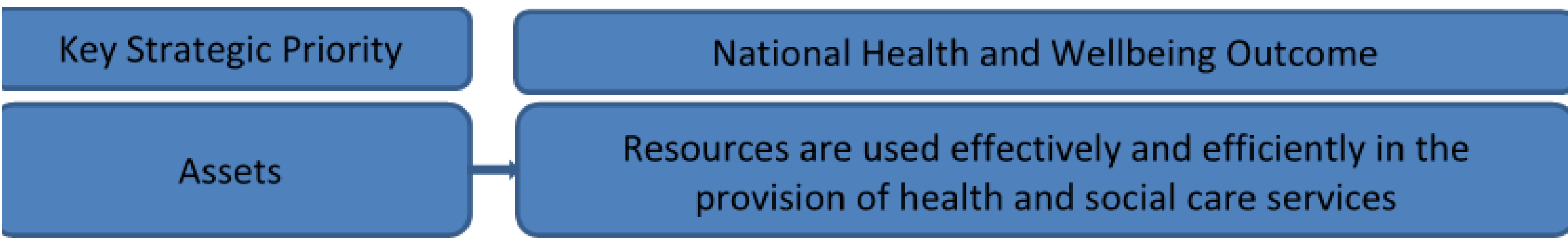
What do Recovery-Oriented Systems of Care mean to you?



Thoughts of HSCP and third sector staff, partner organisations and people with lived experience across West Dunbartonshire Alcohol and Drugs Partnership

Best Value and Financial Performance

The nine National Health and Wellbeing Outcomes are set out earlier within this report. This chapter aims to demonstrate the effective and efficient use of our financial resources as required by National Health and Wellbeing Outcome 9 as it aligns to one of our five key strategic priorities, as illustrated below.



The HSCP Board has a duty of Best Value, by making arrangements to secure continuous improvements in performance, while maintaining an appropriate balance between the quality and cost of health and social care services. The HSCP Board is supported by the Chief Financial Officer (CFO) who has the responsibility for the administration of the partnership’s financial affairs (s95 of the Local Government (Scotland) Act 1973). The CFO and the finance team provide advice, guidance and manage the totality of the financial resource across the partnership, promoting financial sustainability as well as working closely with a wide range of stakeholders including the Council, Health Board, neighbouring Health and Social Care Partnerships and the Scottish Government.

The financial reporting responsibilities of the CFO include preparing financial statements and performance reports. Financial performance is an integral element of the HSCP Board’s overall performance management framework, with regular reporting and scrutiny of financial performance at meetings of both the HSCP Board and its Audit and Performance Committee.

The Annual Report and Accounts for the period 1 April 2022 to 31 March 2023 provides a detailed financial overview of the year and the levels of funding from all our partners. Some of the key tables and messages are extracted below including the final outturn position and the movement in reserves.

The HSCP Board approved the 2022/23 revenue budget on 21 March 2022 of £185.117m (excluding Set Aside) to deliver on all delegated health and social care services. This opening budget position was subject to many changes through the course of the financial year as further funding streams are received, in the main from the Scottish Government to support a range of policy commitments. As well as the core budget there is a further allocation of a “Set Aside Budget” which is made available by the Health Board to the HSCP Board, in respect of “those functions delegated by the Health Board, which are carried out within a hospital setting”. The proposed set aside budget at the 1 April 2022 was £33.620m, however this too is subject to change in line with actual activity and demand for these services by our West Dunbartonshire population.

While there were budget gaps identified, the HSCP Board accepted recommendations to balance the budget by the application of new funding streams, a number of operational adjustments and the application of reserves. All financial performance reports presented throughout the year to the HSCP Board are available on the HSCP website: <http://www.wdhscp.org.uk/>

Budget Performance 2022/23

The final 2022/23 budget available for delivering directly managed services was £185.541m (excluding Set Aside). The total net cost of providing these services was £193.926m, resulting in a reported deficit of £8.385m (subject to audit). This is detailed in the table below along with comparative data for the last four financial years of the West Dunbartonshire HSCP Board.

Budget Performance 2022/23 (plus previous years 2018/19 to 2021/22)

2018/19 Net Expenditure £0	2019/20 Net Expenditure £0	2020/21 Net Expenditure £0	2021/22 Net Expenditure £0	West Dunbartonshire Integrated Joint Board Consolidated Health & Social Care	2022/23 Annual Budget £0	2022/23 Annual Budget £0	2022/23 Underspend/ (Overspend) £0
45,008	45,526	45,717	48,336	Older People, Health and Community Care	53,857	51,034	2,823
3,007	2,884	3,214	3,106	Physical Disability	3,584	3,242	342
22,511	24,899	25,500	26,033	Children and Families	29,553	30,529	-976
8,949	9,431	10,244	10,575	Mental Health Services	12,578	12,086	492
2,568	2,885	2,933	3,363	Addictions	3,622	3,525	97
16,655	17,158	16,868	17,933	Learning Disabilities	19,784	20,487	-703
1,351	1,301	1,392	1,501	Strategy, Planning and Health Improvement	2,210	1,623	587
25,738	27,427	29,955	29,532	Family Health Services (FHS)	31,226	31,224	2
19,383	19,432	19,003	19,690	GP Prescribing	19,937	21,001	-1,064
6,254	6,370	6,247	6,528	Hosted Services - MSK Physio	7,394	7,623	-229
755	824	719	720	Hosted Services - Retinal Screening	860	846	14
0	0	-6	0	Criminal Justice - 100% Grant funding	0	45	-45
1,892	3,604	4,468	5,776	HSCP Corporate and Other Services	6,907	7,421	-514
		5,840	4,781	Covid-19	-6,348	2,863	-9,211
270	281	329	358	IJB Operational Costs	377	377	0
154,341	162,022	172,423	178,232	Cost of Services Directly Managed by West Dunbartonshire HSCP	185,541	193,926	-8,385
29,522	31,223	36,149	36,346	Set aside for delegated services provided in large hospitals	41,323	41,323	0
577	661	505	527	Assisted garden maintenance and Aids and Adaptions	562	562	0
11,289	11,021	11,467	11,042	Services hosted by other IJBs within Greater Glasgow and Clyde	12,596	12,596	0
-6,128	-6,655	-6,390	-6,672	Services hosted by West Dunbartonshire IJB for other IJBs	-7,605	-7,605	0
189,601	198,272	214,154	219,475	Total Cost of Services to West Dunbartonshire HSCP	232,417	240,802	-8,385

The total cost of delivering all health and social care services amounted to £240.802 against funding contributions £232.417m, including notional spend and funding agreed for Set Aside of £41.323m, spend and funding managed by West Dunbartonshire Council for Assisted Garden Maintenance and Aids and Adaptations of £0.562m and net spend and funding of Services hosted by other IJB’s with Greater Glasgow and Clyde of £4.991m. This therefore leaves the HSCP Board with an overall deficit on the provision of services of £8.385m.

The main challenges and cost pressures incurred by the HSCP during 2022/23 were related to unfunded pay settlements within social care, employee related issues (such as staff turnover levels, recruitment challenges and subsequent increased use of agency staff), the legacy impact of the COVID-19 pandemic on service demand, global inflation affecting pay negotiations, prescribing levels and the cost of providing care packages and the cost of living crisis.

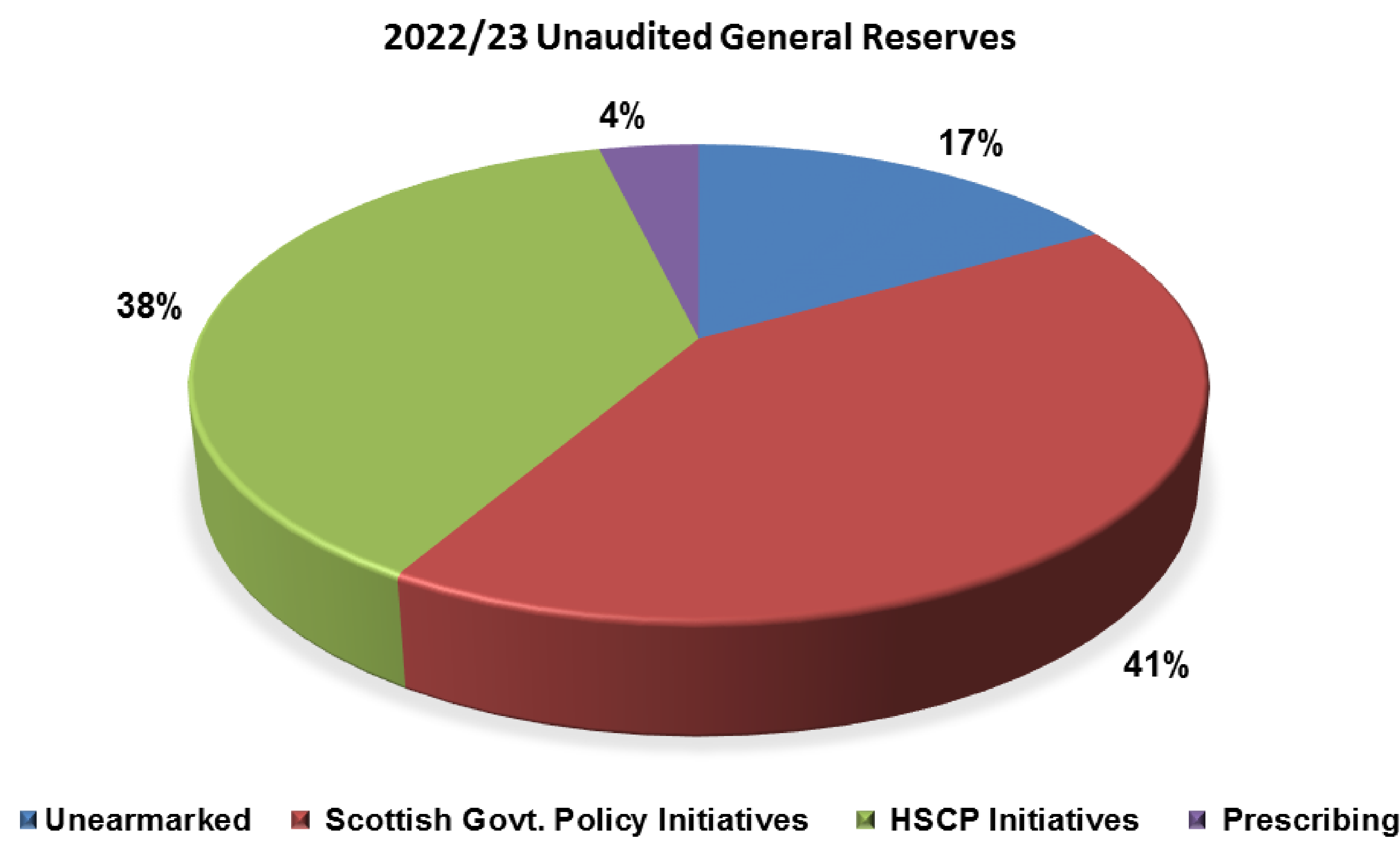
This deficit was partially funded by a drawdown from earmarked reserves of £8.107m leaving a net deficit of £0.278m. Reserves are classified as either:

- Earmarked Reserves – separately identified for a specific project or ring fenced funding stream e.g. Primary Care Improvement Fund, Mental Health Action 15 and Alcohol and Drug Partnership, Covid Recovery and Service Redesign and Transformation; or
- Unearmarked Reserves – this is held as a contingency fund to assist with any unforeseen events or to smooth out the financial position of current year finances if approved savings programmes do not deliver as anticipated.

The HSCP Board have an approved Reserves Policy which sets out the legal basis for holding reserves and the process of applying those reserves. It is recognised reserves are a key element in demonstrating financial stability in the medium to long term. Therefore the current policy strives to hold 2% of total budget in unearmarked reserves, for 2022/23 this was approximately £3.9m.

The diagram below provides a high level representation on the type of reserves held to be utilised in the delivery of our strategic priorities and national policy commitments.

High Level Analysis of 2022/23 Earmarked and Unearmarked Reserves



The movement in earmarked reserves is an overall decrease of £8.107m, bringing the closing balance to £21.874m. There were a number of drawdowns and additions amounting to £16.706m and £8.599m respectively.

The movement in unearmarked, general reserves is an overall decrease of £0.278m, bringing the closing balance to £4.301m which is slightly in excess of the 2% target as set out in the Reserves Policy.

The HSCP continued to detail its response to the COVID-19 pandemic within the Local Mobilisation Plan (LMP) and associated costs through the financial tracker returns to the Scottish Government. The final submission for 2022/23 was submitted in May and detailed full year costs for the HSCP of £2.863m as detailed below. After deduction of the costs incurred for 2022/23 and holding onto a small reserve for Carers PPE, the HSCP returned £6.348m of funds to the Scottish Government.

2022/23 Covid-19 Spend against Funding

Covid-19 - Expenditure	2022/23 £000's
Additional Staff Costs	411
Additional Infection and Prevention Control	249
Social Care Provider Sustainability	310
Adult Social Care	439
Children and Families	848
Reduced Delay Discharge	84
Mental Health Services	80
FHS Prescribing and Contractor Costs	87
Loss of Income	110
Other	245
Total Spend	2,863
Covid-19 - Income	2022/23 £000's
Opening Earmarked Reserve	-9,213
Covid Clawback based on Month 8 LMP Submission	5,855
Final Clawback based on draft Month 12 LMP Submission	493
Total Income	-2,865
Closing Earmarked Reserve	-2

Medium Term Financial Outlook

Achieving financial sustainability in the short, medium and longer-term is one of the HSCP Board’s main strategic risks. The requirement to both remain within budget in any given financial year and identify savings and efficiencies in the medium to long-term places significant risk on the HSCP Board’s ability to set a balanced budget and continue to deliver high quality services. Although underpinned by legislation, this risk may impact on the ability of the HSCP Board to ensure that the Best Value principles of economy, efficiency and effectiveness continue to be a top priority of the Board.

Throughout 2022/23 West Dunbartonshire HSCP Board continued to strive to deliver on its strategic priorities as well as responding to and adapting services as the impacts of the COVID-19 pandemic continued to impact on the daily lives of the people of West Dunbartonshire.

We have demonstrated our commitment to strong financial governance through our performance reporting and this annual report. The ability to hold reserves and add to them in 2022/23, supports our short and medium-term position as we face the challenges 2023/24 in delivering the strategic outcomes contained within our new 2023 - 2026 Strategic Plan – Improving Lives Together, shaped by our Strategic Needs Assessment.

The first Medium Term Financial Plan (MTFP) was refreshed as part of the 2022/23 Revenue Budget exercise and approved by the Board on the 21 March 2022 and covers the period 2022/23 to 2026/27. The plan will be updated again as part of the 2024/25 budget setting exercise.

The HSCP Board revenue budget for 2023/24 to deliver our strategic priorities is £223.869m, including £34.292m relating to set aside and £0.479m relating to budget managed by West Dunbartonshire Council for Assisted Garden Maintenance and Aids and Adaptations. The budget identified a potential funding gap of £6.539m which will be addressed through an application of earmarked reserves (£2.209m) and a range of savings options (£1.400m) and management actions (£3.221m) and leaves a small amount of flexibility to support any delays in achievements of savings options.

In 2023/24 we will closely monitor progress on the delivery of its approved savings programmes, through robust budget monitoring processes, the Senior Management Team and the Project Management Office (PMO). We will respond to these challenges by continuing to build on the strong governance frameworks already in place and continue to engage and collaborate with our stakeholders, manage and mitigate risk and invest in our workforce and communities.

The ongoing reaction to and recovery from the pandemic adds a further layer of risk to our financial stability going forward. The indicative budget gaps for 2023/24 to 2025/26 are detailed below and illustrate the scale of the risk. These will be subject to change as the full impact of the 2023/24 pay settlements for local government employed staff is revealed as well as other inflationary and service demand pressures arising from the current cost of living crisis.

Indicative Budget Gaps for 2023/24 to 2025/26

Indicative Budget Gaps	2023/24	2024/25	2025/26
	(£m)	(£m)	(£m)
Indicative Draft Budget	191.016	197.015	202.027
Indicative Funding	189.099	190.578	192.087
Annual Budget Gap	1.918	6.437	9.94
Cumulative Budget Gap	1.918	8.354	18.294
Application of Reserves	2.209	0.185	0.194
Annual Budget Gap	-0.292	6.252	9.745
Cumulative Budget Gap	-0.292	5.961	15.706

The medium term financial plan sets out the broad key themes on how we will work towards minimising future pressures and remain financially sustainable. These are:

- Better ways of working – integrating and streamlining teams including the benefits of information technology to deliver services more efficiently will release financial savings and protect front line services;
- Community Empowerment - support the vision for resilient communities with active, empowered and informed citizens who feel safe and engaged to be a main contributor to service change across health and social care;
- Prioritise our services – local engagement and partnership working are key strengths of the HSCP. We must think and do things differently and find new solutions to providing support to those who need it;
- Equity and Consistency of approach – robust application of Eligibility Criteria for new packages of care and review of current packages using the My Life Assessment tool; and
- Service redesign and transformation – build on the work already underway redesigning support to people to remain or return to their own homes or a homely setting for as long as possible. This will be across all care groups including older people, learning, physical and mental disabilities and children and families, in partnership with Housing services, third sector and local providers.

The HSCP Board is clear that it needs to be as financially well placed as possible to plan for and deliver services in a challenging financial climate, whilst maintaining enough flexibility to adapt and invest where needed to redesign and remodel service delivery moving forward depending on the funding available in future years.

Through 2023/24 the Financial Performance Reports will continue to reflect all quantifiable variations against the approved budget as well as anticipating and reporting on any material changes or risks.

We await the publication of the Scottish Government's refreshed Medium Term Health and Social Care Financial Framework to provide some realistic working assumptions for 2023/24 and beyond.

Good Governance

As stated above, the HSCP Board is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively, i.e. demonstrate Best Value.

The HSCP Board is the key decision making body, comprising of six voting members, with one from each partner organisation assuming the role of Chair and Vice Chair. West Dunbartonshire Council nominates three elected members and NHSGGC Health Board nominates three non-executive members. There are also a number of non-voting professional and stakeholder members on the HSCP Board. Stakeholder members currently include third sector, Carer and staff-side representatives; professional members include the Chief Officer and Chief Financial Officer.

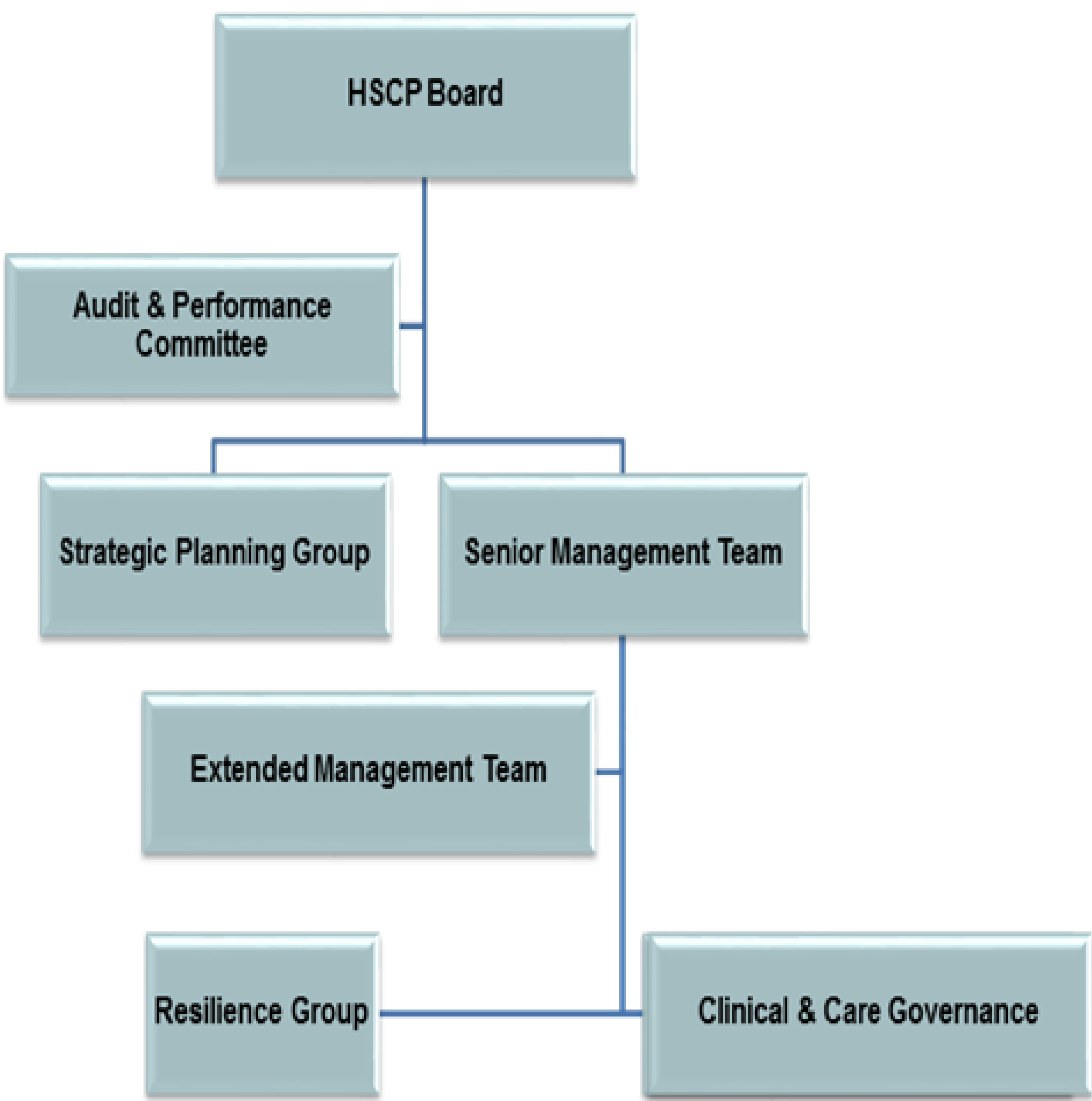
The HSCP Board is scheduled to meet six times per year and all agendas and meeting papers are available on the HSCP Board website.

While regular financial and performance reporting provides evidence of this, to fully meet this responsibility the HSCP Board continues to have in place robust arrangements for the governance of its affairs and the effectiveness of its functions, including the identification, prioritisation and the management of risk. It has an established Audit and Performance Committee to support the Board in its responsibilities for issues of risk, control and governance and associated assurance through a process of constructive challenge and promoting a culture of continuous improvement in performance.

In discharging this responsibility the Chief Officer has put in place arrangements for governance which includes a system of internal control. The system is intended to manage risk to a reasonable level and to support the delivery of the HSCP Board’s policies, aims and objectives.

The Chief Internal Auditor reports directly to the HSCP Board’s Audit and Performance Committee on all audit matters, with the right of access to the Chief Officer, Chief Financial Officer and Chair of the Audit and Performance Committee on any matter.

The business of the HSCP Board is managed through a structure of strategic and financial management core leadership groups that ensure strong integrated working. A summary of this is illustrated below.



Governance 2022/23

The 2022/23 Internal Audit Annual Report for the HSCP Board identifies no significant control issues and recognised:

“The longevity of the Covid-19 pandemic and its extension from 2020/21 into 2021/22 meant that the effect on the residents, partners and workforce remained an area of concern in 2022/23.

The COVID-19 pandemic has created additional demands for services whilst dealing with backlogs which have accumulated alongside which there are rising costs and reduced funding available. Continued transformation activity is crucial to ensure the Health & Social Care Partnership Board can continue to deliver services and positive outcomes for the people of West Dunbartonshire.”

Overall the Chief Internal Auditor’s evaluation of the control environment concluded that reasonable assurance could be placed upon the adequacy and effectiveness of systems of governance, risk management and internal control in the year to 31 March 2023 within the Council and the Health Board from which the Health and Social Care Partnership Board requires to receive assurances and within the Health and Social Care Partnership Board itself.

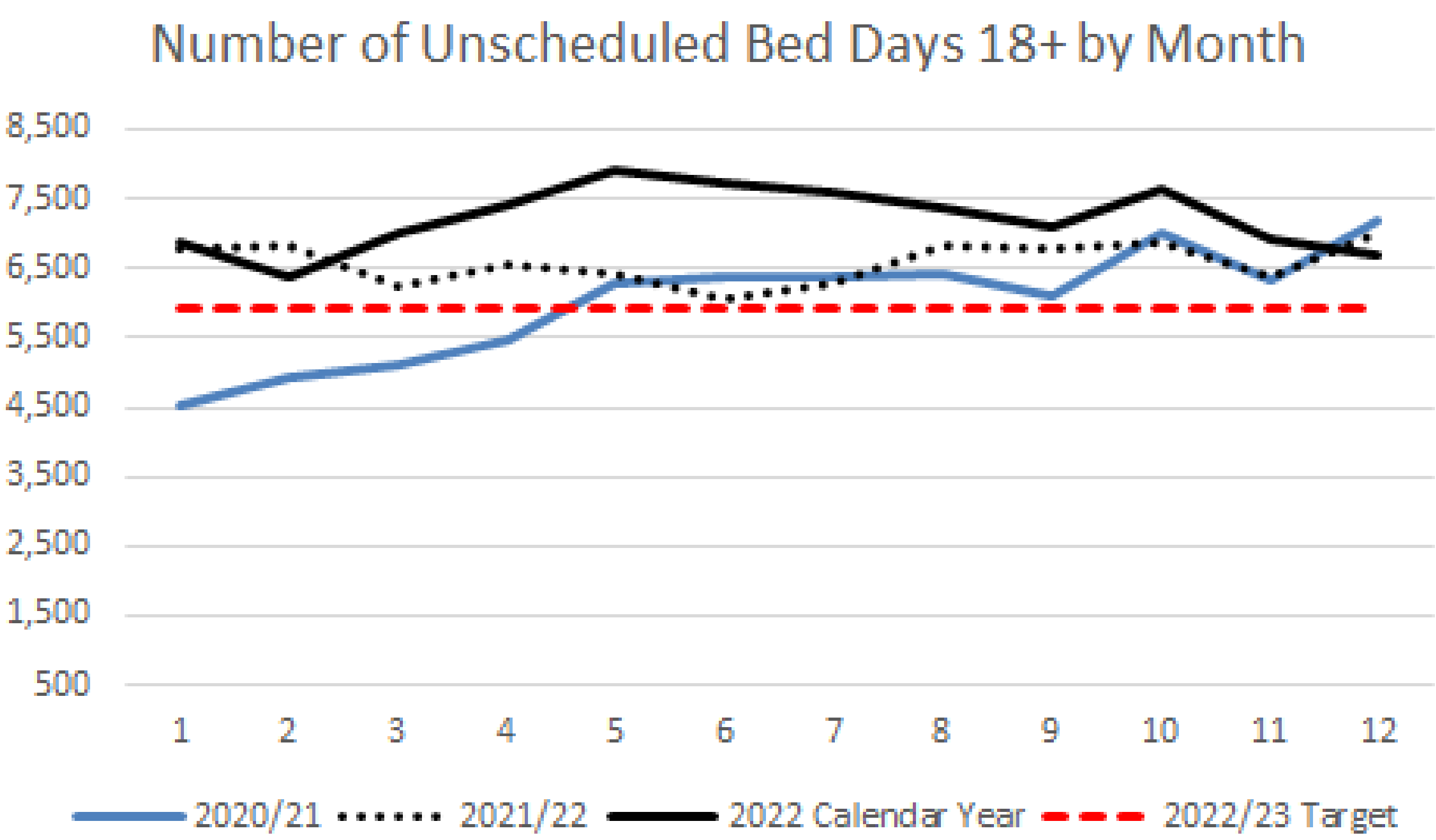
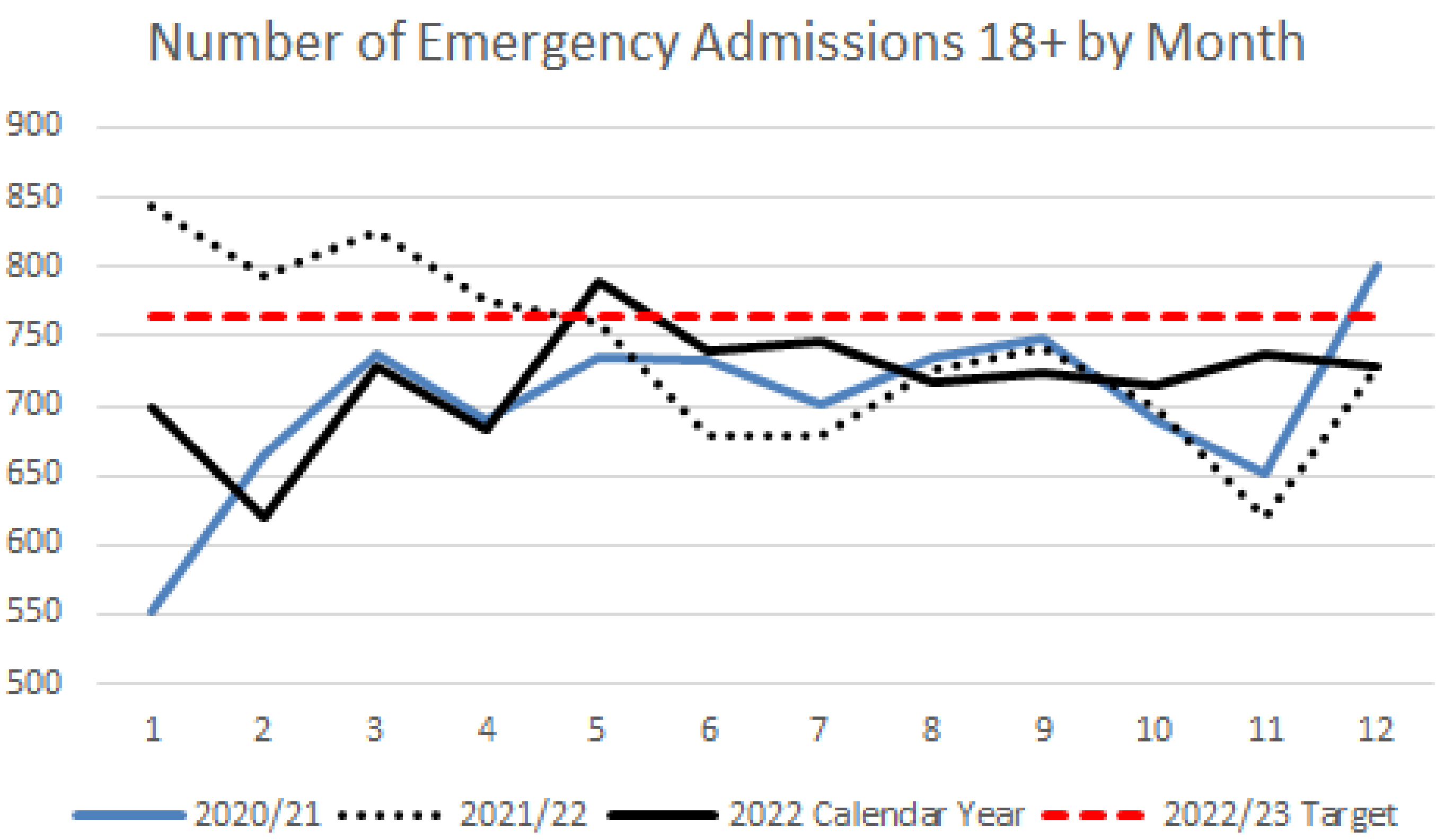
Appendix 1: Core Integration Indicators

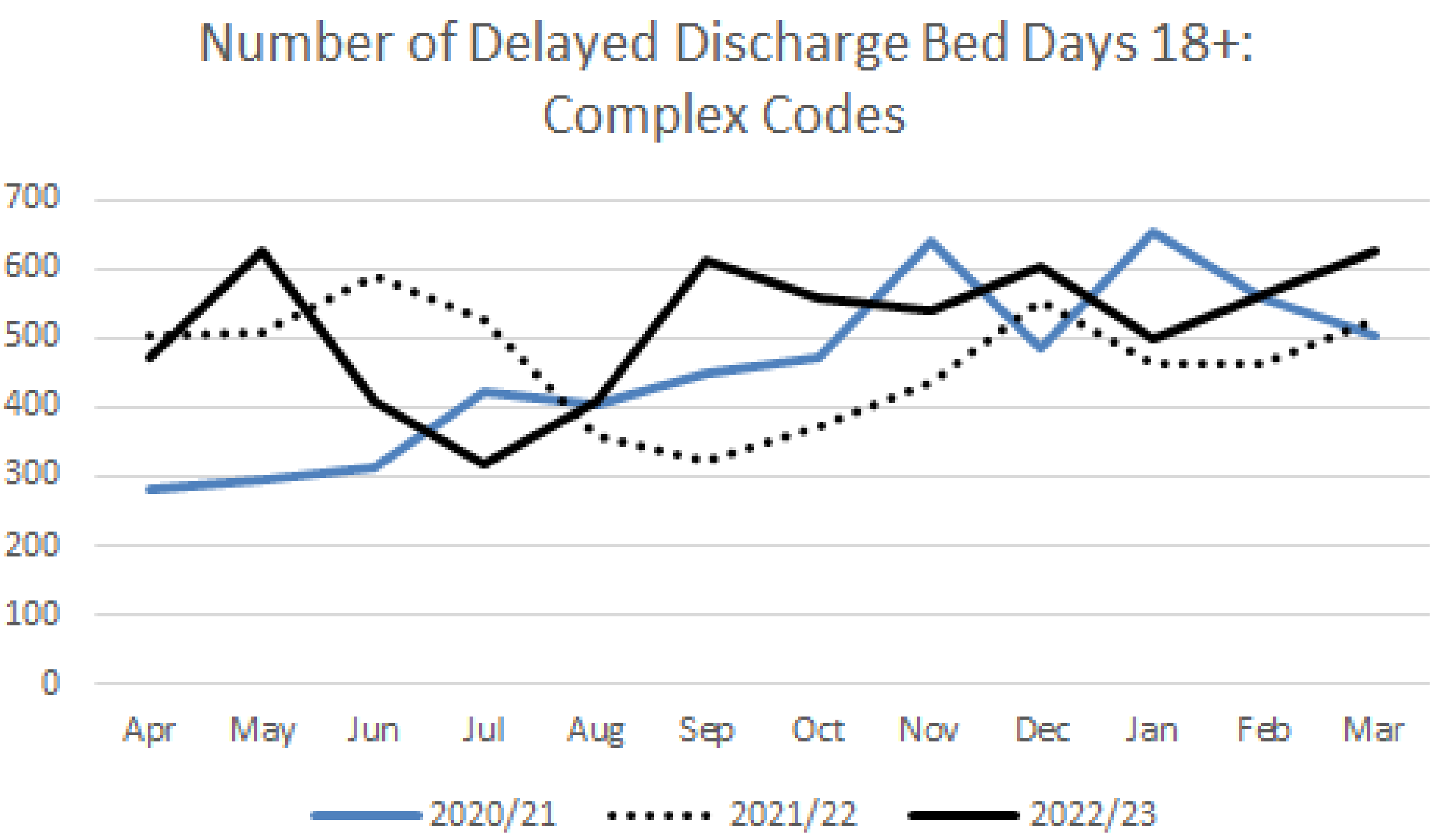
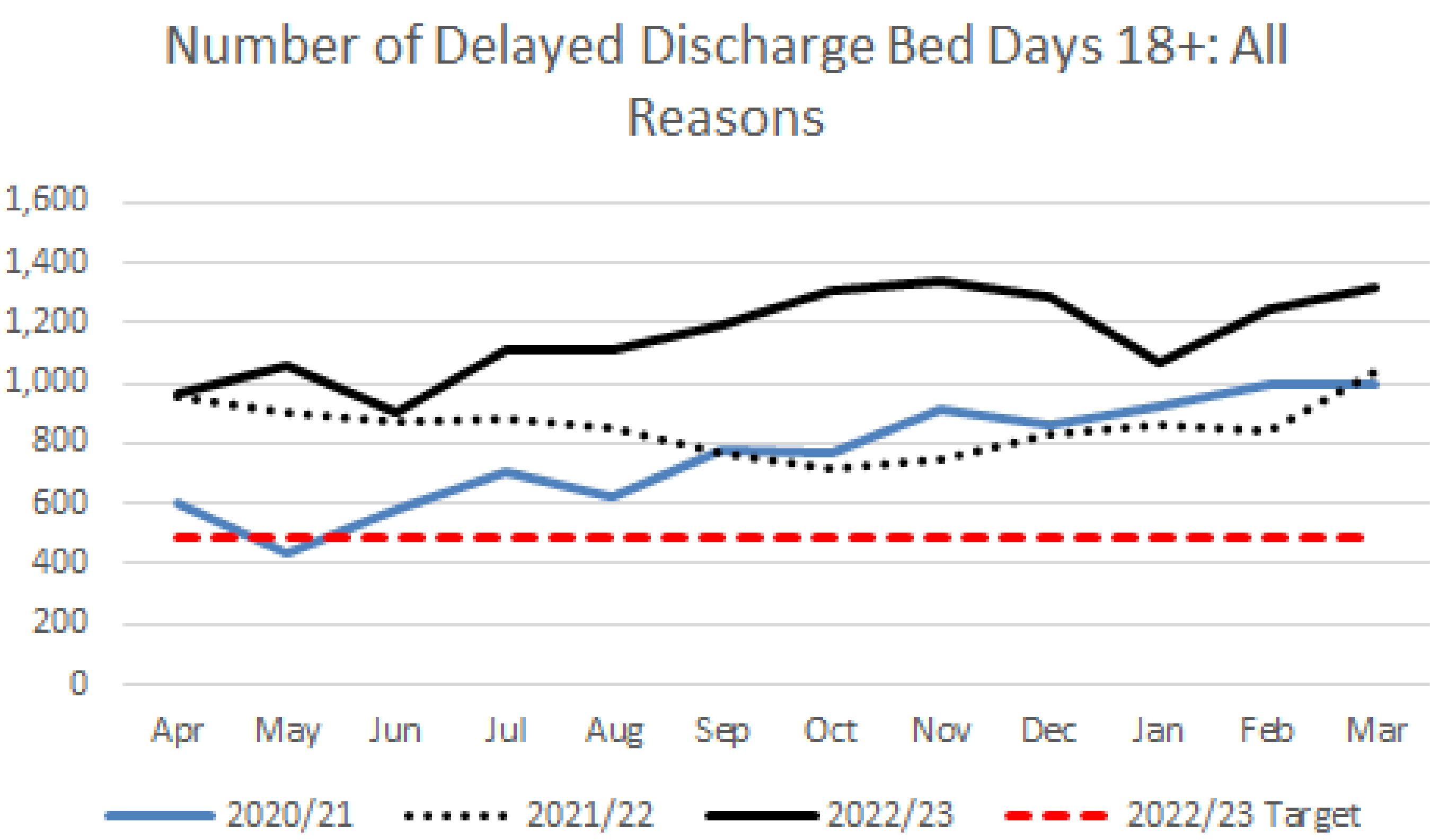
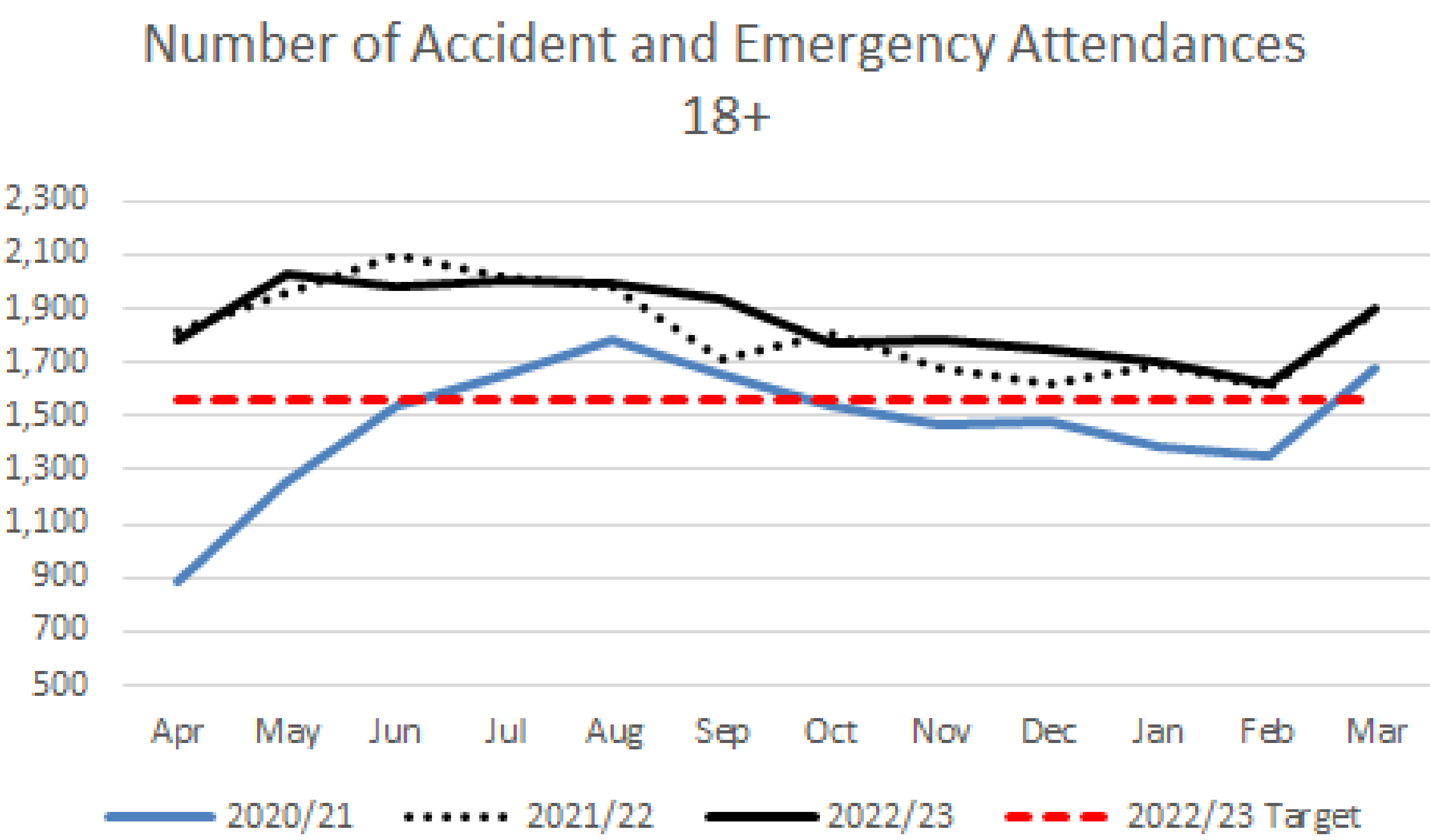
Code	Performance Indicator	Year	WDHSCP	Scotland	WD Ranking	5 Year Trend
NI-1	Percentage of adults able to look after their health very well or quite well	2021/22	89.90%	90.90%	23	
NI-2	% of adults supported at home who agree that they are supported to live as independently as possible	2021/22	83.20%	78.80%	6	
NI-3	% of adults supported at home who agree that they had a say in how their help, care or support was provided	2021/22	75.10%	70.60%	6	
NI-4	Percentage of adults supported at home who agree that their health and care services seem to be well co-ordinated	2021/22	77.20%	66.40%	3	
NI-5	Percentage of adults receiving any care or support who rate it as excellent or good	2021/22	77.50%	75.30%	12	
NI-6	Percentage of people with positive experience of the care provided by their GP practice	2021/22	64.60%	66.50%	20	
NI-7	% of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	2021/22	85.70%	78.10%	2	
NI-8	% of carers who feel supported to continue in their caring role	2021/22	31.70%	29.70%	9	
NI-9	Percentage of adults supported at home who agree that they felt safe	2021/22	87.90%	79.70%	3	
NI-11	Premature mortality rate per 100,000 persons	2021	627.2	465.9	30	
NI-12	Rate of emergency admissions per 100,000 population for adults	2022	12,714	11,120	23	
NI-13	Rate of emergency bed days per 100,000 population for adults	2022	142,023	111,371	28	
NI-14	Rate of readmission to hospital within 28 days per 1,000 discharges	2022	84	101	8	
NI-15	Proportion of last 6 months of life spent at home or in a community setting	2022	88%	89.30%	27	
NI-16	Falls rate per 1,000 population aged 65+	2022	22.4	22.1	16	
NI-17	% Proportion of care services graded "good" or better in Care Inspectorate inspections	2021/22	87.70%	75.80%	2	
NI-18	Percentage of adults (18+) with intensive care needs receiving care at home	2022	71.30%	63.50%	5	
NI-19	Number of days people spend in hospital when they are ready to be discharged, per 1,000 population (75+)	2022/23	1,441	919	30	

Appendix 2: Local Government Benchmarking Framework

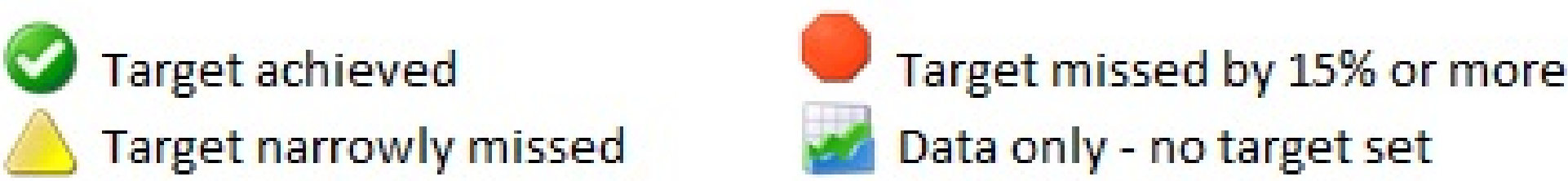
Code	Performance Indicator	Year	WDHSCP	Scotland	WD Ranking	5 Year Trend
LGBF1	Balance of Care for looked after children: % of children being looked after in the Community	2021/22	89.60%	89.80%	15	
LGBF2	The gross cost of "children looked after" in residential based services per child per week £	2021/22	£3,490	£4,702	3	
LGBF3	The gross cost of "children looked after" in a community setting per child per week £	2021/22	£238.57	£403.00	4	
LGBF4	Percentage of children who have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review	2021/22	73.95%	82.10%	32	
LGBF5	% Child Protection Re-Registrations within 18 months	2021/22	2.99%	8%	9	
LGBF6	% Looked After Children with more than one placement within the last year	2021/22	11.70%	15.90%	7	
LGBF7	Self directed support spend for people aged over 18 as a % of total social work spend on adults	2021/22	2.24%	8.37%	32	
LGBF8	Home care costs for people aged 65 or over per hour £	2021/22	£31.66	£28.18	25	
LGBF9	% of people aged 65 and over with long-term care needs who receiving personal care at home	2021/22	72.90%	61.90%	2	
LGBF10	Net Residential Costs Per Capita per Week for Older Adults (65+)	2021/22	£872	£735	25	

Appendix 3: Ministerial Steering Group Performance















































Appendix 4: HSCP Strategic Plan Key Performance Indicators



* Calendar Year data

Priority 1: Early Intervention					
Performance Indicator	2021/22	2022/23			5 Year Trend
	Value	Value	Target	Status	
Percentage of Measles, Mumps & Rubella (MMR) immunisation at 24 months*	94.8%	94.4%	95%		
Percentage of Measles, Mumps & Rubella (MMR) immunisation at 5 years*	97.5%	95.2%	95%		
Percentage of children on the Child Protection Register who have a completed and current risk assessment	100%	100%	100%		
Percentage of child protection investigations to case conference within 21 days	69.4%	73.3%	95%		
Number of children referred to the Scottish Children's Reporter Administration (SCRA) on non-offence (care and protection) ground*	311	691	N/A		
Number of children referred to the Scottish Children's Reporter Administration (SCRA) on offence grounds*	59	144	N/A		
Number of delayed discharges over 3 days (72 hours) non-complex cases	15	14	0		
Number of bed days lost to delayed discharge 18+ All reasons	10,260	13,905	5,839		
Number of bed days lost to delayed discharge 18+ Complex Codes	5,623	6,236	N/A		
Number of acute bed days lost to delayed discharges (inc Adults With Incapacity) Age 65 years & over	7,392	11,390	4,417		
Number of acute bed days lost to delayed discharges for Adults with Incapacity, age 65 and over	3,564	4,912	N/A		
Number of emergency admissions 18+*	8,872	8,625	9,180		
Number of emergency admissions aged 65+*	4,492	4,604	4,537		
Emergency admissions aged 65+ as a rate per 1,000 population*	266.3	268.6	271		
Number of unscheduled bed days 18+*	79,097	86,634	70,940		
Unscheduled acute bed days (aged 65+)*	55,473	62,635	48,626		
Unscheduled acute bed days (aged 65+) as a rate per 1,000 population*	3,288.70	3,653.90	2,906		
Number of Attendances at Accident and Emergency 18+	21,782	22,244	18,800		
Percentage of people aged 65+ admitted twice or more as an emergency who have not had an assessment	25.2%	22.5%	24%		
Number of clients receiving Home Care Pharmacy Team support	1,248	1,129	1,030		

Priority 1: Early Intervention					
Performance Indicator	2021/22	2022/23		Status	5 Year Trend
	Value	Value	Target		
Percentage of patients seen within 4 weeks for musculoskeletal physiotherapy services – WDHSCP	33%	43%	90%		
Percentage of carers who feel supported to continue in their caring role when asked through their Adult Carer Support Plan	95.2%	93.7%	95%		
Percentage of clients waiting no longer than 3 weeks from referral received to appropriate drug or alcohol treatment that supports their recovery*	94%	93.9%	90%		
Percentage of Adult Support and Protection clients who have current risk assessments and care plan/protection plan	71%	85%	100%		
Number of people receiving Telecare/Community Alarm service – All ages	1,918	1,942	2,200		
Number of patients with an eKIS record	20,509	19,817	N/A		

Priority 2: Access					
Performance Indicator	2021/22	2022/23		Status	5 Year Trend
	Value	Value	Target		
Number of people receiving homecare – All ages	1,425	1,416	N/A		
Number of weekly hours of homecare – All ages	10,519	10,386	N/A		
Total number of homecare hours provided as a rate per 1,000 population aged 65+	516	511	570		
Percentage of people aged 65 and over who receive 20 or more interventions per week	38.1%	40.3%	35%		
Percentage of homecare clients aged 65+ receiving personal care	98.6%	99.1%	95%		
Number of people aged 75+ in receipt of Telecare – Crude rate per 100,000 population	18,384	18,626	20,945		
Percentage of identified patients dying in hospital for cancer deaths (Palliative Care Register)	18.8%	28.6%	30%		
Percentage of identified patients dying in hospital for non-cancer deaths (Palliative Care Register)	35.1%	37.9%	32%		
Percentage of Criminal Justice Social Work Reports submitted to court by noon on the day prior to calling.	72%	72.4%	98%		
Percentage of Community Payback Orders attending an induction session within 5 working days of sentence.	80.6%	84.2%	80%		
Percentage of Unpaid work and other activity requirements commenced (work or activity) within 7 working days of sentence.	30.2%	27.9%	80%		

Priority 3: Resilience					
Performance Indicator	2021/22	2022/23			5 Year Trend
	Value	Value	Target	Status	
Child and Adolescent Mental Health Service (CAMHS) 18 weeks referral to treatment	96%	99.1%	90%	✔	
Mean number of weeks for referral to treatment for specialist Child and Adolescent Mental Health Services	7	9	18	✔	
Percentage of patients who started Psychological Therapies treatments within 18 weeks of referral	68.5%	43.3%	90%	✖	

Priority 4: Assets					
Performance Indicator	2021/22	2022/23			5 Year Trend
	Value	Value	Target	Status	
Prescribing cost per weighted patient (Annualised)	£168.58	£185.96	£187.73	✔	
Compliance with Formulary Preferred List	77.16%	77.65%	78%	⚠	

Priority 5: Inequalities					
Performance Indicator	2021/22	2022/23			5 Year Trend
	Value	Value	Target	Status	
Balance of Care for looked after children: % of children being looked after in the Community	89.6%	88.7%	90%	⚠	
Percentage of looked after children being looked after in the community who are from BME communities	71%	86.2%	N/A	📊	
Percentage of 16 or 17 year olds in positive destinations (further/higher education, training, employment) at point of leaving care	100%	66.7%	75%	⚠	

Appendix 5: Care Inspectorate Gratings 2022/23

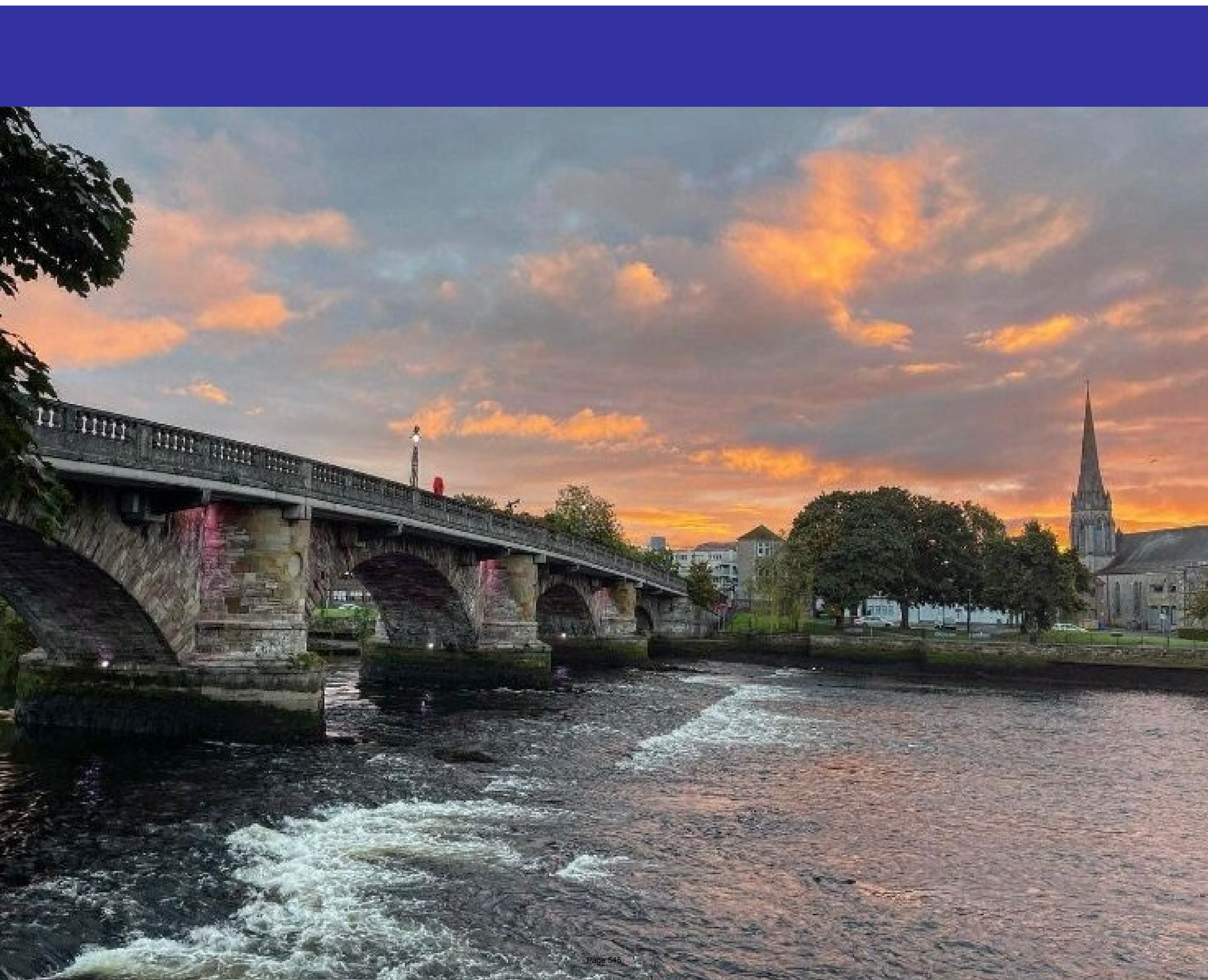
6	Excellent	3	Adequate		
5	Very Good	2	Weak		
4	Good	1	Unsatisfactory	N/A	Not Assessed

Service	Previous Inspection Date	Previous Grade	Latest Inspection Date	Latest Grade	Quality Theme
West Dunbartonshire Council Adoption Service	10-Nov-21	2	30-Nov-22	2	How well do we support people's wellbeing?
		2		3	How good is our leadership?
		N/A		5	How good is our staff team?
		N/A		N/A	How good is our setting?
		3		3	How well is our care and support planned?
Requirements: 2					
1. By 1 March 2023, the provider must have a robust plan in place to ensure that all children in need of permanent care have their assessments completed and plans carried out without unnecessary delay.					
2. By 1 March 2023, the provider must ensure a clear, outcome focused Child's Plan is in place with statutory timeframes recorded as part of the action planning.					
West Dunbartonshire Council Fostering Service	10-Nov-21	2	30-Nov-22	2	How well do we support people's wellbeing?
		2		3	How good is our leadership?
		N/A		5	How good is our staff team?
		N/A		N/A	How good is our setting?
		3		3	How well is our care and support planned?
Requirements: 2					
1. By 30 April 2022, the provider must ensure that all children in need of permanent foster care have their assessments completed and plans carried out without unnecessary delay. (Date extended to 1 March 2023.)					
2. By 30 April 2022 the provider must ensure a clear, outcome focused Child's Plan is in place and accessible to children using the fostering service. (Date extended to 1 March 2023.)					
Blairvadach Children's House	28-Aug-19	5	11-Aug-22	6	How well do we support children and young people's rights and wellbeing?
		5		N/A	How good is our leadership?
		5		N/A	How good is our staff team?
		4		N/A	How good is our setting?
		6		N/A	How well is our care and support planned?
Requirements: 0					
Burnside Children's House	28-Feb-20	5	24-Mar-23	5	How well do we support children and young people's rights and wellbeing?
		N/A		N/A	How good is our leadership?
		N/A		N/A	How good is our staff team?
		N/A		N/A	How good is our setting?
		4		N/A	How well is our care and support planned?
Requirements: 0					
Craigellachie Children's House	15-Nov-19	4	29-Sep-22	4	How well do we support children and young people's rights and wellbeing?
		N/A		N/A	How good is our leadership?
		N/A		N/A	How good is our staff team?
		N/A		N/A	How good is our setting?
		4		N/A	How well is our care and support planned?
Requirements: 0					
West Dunbartonshire Council Home Care	26-Sep-19	N/A	27-Mar-23	3	How well do we support people's wellbeing?
		4		3	How good is our leadership?
		4		3	How good is our staff team?
		N/A		N/A	How good is our setting?
		4		3	How well is our care and support planned?
Requirements: 4					
1. By 30th September 2023, the provider must ensure that people's care plans are reflective of care and support that is right for them.					
2. By 30th September 2023, the provider must review and improve communication systems when people are returning home following a hospital admission.					
3. By 30th September 2023, the provider must ensure people and staff are kept safe by ensuring the workforce is appropriately trained.					
4. By 30th September 2023, the provider must ensure that care plans are reviewed on a six-monthly basis as a minimum, in line with current legislation.					
Crosslet House Care Home	10-Oct-19	4	14-Dec-22	5	How well do we support people's wellbeing?
		N/A		5	How good is our leadership?
		N/A		N/A	How good is our staff team?
		N/A		N/A	How good is our setting?
		4		N/A	How well is our care and support planned?
Requirements: 0					

West Dunbartonshire
Health & Social Care Partnership

Annual Complaints Report 2022/2023

www.wdhscp.org.uk



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Introduction

West Dunbartonshire Health and Social Care Partnership (HSCP) aims to provide the best services possible for our citizens, however there will be instances where people feel dissatisfied with, or let down by, the service they receive. As an organisation we value any and all feedback we receive. Making a complaint to the HSCP gives us the opportunity to put things right for individuals and to improve our services. By investigating complaints and looking at any trends or patterns in complaints received, we can identify areas for improvement, gaps in service provision, training needs within the organisation or where particular groups may be experiencing similar dissatisfaction with our services. Often complaints can give us a fresh perspective: identifying issues or problems which we, working within the organisation, have not fully considered from a service user's point of view.

How we handle our complaints is essential to restoring positive relationships with people who feel let down by our services. This report will outline how we handled complaints during the period 1st April 2022 to 31st March 2023.

Model Complaints Handling Procedures

All public authorities in Scotland are required to produce, operate and report on a Model Complaints Handling Procedure (MCHP) in line with the Scottish Public Services Ombudsman's MCHP and Performance Framework.

There are two stages to both the Council and NHS MCHPs:

Stage 1 Frontline Resolution

We aim to respond to complaints quickly. This could mean an on-the-spot apology and explanation if something has clearly gone wrong, or immediate action to resolve the problem. We will respond to a stage 1 complaint within five working days or less, unless there are exceptional circumstances. If the person making the complaint is not satisfied with the response they are given at this stage, they can choose to take their complaint to stage 2.

Stage 2 Investigation

Stage 2 deals with two types of complaint: those that have not been resolved at stage 1 and have been escalated to stage 2; and those complaints that clearly require investigation and so are handled from the onset as stage 2. For a stage 2 we will acknowledge receipt of the complaint within three working days and provide a full response as soon as possible, normally within 20 working days. If our investigation will take longer than 20 working days, we will inform the person making the complaint of our revised time limits and keep them updated on progress.

Complaints about the functions and operation of West Dunbartonshire Health and Social Care Partnership Board are dealt with through the HSCP Board's MCHP which was developed during 2020/21 and was approved by the Board at their meeting on 26th November 2020. The HSCP Board's MCHP can be found on our website at [HSCP Board MCHP](#). The HSCP has a duty to report on any complaints managed under the HSCP Board's MCHP. There were no complaints received about the functions of the HSCP Board during 2022/23.

When a complaint is received by West Dunbartonshire HSCP about our services, and not the functions of the HSCP Board, a decision is taken whether to process the complaint under either West Dunbartonshire Council's MHCP or NHS Greater Glasgow and Clyde's MHCP depending upon which service areas are covered. For example a complaint about service provided by Children's Social Work Services would be managed under the Council's MCHP but a complaint about a Psychiatry service would be managed under the NHS MCHP. West Dunbartonshire Council and NHS Greater Glasgow and Clyde will include these HSCP complaints in their Annual Complaints Reports however in the interests of openness and transparency and to fully reflect on the HSCP's handling of complaints they will also be included in this report.

SPSO Performance Framework

The Scottish Public Services Ombudsman (SPSO) have developed a standardised set of complaints performance indicators which organisations are required to use to understand and report on performance in line with the MCHP. The consistent application and reporting of performance against these indicators will also be used to compare, contrast and benchmark complaints handling with other organisations, and in doing so will drive shared learning and improvements in standards of complaints handling performance.

Indicator 1: Learning From Complaints

Complaints are routinely reported to our Senior Management Team and through the HSCP's Clinical and Care Governance meetings. These reports cover volume of complaints, compliance with timescales and outcomes by service area. Further detail at this level is available at Appendix 1. Detail is also provided about the nature of each complaint by theme and any actions taken as a result of the complaint investigation and resolution.

During 2022/23 learning from complaints contributed to the following agreed actions:

- An improvement action plan and monitoring put in place in relation to Blue Badge application waits.
- Staff reminded to ensure care plans are updated at the time of any changes being identified.
- Clearer guidance on escalating workload concerns.
- Clearer guidance given to MSK Physiotherapy team members on how to remove themselves from a situation where they feel they are being met with aggressive behaviour.
- Changes to orthopaedic plans to be highlighted to physiotherapy directly.

In addition a reflective learning session was held within Community Health and Care to review a specific case and consider how one family's experience of services could have been better and what improvements could be made going forward. This session was productive and staff were able to share their decision making and views in a safe environment to consider how a more responsive outcome could have been provided and identify gaps in service availability to inform decision making.

Outcomes included:

- Enhancing pathways of communication across District Nursing and Social Work staff with support from Local Authority residential care homes.
- The reinstatement on a trial basis of an 'admission avoidance' bed within one of the HSCP's care homes.
- An emergency admission pathway being included in the new Area Resource Group process.

More general learning which was agreed and was to be disseminated through team meetings and briefings was:

- Importance of staff communicating timeously, clearly and respectfully with service users and family members.
- The need to follow Data Protection Legislation in relation to sharing personal data with third parties.

Indicator 2: Volume of Complaints Received

This indicator counts all stage 1 complaints, whether they were escalated to stage 2 or not, plus all complaints which were treated on receipt as stage 2. West Dunbartonshire HSCP received a total of 117 complaints during 2022/23 however 2 stage 2 complaints were withdrawn by those making the complaint prior to the investigation stage.

Indicator 3: Complaints Closed Within Timescale

Stage 1 complaints: 79 Stage 1 complaints received. The accurate recording of Stage 1 complaints, their outcomes and timescales across both West Dunbartonshire Council and NHS Greater Glasgow and Clyde systems is in early development stages and we will be improving our recording mechanisms during 2023/24 to more accurately report this figure.

For those stage 1 complaints that were not referred through the Information Team, who manage complaints, but made directly with frontline services, it would be anticipated that most would be dealt with as they arose however we do not yet have the data to evidence this.

Stage 2 complaints: 36% were closed within 20 working days, 13 of the 36 investigated. Complex complaints that cut across services often take longer to co-ordinate a response. We endeavour to keep people informed of any extension to timescales required to make a full response however this has not been carried out in every case during 2022/23.

Complaints escalated from stage 1 to stage 2: There were no complaints recorded as escalated from stage 1 to stage 2 however it is likely that many of the concerns within stage 2 complaints will have been raised with the service area involved in some form prior to the stage 2 complaints.

Indicator 4: Average Time to Full Response

Stage 1 complaints: Due to the gaps in recording we are unable to report this for stage 1 complaints.

Stage 2 complaints: The average time to full response was 26 working days.

Complaints escalated from stage 1 to stage 2: No complaints were recorded as escalated from stage 1 to stage 2.

Indicator 5: Outcomes of Complaints

Stage 1 complaints: Due to the gaps in recording we are unable to report this for stage 1 complaints however those complaints which have not been escalated to stage 2 have been resolved in some way.

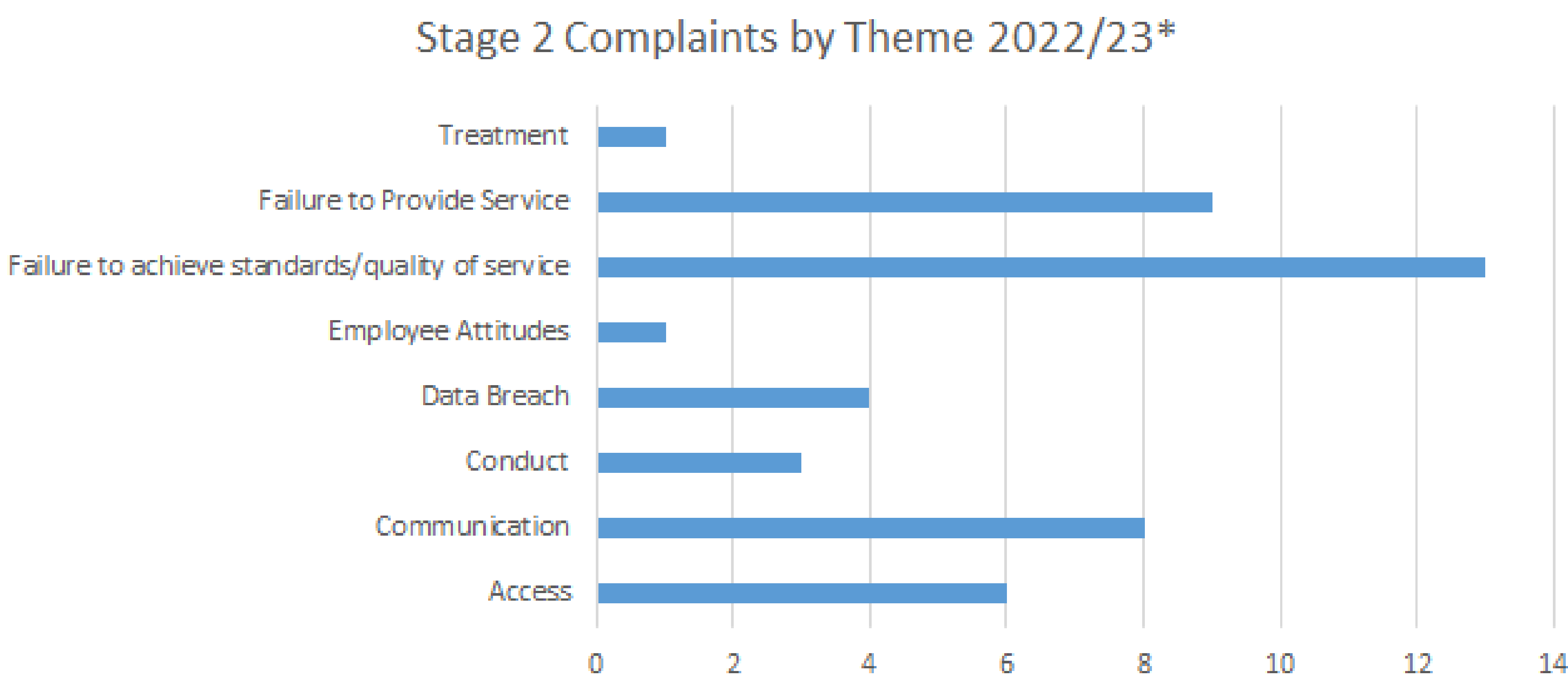
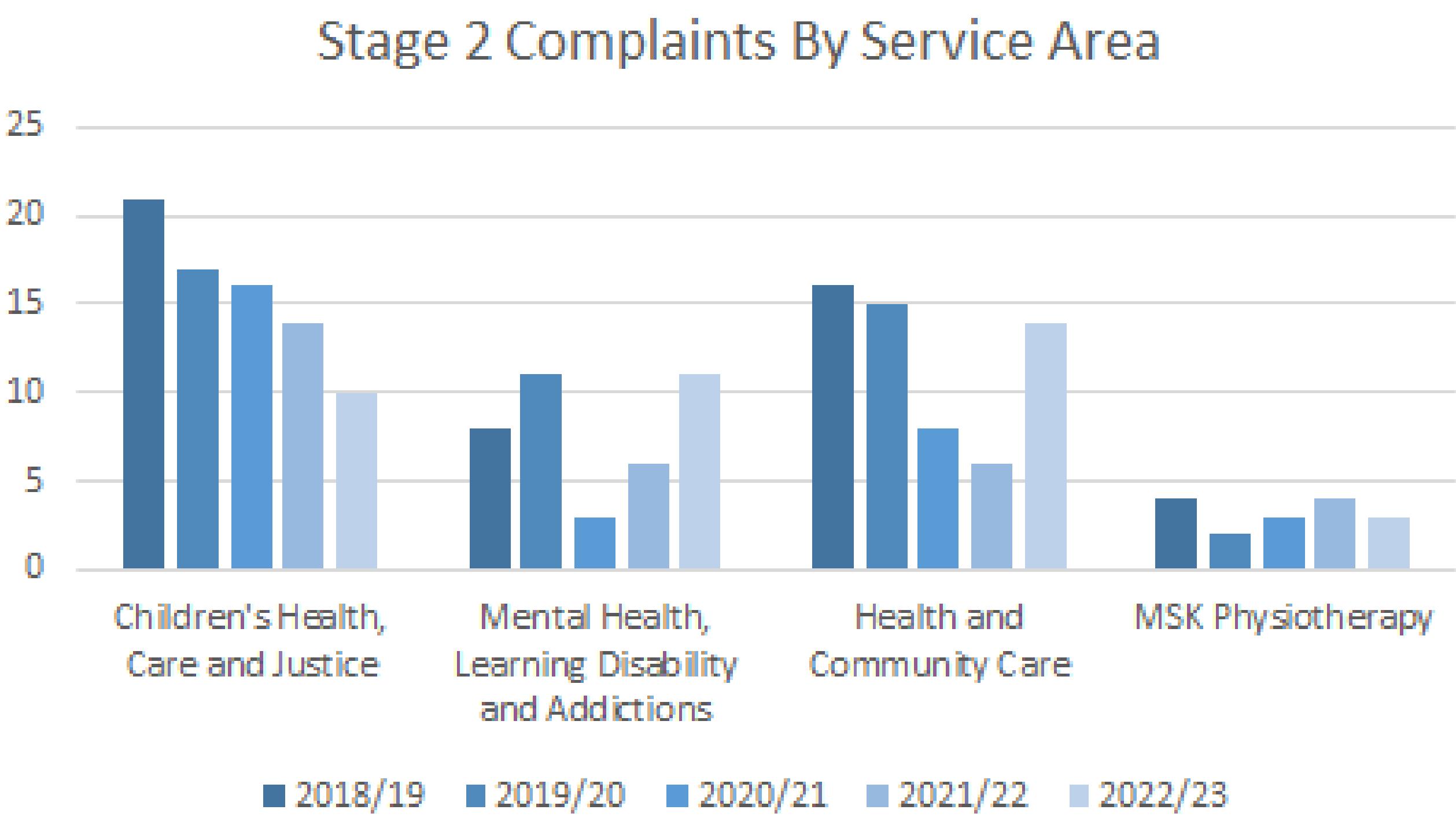
	Stage 2		Escalated to Stage 2	
Outcome	Number	%	Number	%
Upheld	4	11%	0	0%
Partially Upheld	12	33%	0	0%
Not Upheld	18	50%	0	0%
Unsubstantiated	0	0%	0	0%
Ongoing	2	6%	0	0%
Total	36		0	

There are a further 3 indicators which are not required to be reported on but are recommended by the SPSO. These relate to raising awareness of complaints handling, lessons learned and identifying any barriers to making a complaint; staff training in frontline resolution, complaints handling and investigations; and customer satisfaction with their experience of making a complaint and their response.

During 2022/23 we have been continuing to review our processes and online and training resources should have an impact on these areas. We are also exploring ways to gather feedback on the complaints experience and whether this is feasible across both stage 1 and stage 2 complaints.

The HSCP is committed to making the complaints experience as easy and accessible as possible and to use our complaints as a valuable resource to improve services for the people of West Dunbartonshire.

Appendix 1: Stage 2 Complaints



* More than one theme may apply per complaint.

Upheld Complaints

Service Area	Themes	Upheld	Partially Upheld
Children’s Health, Care & Criminal Justice	Access	1	
	Failure to achieve standards/quality of service/ Data Breach	1	
	Failure to achieve standards/quality of service/ Failure to Provide Service	2	
Community Health and Care Services	Communication	2	
	Communication/Failure to Provide Service		1
	Failure to achieve standards/quality of service	4	
Mental Health, Learning Disability & Addictions	Access		2
	Access/Treatment	1	
	Data Breach		1
MSK Physiotherapy	Conduct	1	
Total		12	4