

Agenda



Meeting of West Dunbartonshire Council

Date: Thursday, 27 September 2018

Time: 14:00

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

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

Dear Member

Please attend a meeting of **West Dunbartonshire Council** as detailed above.
The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

Chief Executive

Strategic Director - Transformation & Public Service Reform

Strategic Director - Regeneration, Environment & Growth

Chief Officer - West Dunbartonshire Health & Social Care Partnership

Date of issue: 13 September 2018

WEST DUNBARTONSHIRE COUNCIL

THURSDAY, 27 SEPTEMBER 2018

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 MINUTES OF PREVIOUS MEETING

7 - 16

Submit for approval as a correct record the minutes of meeting of West Dunbartonshire Council held on 29 August 2018.

4 OPEN FORUM

(a) Mrs Rose Harvie, Dumbarton – Charles Rennie Mackintosh

CONTEXT

There is a link between the world-famous Glasgow architect, Charles Rennie Mackintosh, and Dumbarton.

This is the 150th anniversary of his birth.

Mackintosh married Margaret McDonald, equally famous as an artist, in 1900, in St. Augustine's Church in Dumbarton High Street, because this was her parish church.

Mackintosh was apprenticed, and then worked for, Honeyman and Keppie, Glasgow architects.

The new WDC offices, opened this year, have been designed by Keppie Designs, Glasgow architects.

QUESTION

Because of this perhaps somewhat tenuous but interesting link, would it not be appropriate to have a small commemorative plaque, or something similar, in the new offices?

(b) Mr Andrew Muir, Dumbarton – West Dunbartonshire Mental Health Forum

Q. West Dunbartonshire Mental Health Forum is a registered charity and is funded by the council. It is designed to give users of services a voice so that feedback can be given to the NHS on possible improvements. It rents a room in Benview, an annex of St Patrick's Church, Dumbarton. I have asked the organisation to give me details of how much funding they receive and how much they pay in rent but they refuse to do so.

I do not find the forum very useful. At their Annual General Meeting in 2015 I was refused permission to stand on their committee and they just nominated themselves for positions.

At a rare meeting in 2016 there was no discussion; we all just sat around tables speaking to ourselves. The only point of the meeting was to present a cake to augment the retirement package of the head of mental health who was leaving. Halfway through the meeting I was ordered out the room for no reason and banned from the forum permanently. In December 2017 I tried to attend a meeting but they just left me outside in the freezing cold.

I do not know what to do. My requests for a resolution from the charities regulator, the church and the NHS have fallen on deaf ears. The forum is not a forum. They hardly have any meetings. Even when they do, you are not allowed to speak, and they in no way follow the ethics of the church. They ignore Christianity and human rights.

Would you please either investigate the forum to change its culture or close it down, being a waste of taxpayers' money?

5	AUDITED ANNUAL ACCOUNTS 2017/18 – ANNUAL AUDIT REPORT TO MEMBERS AND CONTROLLER OF AUDIT	To follow
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Submit report by the Strategic Lead – Resources on the above.

6	WEST DUNBARTONSHIRE COUNCIL ANNUAL PERFORMANCE REPORT 2017/18	17 - 49
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Submit report by the Strategic Lead – Communications, Culture & Communities providing Members with The West Dunbartonshire Council Annual Report 2017/18.

7	TREASURY MANAGEMENT ANNUAL REPORT 2017/18	51 - 64
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Submit report by the Strategic Lead – Resources providing an update on treasury management during 2017/18.

**8 GENERAL SERVICES BUDGETARY CONTROL REPORT – To follow
PERIOD 5**

Submit report by the Strategic Lead – Resources on the progress of the General Services revenue budget and the approved capital programme for the period to 31 August 2018 (Period 5).

**9 HOUSING REVENUE ACCOUNT BUDGETARY CONTROL To follow
REPORT – PERIOD 5**

Submit report by the Strategic Lead – Housing & Employability providing an update on the financial performance of the HRA revenue and capital budgets for the period to 31 August 2018 (Period 5)

**10 JOINT COLLABORATION WITH INVERCLYDE COUNCIL - To follow
STRATEGIC LEADERSHIP**

Submit report by the Chief Executive on the above.

WEST DUNBARTONSHIRE COUNCIL

At the Meeting of West Dunbartonshire Council held in the Council Chambers, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 29 August 2018 at 6.00 p.m.

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

* arrived later in the meeting

Attending: Joyce White, Chief Executive; Angela Wilson, Strategic Director - Transformation & Public Service Reform; Beth Culshaw, Chief Officer, West Dunbartonshire Health & Social Care Partnership; Peter Hesse, Strategic Lead – Regulatory (Legal Officer); Stephen West, Strategic Lead – Resources; Laura Mason, Chief Education Officer; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Victoria Rogers, Strategic Lead – People & Technology; Jim McAloon, Strategic Lead – Regeneration; Ronnie Dinnie, Strategic Lead – Environment & Neighbourhood; Peter Barry, Strategic Lead – Housing & Employability; Carron O'Byrne, Interim Chief Social Work Officer, Julie Lusk, Head of Mental Health, Learning Disabilities and Addictions and Christine McCaffary, Senior Democratic Services Officer.

Also Attending: Fiona Mitchell-Knight, Assistant Director and Carol Hislop, Senior Auditor, Audit Scotland

Apologies: An apology for absence was intimated on behalf of Councillor John Mooney.

Provost William Hendrie in the Chair

PROVOST REMARKS

Provost Hendrie welcomed Fiona Mitchell-Knight and Carol Hislop of Audit Scotland to the meeting, advising that they were present to contribute to the discussion on Item 10 – West Dunbartonshire Council Best Value Assurance Report 2017/18.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

Following discussion, the minutes of meeting of West Dunbartonshire Council held on 27 June 2018 were submitted and approved as a correct record.

Note:- Councillor Douglas McAllister arrived during discussion of the above item.

MINUTES OF SUB-COMMITTEE ON SCHEME OF DELEGATION

The minutes of meeting of the Sub-Committee on the Scheme of Delegation held on 11 June 2018 were submitted and approved as a correct record.

OPEN FORUM

The Provost advised that an Open Forum question had been received from Mr Andrew Muir in connection with abortions in West Dunbartonshire.

The Provost invited Mr Muir forward and he read out his question:-

Q. Currently abortion procedures are carried out using the services of a person's GP. However abortion leads to the death of a baby.

The reasons for abortion very rarely justify the ending of a life. Some of the reasons are that the baby was unplanned or that there are money concerns or loss of freedom in looking after it. In addition abortion is associated with a wide range of adverse physical and psychological outcomes for women.

Will you please stop all abortion practices in the area covered by the Council and instead advise mothers that they should carry the baby to full term. If after birth, the baby is still not wanted at that point then it can be handed over for adoption.

Councillor McColl provided the following response:-

This is not a matter which falls within the remit of the Council. Colleagues across the Council will have a wide variety of views, and it would not be appropriate for me to give an answer on behalf of the Council on what is a moral and very personal question.

As a supplementary question Mr Muir asked:-

About 3 weeks after conception a baby's heart starts to beat. Would you stop abortion practices on a baby if this heartbeat shows up on a foetal scan of the mother?

Councillor McColl repeated his response to Mr Muir's initial question, and advised that a written copy of the response would be provided to Mr Muir within the required period.

GLASGOW CITY REGION CITY DEAL – UPDATE

A report was submitted by the Strategic Lead – Regeneration updating on the progress with the implementation of the Glasgow City Region, City Deal and the Council's City Deal Project.

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

- (1) to note the progress of the Glasgow City Region (GCR) City Deal, and
- (2) to note progress with the Council's project for the Exxon site.

SUSPENSION OF STANDING ORDERS

Having heard the Legal Officer, the Council agreed to suspend Standing Orders to allow the following item of business to be considered.

PROPOSALS TO AMEND THE SCHEME OF DELEGATION TO OFFICERS

A report was submitted by the Strategic Lead – Regulatory asking Council to consider the recommendations from the Sub-Committee on the Scheme of Delegation in respect of amendments to the Scheme of Delegation to Officers.

Councillor McColl, seconded by Bailie Agnew moved:-

That Council approve the amendments to the Scheme of Delegation to Officers as detailed in the appendix to the report and that the Monitoring Officer be authorised to make those amendments.

As an amendment, Councillor Bollan, seconded by Councillor O'Neill moved:-

That Council approve the changes with the exception of the following amendments:-

Paragraph 2.1(iv) - change 'Chief Executive' to 'the Sub-Committee on the Scheme of Delegation'.

Paragraph 2.3.3 – add the following wording ‘A special meeting may be called for this purpose at the discretion of the Convener’.

Paragraph 4 (A) (18) – change the wording ‘in conjunction with affected employees and trades unions’ to ‘with agreement of the trades unions’.

That the Monitoring Officer be authorised to make the amendments.

On a vote being taken, 8 Members voted for the amendment and 13 for the motion which was accordingly declared carried.

GENERAL SERVICES BUDGETARY CONTROL REPORT – PERIOD 4

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

After discussion and having heard officers in answer to Members’ questions, the Council agreed:-

- (1) to note that the revenue account currently shows a projected annual adverse variance of £0.323m (0.15% of the total budget);
- (2) to note that the capital account shows that planned expenditure and resource for 2018/19 is lower than previously anticipated by £22.652m (27.45% of the budget), made up of £22.733m relating to project slippage, partially offset by £0.080m relating to an in year overspend;
- (3) to approve the capital virements detailed in appendix 9 of the report with the condition that the virement from the Kilmarnock Cemetery Extension to the Vale Cemetery be excluded until further investigations are concluded and reported to the relevant committee (Infrastructure, Regeneration & Economic Development); and
- (4) to approve the addition of a further £0.050m to the capital plan as detailed in 4.10 of the report.

HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT – PERIOD 4

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

After discussion and having heard officers in answer to Members’ questions, the Council agreed:-

- (1) to note the contents of the report which shows a projected favourable revenue variance of £0.103m (0.2%); and

- (2) to note the net projected annual position in relation to relevant capital projects which is highlighting a variance of £9.654m (28.9%) due to projected slippage of £9.596m (28.7%) and an underspend of 0.058m(0.25%).

WEST DUNBARTONSHIRE COUNCIL BEST VALUE ASSURANCE REPORT (BVAR) 2017/18

A report was submitted by the Chief Executive presenting the findings and recommendations of the Accounts Commission following the recent Best Value Assurance process of West Dunbartonshire Council.

Provost Hendrie introduced Fiona Mitchell-Knight, Assistant Director – Audit Scotland and invited Ms Mitchell-Knight to speak to the report.

Having heard Councillor McColl and Ms Mitchell-Knight acknowledge the positivity of the report and the considerable improvements that the Council had made over the 10 year period, the Council agreed:-

- (1) to note the Best Value Assurance Report (BVAR) for West Dunbartonshire Council published by Accounts Commission on 27 June 2018; and
- (2) to approve the Council's Improvement Plan developed in response to the recommendations contained in the BVAR.

Note:- Ms Mitchell-Knight and Ms Hislop left the meeting at this point.

INTERIM CHIEF SOCIAL WORK OFFICER'S ANNUAL REPORT 2017/18

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

After discussion and having heard officers in answer to Members' questions, the Council agreed:-

- (1) to note the contents of the report and associated appendices; and
- (2) to note that the Interim Chief Social Work Officer will make this report widely available within the Health & Social Care Partnership, Council and externally as appropriate to the Scottish Government.

REDUCTION IN COUNCIL USE OF SINGLE USE PLASTICS (SUPs) - PROGRESS UPDATE

A report was submitted by the Strategic Lead – Resources on progress to reduce the use of Single Use Plastics (SUPs) across the Council.

Following discussion, the Council agreed:-

- (1) to note the progress being made to identify, eliminate and reduce the purchase of SUPs;
- (2) to support the move towards eliminating the following SUPs:
 - individual milk drinking cartons and replacing with Tetra Pak™ milk cartons;
 - straws in milk Tetra Pak™ cartons;
 - bottles from all Council vending machines;
 - water bottles purchased by the Council and encouraging the use of refillable water bottles;
 - drinking cups and replacing with glasses and mugs;
 - stirrers (coffee / tea) and replacing with wood stirrers or metal teaspoons;
 - swabs and cotton buds and replacing with paper or wood stem swabs and cotton buds; and
 - individual milk pots
- (3) to support the establishment of an auditing map of SUPs to reduce SUPs across the Council;
- (4) to support the delivery of an awareness campaign to staff, pupils and gym members;
- (5) to approach COSLA and ask it to look at the SUP issue; and
- (6) to note:-
 - (i) the difficulties in recycling black plastic food trays due to the colour; and
 - (ii) that this issue will be raised with the Scottish Government.

REVIEW OF POLLING DISTRICTS AND POLLING PLACES

A report was submitted by the Strategic Lead – Regulatory advising the Council of the requirement to conduct a review of polling districts and polling places within its area.

Having heard the Strategic Lead - Regulatory in answer to Member's question, the Council agreed:-

- (1) to note the statutory requirement to conduct a review of polling districts and places within its area;
- (2) to approve the Notice of Review and timetable as shown in appendix 1 to the report;

- (3) that the continued suitability of West Dumbarton Activity Centre (Polling District DU17D) be checked, and if necessary alternative polling places be identified that meet the access needs of all voters; and
- (4) to note that a report containing the final proposals and representations will be submitted for approval to the meeting of Council in December 2018.

VACANCIES ON COMMITTEES AND OTHER BODIES

A report was submitted by the Strategic Lead – Regulatory requesting Council to consider the filling of the remaining vacancies on committees, joint boards/committees and outside bodies.

Councillor Caroline McAllister, seconded by Bailie Agnew moved:-

Council thanks those members who have taken up positions on Committees and Outside Bodies, representing this Council and our constituents in the democratic process.

Council is concerned there remains a number of vacancies on committees and would urge those elected to represent their constituents and communities who have not as yet taken up their positions on committees, to do so in order to participate in the scrutiny and decision making process on behalf of the people of West Dunbartonshire.

Council agrees to continue to keep the vacancies open for any opposition Councillor to consider taking up and would urge those political parties not represented to accept their seat.

Councillor McBride asked Councillor McAllister if she would be willing to accept the following as an addendum to her motion, to be inserted after paragraph 2:-

The Labour Group filled their allocation of Committee places following the Statutory Council Meeting.

Since then we have taken additional vacancies originally allocated for Tory / Community Party members.

The Labour Group will now leave these parties to take on their vacant places meantime.

Having heard Councillor McAllister advise that she could not accept the addendum Councillor McBride, seconded by Councillor Rooney moved the following:-

Council thanks those members who have taken up positions on Committees and Outside Bodies, representing this Council and our constituents in the democratic process.

Council is concerned there remains a number of vacancies on committees and would urge those elected to represent their constituents and communities who have not as yet taken up their positions on committees, to do so in order to participate in the scrutiny and decision making process on behalf of the people of West Dunbartonshire.

The Labour Group filled their allocation of Committee places following the Statutory Council Meeting.

Since then we have taken additional vacancies originally allocated for Tory / Community Party members.

The Labour Group will now leave these parties to take on their vacant places meantime.

Council agrees to continue to keep the vacancies open for any opposition Councillor to consider taking up and would urge those political parties not represented to accept their seat.

On a vote being taken 7 Members voted for the amendment and 13 for the motion, which was accordingly declared carried.

NOTICES OF MOTION

Motion by Councillor Jim Bollan – Social Media Policy for Employees

Councillor Bollan, seconded by Councillor O'Neill moved:-

Council agrees to review the Social Media policy for employees which is too restrictive and infringes on an employee's rights under Article 10 (Freedom of Expression) of the European Convention on Human Rights which states:

Everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of frontiers. This Article shall not prevent States from requiring the licensing of broadcasting, television or cinema enterprises.

The review should be carried out in conjunction with the Council's Joint Trade Unions with an agreed position being reported back to the November 2018 Council meeting.

As an amendment Councillor Dickson, seconded by Bailie Agnew moved:-

Council notes that its Social Media Policy for employees was last formally looked at under the previous Administration in 2016 and agrees that a new review should take place.

The review will be carried out in conjunction with the Council's Joint Trade Unions who should feed staff views back to officers. A report will come to the Corporate Services Committee upon completion of the review.

On a vote being taken 13 Members voted for the amendment and 8 for the motion. The amendment was accordingly declared carried.

Motion by Councillor David McBride – Greenlight Environmental

Councillor McBride moved:-

This Council is disappointed to learn that Greenlight Environmental has applied for voluntary administration following its failure to honour its payments to HMRC.

Council notes that Greenlight Environmental employs 109 staff and provides a range of services to West Dunbartonshire residents.

The services provided to our citizens are valued at £1.4m per year and include our care of garden scheme and a variety of recycling and environmental maintenance and improvements.

This Council calls on the Chief Executive in consultation with the other Councils to work towards a solution that protects jobs and services across Greenlight Environmental area of operation.

Ideally the aim should be to ensure that Greenlight Environmental continues to trade in some form but in the event that this is not feasible, then the Council should explore the option of taking the services and jobs in house within the Council.

Councillor McLaren moved the following as an amendment:-

Council thanks Councillor McBride for bringing this motion to us and notes that all the actions being asked for in the motion were already planned or underway from the day the Council learned that Greenlight were seeking voluntary administration. Council thanks officers for their immediate quick response.

West Dunbartonshire Council is the largest user of this company's services and officers are working with the other local authorities and the appointed Administrators to ensure continuity of services for our residents.

At Political and officer level we are also in discussions with all of the aforementioned stakeholders and GMB Trade Union, and are working to find a solution that protects the future employment of the Greenlight staff who are stuck in the middle of this situation through no fault of their own.

Our aim is that Greenlight Environmental continues to trade in some form, but in the event that this is not feasible Council will explore all options available, and these will be included in any options appraisal presented to members for decision at a future date.

Council agrees that an update will be provided to elected members as the situation develops.

Having heard Councillor McBride, Councillor McLaren agreed that his proposed amendment become an addendum to Councillor McBride's motion.

The motion with addendum was then seconded by Bailie Agnew.

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

Accordingly, the motion with addendum was agreed by Council.

The meeting closed at 8.55 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead- Communications, Culture & Communities

Council: 27 September 2018

Subject: West Dunbartonshire Council Annual Performance Report 2017/18

1. Purpose

- 1.1** The purpose of this report is to provide members with the West Dunbartonshire Council Annual Report 2017/18.

2. Recommendations

- 2.1** It is recommended that members note the annual report provided.

3. Background

- 3.1** This annual report fulfils part of the Council's requirement to produce a Public Performance Report. It is designed to ensure it is relevant and easy to read for a wide audience. Audit Scotland's Direction and Guide sets out the public performance reporting (PPR) requirements for local authorities to be published by March 2019 for the financial year ending 31 March 2018.
- 3.2** Through these PPR requirements the Council should provide information relating to local performance as well as strategic priorities and the Local Government Benchmarking Framework. In addition to the annual report, Council also publishes detailed year-end reports on performance indicators along with a range of additional information which citizens may find useful.

4. Main Issues

- 4.1** The Annual Report, attached as appendix 1, is one element of a comprehensive approach to public performance reporting for the Council. In depth reports will continue to be prepared and published on key performance indicators from the Strategic Plan, key local performance indicators, and the Local Government Benchmarking Framework.
- 4.2** In line with our evolving approach to presenting accessible data the Annual Report 2017/18 has been developed as a more visual, infographic based document. It is intended to offer an overview of key achievements against each strategic priority in the previous year, along with information on budgets, workforce and feedback.
- 4.3** The updated format ensures the Annual Report is accessible and also that it builds on the reporting of previous year performance contained in Strategic Delivery Plans and the annual budget document –

avoiding duplication.

- 4.4** The performance page of the Council website will host a comprehensive suite of PPR material covering all areas detailed in paragraph 4.1 above. This will allow anyone who wishes more information on areas highlighted in the Annual Report to drill down to a significant level of detail.
- 4.5** This model of reporting is in line with the Audit Scotland Direction and Guide, which lays out the reporting requirements for Councils. It also fits well with the Accounts Commission paper on the evaluation of PPR, which recommends an overview style report with supporting detailed information. In addition, this model of report builds on the approach presented during the Best Value Assurance process, which was endorsed by Audit Scotland.
- 4.6** A range of performance indicators were agreed when the Strategic Plan 2017-2022 was developed and agreed through Council in October 2017. These indicators are considered the most relevant for evidencing that outcomes are improving in relation to the key priority and outcome areas as defined in the plan.
- 4.7** Additionally, a suite of local indicators are reported annually to ensure that the Council meets the requirements of the Audit Scotland Direction, in relation to public performance reporting.
- 4.8** These detailed performance reports on strategic plan and local performance indicators are attached as appendices two and three to this paper.
- 4.9** The tables below show the total number of indicators reported through both the Strategic Plan and the additional local performance indicator suite and details performance for the 2017/18 year.

Strategic Plan Performance 2017/18

Indicator Status	Strategic Indicators 17/18	Strategic Indicators 16/17
Total Indicators	40 (% of available total)	% at each status
Green	21 (62%)	61%
Amber	9 (26%)	21%
Red	4 (12%)	18%
Not yet available	6 (not included)	Not included

- 4.10** As can be seen from the table above, 62% of strategic plan indicators have met or exceeded target. As this is the first year of reporting against the new performance framework for the strategic plan there is no direct comparator available, however percentage against target has been provided for the 2016/17 year for comparison purposes. This comparison shows a slight increase in the percentage of strategic indicators which met or exceeded target and a reduction in those which are significantly adrift of target.

Local Indicator Performance 2017/18

Indicator Status	Local Indicators 17/18	Local Indicators 16/17
Total Indicators	36 (% of total)	% of total
Green	22 (61%)	68%
Amber	9 (25%)	24%
Red	5 (14%)	8%

- 4.11** As is shown in the table above 61% of the local performance indicators available have met or exceeded target, a reduction on the previous year. A similar percentage of indicators narrowly missed target, however a higher percentage of the reported suite were significantly adrift of target.

5. People Implications

- 5.1** There are no personnel implications from this report.

6. Financial Implications

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

7. Risk Analysis

- 7.1** The content of this report forms a core element of the Council's public performance reporting (PPR) for 2017/18. Failure to gather and report on delivery in this way may result in the Council not fulfilling its PPR commitments as set out in Audit Scotland's Guide.

8. Equalities Impact Assessment (EIA)

- 8.1** No issues were identified in relation to this report.

9. Consultation

- 9.1** Consideration of the report at internal meetings forms the basis of consultation on development of the Annual Report. Content of the annual report has been drawn from previously prepared reports from Strategic Leads.

10. Strategic Assessment

- 10.1** The Annual Report and supporting indicator reports summaries Council performance against all priorities as detailed in the Strategic Plan 2017-2022.

Malcolm Bennie

Strategic Lead – Communications, Culture and Communities

27 August 2018

Person to Contact: Amanda Coulthard
Performance & Strategy Manager
Email: Amanda.Coulthard@west-dunbarton.gov.uk

Appendices: Appendix 1: West Dunbartonshire Council Annual Report 2017/18
Appendix 2: Strategic Performance Indicators 2017/18
Appendix 3: Local Performance Indicators 2017/18

Background Papers: None

Wards Affected: All Wards

**WEST
DUNBARTONSHIRE
COUNCIL**

Annual report 2017 18

Introduction



We are committed to the delivery of high quality Council services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way. Our vision is to create a West Dunbartonshire where every resident prospers, communities grow stronger, and the environment and infrastructure supports businesses to launch and thrive.

Through our Strategic Plan we asked that employees take 'Personal Responsibility In Delivering Excellence'. I've been delighted with the way in which teams across the Council have stepped up to that challenge and we are seeing the positive results of staff continuing to take PRIDE in the services they deliver for the people and communities of West Dunbartonshire.

The priorities shown in this annual report make clear the commitments we have made to our citizens and the early progress we have made in delivering on these.

During 2017/18:

- **Work was concluded on a new Council office in Dumbarton Town Centre which along with the refurbishment of two other Council buildings in the town will bring over 800 staff into the heart of Dumbarton delivering on our ambition to create a strong local economy and improved employment opportunities. Work is also well underway at Queens Quay in Clydebank to develop new housing, health leisure and retail opportunities.**
- **A new state-of-the-art Care Home was launched in Dumbarton and more people were assisted to remain in the comfort of their own homes,**

ensuring we support individuals, families and carers to live independently and with dignity.

- **Over £400k of capital was invested in local community projects supporting resident-led decision making in line with the commitment to meaningful community engagement with active empowered and informed citizens who feel safe and engaged.**
- **Increased services and options available for citizens to undertake online, at a time that suits them. Ensuring we are open, accountable and accessible while also increasing website satisfaction and overall visits.**
- **New school buildings such as Our Lady and St Patrick's High School and Balloch Education Campus are improving opportunities for our young people and fully supporting staff to deliver efficient and effective frontline services that improve the everyday lives of residents.**

Work on a new £3.8million community sports facility for Clydebank has officially started - with the state-of-the-art hub due to be up and running later this year.

West Dunbartonshire Council has secured £6million of funding from the Scottish Government for an ambitious, high-tech heating scheme in Clydebank.

West Dunbartonshire Council has been named the Best Public Sector Employer in the UK in the 2017 UK Top Employers for Working Families Awards.

West Dunbartonshire Council has agreed to approve the purchase of land at Dumbarton Harbour where 45 new Council homes will be built.

At a special meeting of the Housing & Communities Committee this week, Councillors agreed a number of measures to ensure the commitment to delivering 1000 new affordable homes by 2021 is met, including the decision to authorise Council officers to work towards concluding a deal for the 45 homes at Dumbarton Harbour.

We have witnessed many years of positive change in West Dunbartonshire, and it is important that we recognise the track record of significant progress made since the 2007 Best Value Review. Together we will build on those achievements and tackle

areas requiring further improvement to deliver the quality public services our constituents need.

This is the first Annual Report of the Council Strategic Plan 2017-2022 which was adopted by Council in October 2017 and reflects our ambition and priorities for the next five years.



Jonathan McColl
Council Leader, West Dunbartonshire Council

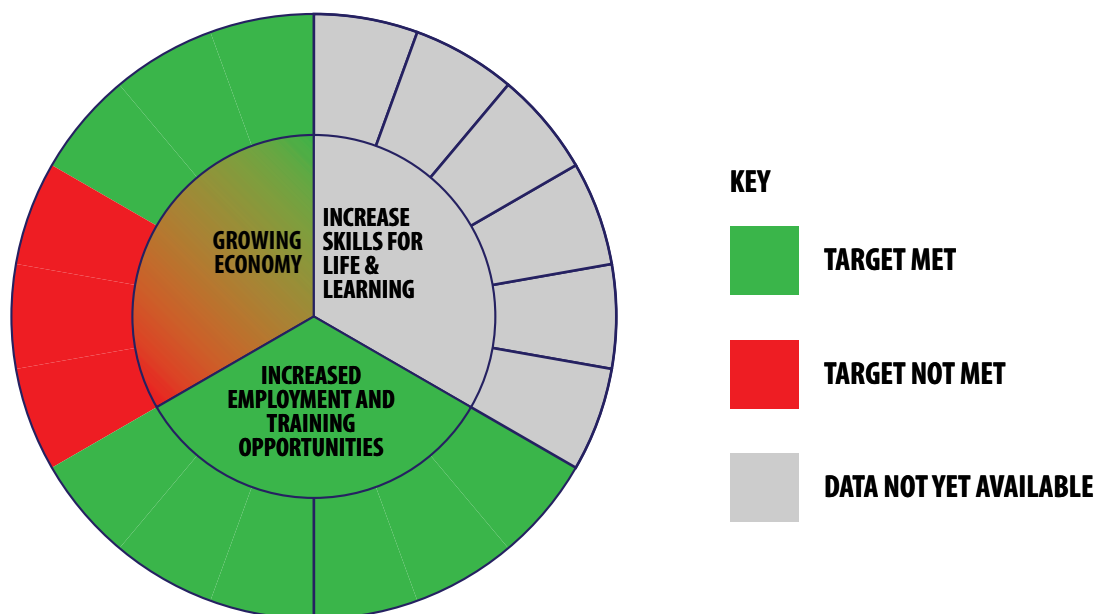
Our vision, values and ethos

“ West Dunbartonshire Council will deliver high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way ”

a strong local economy and improved job opportunities



Our measures



For more info on the wheel, please click [here](#), or visit:
www.west-dunbarton.gov.uk/council/performance-and-spending



£90m



invested in the school learning environment

**provided a
state-of-the-art leisure
centre in Clydebank**

£23.8m

**provided the new,
modern Balloch
education campus**



**recruited 40 new
apprentices to our
successful scheme**



98%

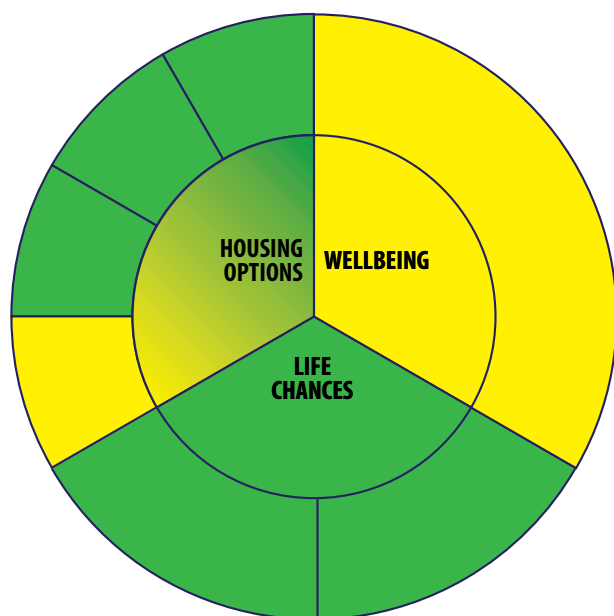
**of S4 - 6 pupils
supported to achieve
at least one award**



supported individuals, families and carers living independently and with dignity

2

Our measures



KEY



TARGET MET



TARGET NARROWLY MISSED

For more info on the wheel, please click [here](#), or visit:
www.west-dunbarton.gov.uk/council/performance-and-spending



ensured residents can
live safely at home
using community
alarms and sensors



500

residents
supported
through
recovery cafes



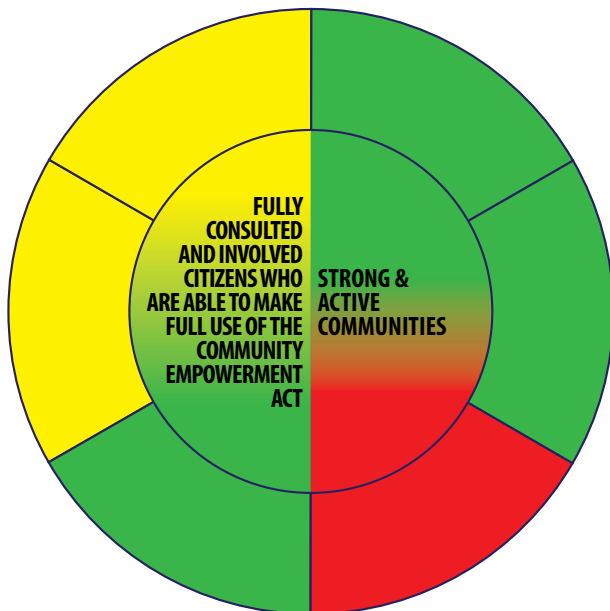
supported residents
to return home quickly
and safely on discharge
from hospital

opened a
state-of-the-art
care home



meaningful engagement with active, empowered and informed citizens who feel safe and engaged

Our measures



KEY



TARGET MET



TARGET NARROWLY MISSED



TARGET NOT MET

For more info on the wheel, please click [here](#), or visit:
www.west-dunbarton.gov.uk/council/performance-and-spending

£400k



of capital funding for
community projects

supported citizens to
express views on Council
priorities through the
first budget consultation
in three years



more than
26,700



citizens reached through
social media engagement

engaged with residents
through a series
of charrette
consultation events

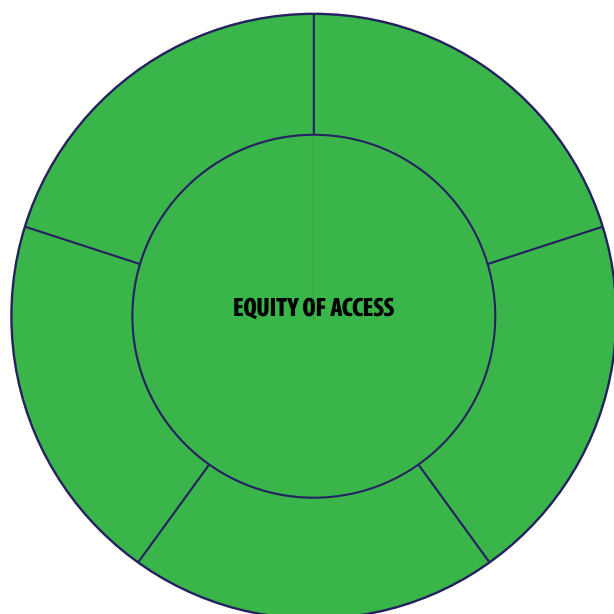


launched a refreshed
online Citizens Panel

open, accountable and accessible local government

4

Our measures



KEY



TARGET MET

For more info on the wheel, please click [here](#), or visit:
www.west-dunbarton.gov.uk/council/performance-and-spending



£224k

**invested to ensure
children & young people
can achieve better outcomes
through further education
opportunities**

25%

**visits to the Council's
website increased by 25%
in 2017/18, with more than
760,000 users accessing the
site. We also launched the
MyAccount platform for
residents**



**increased website
satisfaction from
74% to 90%**

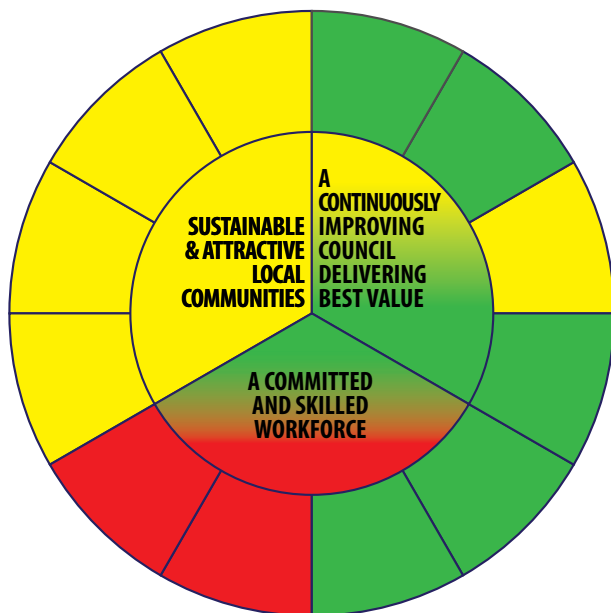
**made our buildings
easier to access for
disabled visitors**



effective and efficient frontline services that improve the everyday lives of residents



Our measures



KEY



TARGET MET



TARGET NARROWLY MISSED



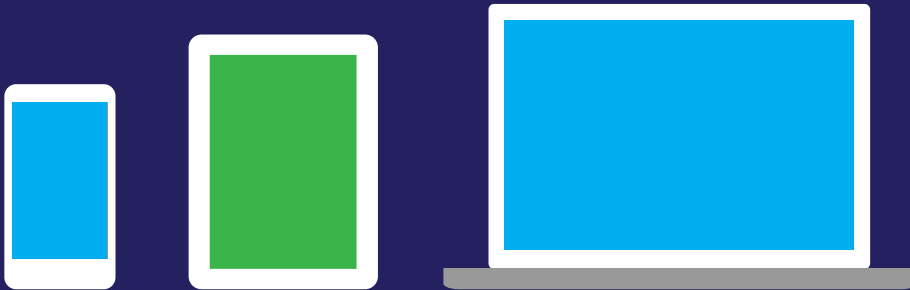
TARGET NOT MET

For more info on the wheel, please click [here](https://www.west-dunbarton.gov.uk/council/performance-and-spending), or visit:
www.west-dunbarton.gov.uk/council/performance-and-spending



more than
1,500

**pupils and staff
relocated into more
efficient and effective
buildings**



**increased the number of digital
transactions available on the Council website**



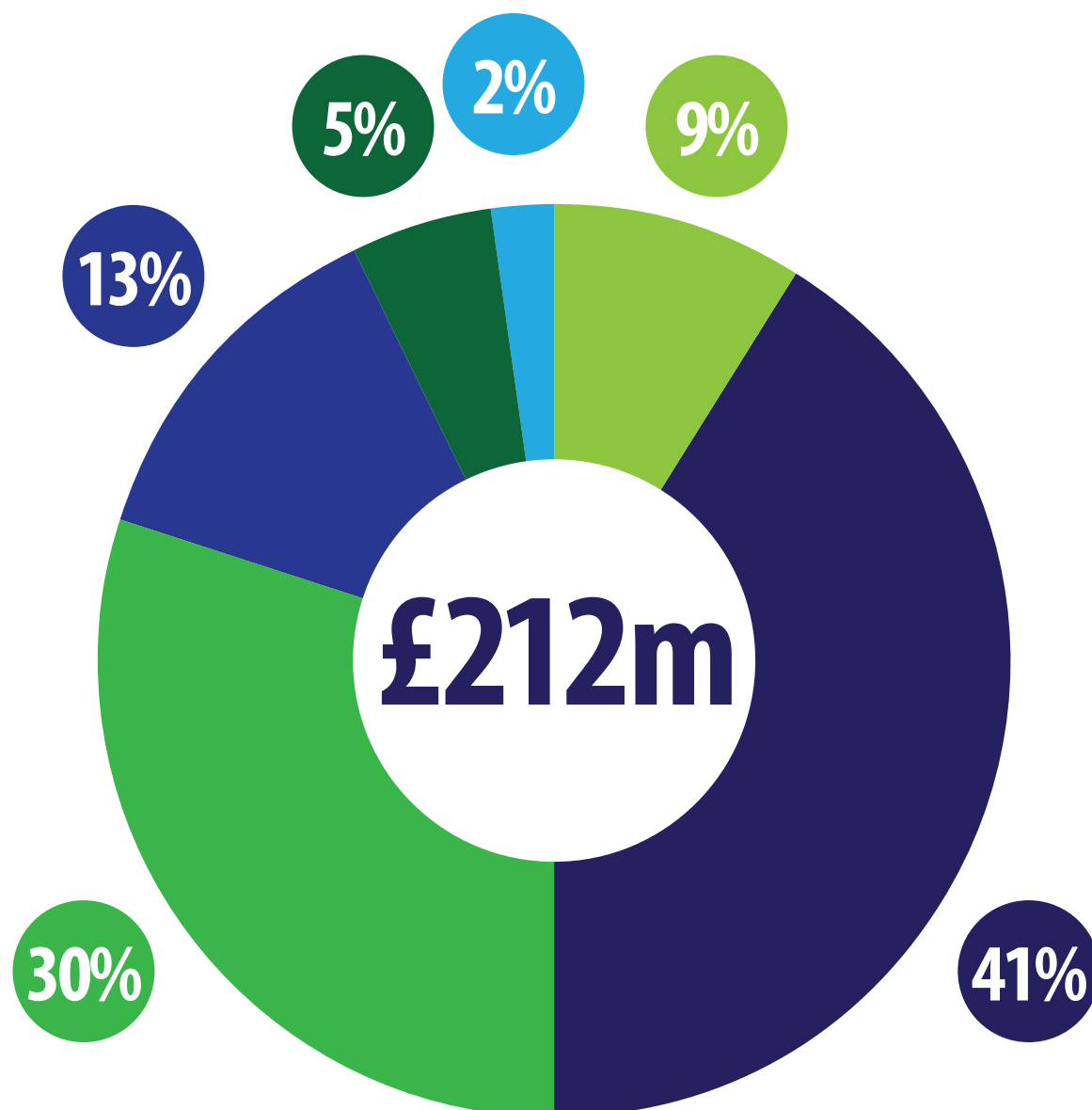
**completed the
LED street
lighting
upgrade
programme**



**improved the
length of
time taken
to complete
emergency repairs**

Council budget

How each £ is spent



TRANSFORMATION & PUBLIC SERVICE REFORM

EDUCATION, LEARNING & ATTAINMENT

HEALTH & SOCIAL CARE PARTNERSHIP

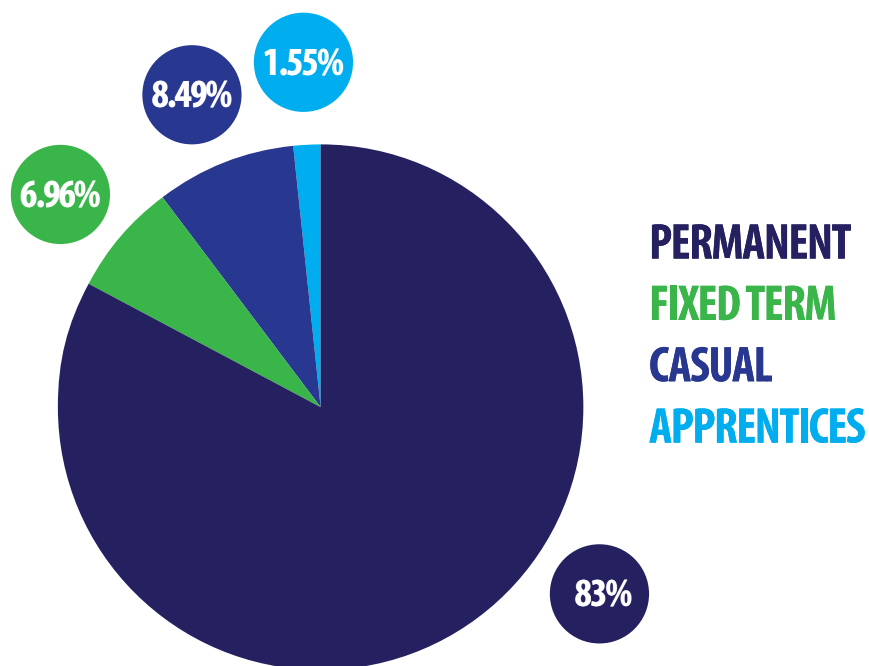
REGENERATION ENVIRONMENT & GROWTH

LOAN CHARGES

OTHER MISCELLANEOUS COSTS

Council workforce

Workforce headcount



Absence stats

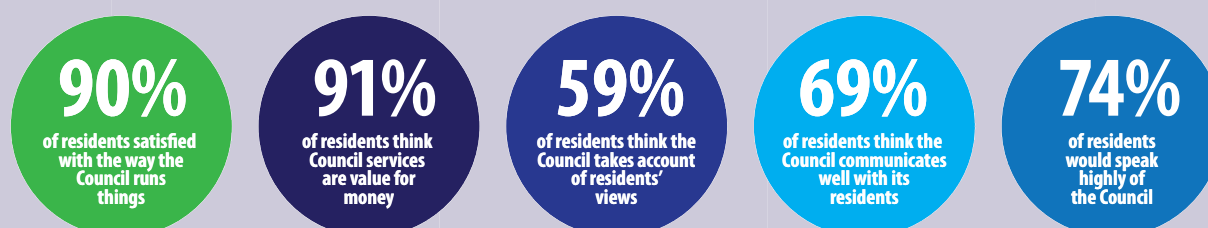
Sickness absence days
per employee per year



Sickness absence days
per teacher per year



Resident satisfaction





Find out how the Council is
performing by visiting:

**[www.west-dunbarton.gov.uk/
council/performance-and-spending](http://www.west-dunbarton.gov.uk/council/performance-and-spending)**

Email us at:

performance@west-dunbarton.gov.uk

Strategic Plan 2017-2022

2017/18 year-end performance report





Priority A strong local economy and improved job opportunities

Objective Increased skills for life & learning

Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
Average tariff score SIMD quintile 1	Unavailable	706	Unavailable	702	Data will not be available until academic year end data is available through LGBF in December 2018	Andrew Brown
Average tariff score SIMD quintile 2	Unavailable	874	Unavailable	856	Data will not be available until academic year end data is available through LGBF in December 2018	Andrew Brown
Average tariff score SIMD quintile 3	Unavailable	934	Unavailable	918	Data will not be available until academic year end data is available through LGBF in December 2018	Andrew Brown
Average tariff score SIMD quintile 4	Unavailable	989	Unavailable	924	Data will not be available until academic year end data is available through LGBF in December 2018	Andrew Brown
Average tariff score SIMD quintile 5	Unavailable	1,144	Unavailable	1138	Data will not be available until academic year end data is available through LGBF in December 2018	Andrew Brown
Percentage of school leavers in positive and sustained destinations	Unavailable	92.2%	Unavailable		Data will not be available until academic year end data is available through LGBF in December 2018	Susie Byrne



Priority A strong local economy and improved job opportunities

Objective Increased employment and training opportunities

Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
% of households that are workless	22.2%	22.2%			Latest workless household data shows an improvement on the previous year of almost 3%.	Stephen Brooks
Employment rate	71.5%	71.5%			While the employment rate fell slightly in 2017/18, target was achieved and the unemployment rate also fell to 4.9% in the same period. Over the course of 2017/18 Working4U employability team assisted 413 people to secure employment.	Stephen Brooks

Priority A strong local economy and improved job opportunities

Objective A growing economy

Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
% of procurement spent on local small/medium enterprises	7.5%	10%		6.8%	From an analysis of the Council's influence-able procurement spend in FY2017/18: The Council spend with local SMEs was 7.5% with 4.7% of spend under contract. The Council spend with SMEs excluding WDC SMEs was 38.1% with 25% of spend under contract. The Council spend with SMEs including WDC SMEs was 45.6% with 29.7% of spend under contract.	Annabel Travers
Number of businesses given advice and assistance to start up through Business Gateway	202	200		Business gateway start ups per 10,000 population: 21.6	Target achieved, showing improved performance from the previous year.	Gillian Scholes

Priority Supported individuals, families and carers living independently and with dignity
Objective More affordable and suitable housing options


Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
% of council dwellings that meet the Scottish Housing Quality Standard	90.23%	89.78 %	✓	88.2%	Target Exceeded. 90.2% (9457) properties pass SHQS with the remaining 9.8% (1028) properties either exempt or in abeyance. Number of properties in abeyance have reduced from 682 to 529.	Alan Young
% of council rent that was lost due to houses remaining empty	0.9%	1%	✓	1.1%	Target exceeded by reducing the overall number of void properties by 55 and reducing the average duration of each void instance by over 10 days.	Edward Thomas
Number of new supply social housing for rent	100	80	✓		New build completions include 74 RSL and 22 Council, and is supported by 4 buyback properties.	John Kerr
Percentage of reactive repairs carried out completed right first time	88.1%	94.8%	⚠		A reasonable performance was achieved which was a slight improvement on the outturn for 2016/2017. Due to current systems capabilities performance is not fully recorded and detailed. Fuller and more accurate reporting will remain difficult to achieve until the new technology platform (IHMS) has been introduced in late 2018.	Martin Feeney

Priority Supported individuals, families and carers living independently and with dignity
Objective Enhanced life chances

Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
Percentage of Children living poverty (after housing costs)	25%	26.25 %	✓		It is anticipated this positive progress will be further enhanced by the introduction of the Child Poverty (Scotland) Act 2017. West Dunbartonshire Advice Partnership have a key role to play in maximising financial resources of families on low incomes through benefit advice, debt management and improving financial capability. Work will focus on expectant mothers, families with children and families facing challenges to maximise income and reduce costs in order to assist them to reduce poverty.	Stephen Brooks
Percentage of people with increased or sustained income through Benefit Maximisation	94%	85%	✓		Working4U money continues to successfully support residents with in and out of work benefits. There has been an increase in appeals representation training and the introduction of an improved management information system which is reflected in the 8% increase in performance from 2016/17. Over the course of 2017/18 Working4U staff have assisted the residents of West Dunbartonshire to maximise their income by £9.8m.	Gina Gallacher




Priority Supported individuals, families and carers living independently and with dignity

Objective Improved wellbeing




Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
Percentage of Households in Fuel Poverty	27%	25.5%			The local Energy Awareness Project, jointly funded by WDC and Citizens Advice Bureau, has been developed to tackle fuel poverty related issues. The project is supporting local residents and community groups to consider how best to address fuel poverty.	Stephen Brooks

Priority Meaningful engagement with active, empowered and informed citizens who feel safe and engaged






Objective Strong and active communities

Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
% of council resources directed by communities	0.2%	0.2%			This is positive performance in the first year of the new indicator. Work is progressing to ensure all resource decisions informed by residents views, such as community budgeting and charette activity, is captured and opportunities are enhanced.	Gillian McNeilly Amanda Coulthard
% of residents who feel safe/very safe in their local community	66.42%	98%			This has shown a significant deterioration since the previous figure. Further work will be carried out to understand issues and identify actions to improve feelings of safety in local communities.	Elaine Troup
Residents satisfaction with Council services overall	98%	93%			Satisfaction levels in the local community have remained positive over a number of years. Good progress is being made in this area.	Amanda Coulthard

Priority Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
Objective Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act





Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
% of residents who feel the Council communicates well with them	69%	73%			Overall satisfaction with council has deteriorated, further work has been identified to understand issues and causes of this deterioration and identify actions for improvement.	Amanda Coulthard
Average score for respondents who state they feel a sense of control and influence in relation to Council decision-making and service delivery	4.8	4.8			Progress is being made in this area through the Your Place, Your Plan activity and the work to align community and place planning. Work will continue to increase sense of control and influence in future years.	Antony McGuinness
Percentage of citizens who agree the Council listen to community views when designing and delivering services	59%	67%			Overall satisfaction with council has deteriorated, further work has been identified to understand issues and causes of this deterioration and identify actions for improvement.	Amanda Coulthard





Priority Open, accountable & accessible local government
Objective Equity of access for all residents

Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
% of committee agendas published within standing order timescales	98%	98%			Target met	George Hawthorn
% of residents who report satisfaction with Council publications, reports and documents	49.7%	45%			Positive progress was made in year one of this new indicator, with almost half of respondents expressing satisfaction with publications, reports and documents. Work will continue to increase satisfaction going forward.	Amanda Graham
Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	92%	90%		% of operational buildings suitable for their current use: 91%	The percentage of Council buildings in which all public areas are accessible to disabled people increased in 2017/18 to 92% exceeding the target set for the year.	Michelle Lynn
No. of transactions undertaken online	27,713	25,800			Target met. This work aims to increase the numbers of citizens who want to access services and undertake transactions online at a time that suits them. We continue to add options to access more services and transactions online to assist in this cultural shift.	Stephen Daly
Percentage of citizens who are satisfied with the Council website	99%	85%			We continually review the website to make sure it is up to date and accurate for citizens and visitors to West Dunbartonshire. Citizens can provide direct feedback on pages of the website and this is used to update and enhance the website. We are delighted with these results and will strive to maintain this.	Jonathan Muir

Priority Efficient and effective frontline services that improve the everyday lives of residents Objective A continuously improving Council delivering best value						
Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
% of Local Government Benchmarking Framework indicators prioritised by the council that have improved	100%	40%	✓		Target was exceeded in 2017/18 with all prioritised areas of Council improving in the year. Work will continue in order to maintain this positive position.	Amanda Coulthard
Income generated as a % of total revenue budget	12.91%	12%	✓		Target was exceeded in 201/18 and work will continue to maintain a positive position against a challenging target.	Gillian McNeilly
Percentage of income due from council tax received by the end of the year %	95.41%	95.4%	✓	95.2%	Target met despite a drop in Council Tax Reduction income resulting in higher charges to collect.	Ryan Chalmers
Proportion of operational buildings that are suitable for their current use %	91.9%	92%	⚠	91%	The target was set at 92% and we have achieved a mathematical assessment at 91.9% which is within the tolerance of the target.	Michelle Lynn

Priority Efficient and effective frontline services that improve the everyday lives of residents
Objective A committed and skilled workforce

Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good	71%	70%			Specific initiatives have been put in place both within services and across the Council to recognise employees for their contributions and also to enhance communication between senior management and frontline staff, these include Back to the Floor and senior attendance at team meetings.	Amanda Graham
Percentage of educational establishments receiving positive inspection reports	100%	100%			In school session 2017-18, two establishments have been inspected and had reports published, St Joseph's and Dalreoch Primary Schools. Both inspections have resulted in positive inspection reports. A further two inspections have taken place at St Peter's and St Patrick's Primaries, but Education Scotland has not yet published the results of these.	Laura Mason
Sickness absence days per employee (excluding teachers)	11.83	7		11.6	The target for this indicator was not achieved in 2017/18. The sickness absence days per employee (excluding teachers) has increased by 0.2% from 16/17. 2017/18 saw the launch of the Council's Employee Wellbeing Strategy, with actions undertaken over the year including an audit of line management compliance with the Attendance Management Policy (and resulting reinforcement of responsibilities) and development of a range of information and supports in relation to mental wellbeing. As well as continuing to focus on the above areas, 2018/19 will also see action taken to encourage physical health and nutrition, and to support employees with long-term health conditions. A recent benchmarking exercise has demonstrated that the Council's approach is in line with best practice.	Darren Paterson
Sickness absence days per teacher	5.7	5		5.8	The target for this indicator was not achieved in 2017/18 however, the sickness absence days per teacher continues to improve. Action is being taken to ensure improvement in attendance levels through ongoing implementation of the Council's Employee Wellbeing Strategy (as described above).	Darren Paterson

Priority Efficient and effective frontline services that improve the everyday lives of residents Objective Sustainable & attractive local communities						
Performance Indicator	2017/18			2016/17 LGBF data (where relevant)	Latest Note	Assigned To
	Value	Target	Status			
% of total household waste that is recycled	48.8%	50%		48.5%	The recycling performance for 2017/18 out turned at 48.8%, marginally down on the 2016/17 performance. High profile communication campaigns are ongoing in an effort to encourage householder's to recycle more of their recyclable waste. However a recent analysis of householder's residual/landfill waste bins showed that around 40% of the material deposited in landfill waste bin should have been deposited in recycling bins (blue and brown bin recycling system). Service delivery change options, designed to increase recycling performance, are being explored and will be the subject of a report to a future IRED Committee meeting.	Rodney Thornton
Number of attendances per 1,000 population for indoor sports and leisure facilities	6,198	6,853			The figures are below the target set for the year, however actual usage over the year for all indoor sports participation has increased 38.6%. Attendances at the new Clydebank Leisure Centre rose by 118.4% over the previous year. Dryside usage at the Meadow Centre rose by 7.2% mainly due to increased attendances in the gym and group fitness classes. It was a similar story at the Vale of Leven Swimming Pool where dryside usage rose by 30.5%, again through increased gym and group fitness class attendances. Combined leisure centre participation rose by 34.4% over the year. Both the Active Schools and Sport Development services also saw significant rises in participation at indoor facilities. The Community Facilities increased by 7.8%	Bobby Kerr
Residents reported satisfaction with local road maintenance	37%	40.3%			Performance has deteriorated slightly since 2016/17. As this information is gathered from the telephone survey additional questions are being added to understand specific actions and allow improvement activity to be planned	Raymond Walsh
Residents reported satisfaction with local street cleaning (proxy for Street Cleanliness Index score)	73%	75%			Satisfaction with services overall saw a drop in 2017/18, resulting in performance narrowly missing target. Performance will be monitored closely from monthly and quarterly telephone survey reports to identify learning opportunities.	Ian Bain

Local Performance Indicators 2017/18









Priority Meaningful engagement with active, empowered and informed citizens who feel safe and engaged












Performance Indicator	2017/18			Latest Note	Assigned To
	Value	Target	Status		
Number of attendances per 1,000 population for indoor sports and leisure facilities	6,198	6,853		The figures are below the target set for the year, however actual usage over the year for all indoor sports participation has increased 38.6%. Attendances at the new Clydebank Leisure Centre rose by 118.4% over the previous year. Dryside usage at the Meadow Centre rose by 7.2% mainly due to increased attendances in the gym and group fitness classes. It was a similar story at the Vale of Leven Swimming Pool where dryside usage rose by 30.5%, again through increased gym and group fitness class attendances. Combined leisure centre participation rose by 34.4% over the year. Both the Active Schools and Sport Development services also saw significant rises in participation at indoor facilities. The Community Facilities increased by 7.8%	Bobby Kerr
Number of visits to/usages of council funded or part funded museums that were in person per 1000 population	89	750		In 2017/18 we carried out a substantial revision of the methodology used to count museum visitors, focusing specifically on visits to the internal exhibition galleries. This has allowed us to establish an accurate baseline by which to monitor future success. In 2017/18 we hosted 5 exhibitions including: 'A Stitch in Time' featuring items from our Nationally Recognised Singer Collection; 'An Eye on the Street' by acclaimed photographer David Peat comprising his images of Glasgow communities in 1968 and 'Comic Invention', comic images from Hogarth and Picasso through to the legendary DC Comics and recent work by one of the world's top comic book artists Frank Quietly.	Gill Graham
Number of Library visits per 1000 population	6,530	6,440		The 2017/18 target was achieved which is very positive set against the national trend of a 3% drop in library visits. 2017/18 saw the start of a re-branding exercise in branch libraries with an agreed house style for information and signage and improved visual standards across the library network, making libraries more attractive places to visit for residents. Early years programmes such as Bookbug, baby yoga and Storytime continued to be very successful attracting over 16,000 participants.	Gill Graham
Percentage of the resident population who are borrowers from public libraries	19.15 %	19.6%		This figure has increased marginally this year for the first time in three years. Whilst remaining below target, the Percentage of the resident population who are borrowers from public libraries in West Dunbartonshire remains well above average and in the top quartile nationally.	Gill Graham
Percentage of Primary School pupils present and registered who took free meals	74.7%	78%		Target marginally missed and there is no obvious explanation for this. Discussion will take place with Education colleagues regarding increasing awareness of availability of free school meals amongst parents.	Lynda Dinnie
Percentage of Secondary School pupils present and registered who took free meals	80.2%	78%		Target exceeded. Efforts will continue to promote a variety of food offers to Secondary Pupils in an attempt to ensure uptake is maintained.	Lynda Dinnie









Performance Indicator	2017/18			Latest Note	Assigned To
	Value	Target	Status		
% of all homeless cases re-assessed within 12 months (repeat homelessness)	5%	5%	✓	<p>The level of repeat homelessness has been a key focus for the service during 2017/18 and a number of improvement actions were identified and implemented during the year.</p> <p>This has resulted in the incidences of repeat homelessness halving since 2015/16. Performance will continue to be monitored closely and it is expected that improved performance will be sustained going forward.</p>	John Kerr
The number of incidences of homelessness in West Dunbartonshire is reduced - presentations	1,048	1,099	✓	Our strategic and operational approach to tackling homelessness continues to deliver positive results, with the incidences of homelessness in West Dunbartonshire reducing by over 7% in 2017/18. Our "More than a Roof" strategic approach was approved by the Housing and Communities Committee in February 2017 and covers the period 2017-20. We will continue to develop a more preventative approach and provide a person centred service providing positive and sustainable housing outcomes	John Kerr
Amount of redress won for consumers by Trading Standards Group (£)	£57,929	Aim to Maximise	✓	Whilst the amount of redress won does not necessarily reflect the complexity of a complaint or amount of work involved in resolving it, this figure shows one of the benefits of the trading standards consumer complaint investigation service.	Tony Cairns
Percentage of business advice requests first responded to within two working days	100%	95%	✓	Businesses contact us for advice to check that they are meeting their legal obligations and this result indicates that these requests are given an appropriate degree of priority.	Tony Cairns
% of tenants satisfied with the overall service provided by their landlord	84.06 %	84%	✓	Target exceeded – We continue to improve tenant satisfaction levels across all housing and homelessness services in West Dunbartonshire.	John Kerr

Priority Open, accountable & accessible local government

Performance Indicator	2017/18			Latest Note	Assigned To
	Value	Target	Status		
Percentage of complaints received by the Council that are resolved at Stage 1	93%	85%		We continue to work to resolve complaints as close to the point of contact as we can, ensuring we quickly take steps to resolve issues where possible – as can be seen by the 2017/18 performance. We ensure honest and transparent communication with our citizens, striving to explain the reasons behind issues which may arise.	Stephen Daly
The star rating received by the Council from SOCITM for the Council website	3	4		In 2016 West Dunbartonshire was one of just five Councils in Scotland to obtain the maximum 4 star rating on SOCITM Better Connect review. In 2017 a strategic decision was made to change our performance indicator to citizen satisfaction as this related to our actual website users rather than generic tasks that may or may not be pertinent to West Dunbartonshire residents. Following this decision to shift focus away from SOCITM we saw our rating drop to 3 stars. During the same period citizen satisfaction with the website rose to 99%, and online transactions rose by 12%. We will no longer report on this indicator.	Jonathan Muir
Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	92%	90%		The percentage of Council buildings in which all public areas are accessible to disabled people increased in 2017/18 to 92% exceeding the target set for the year. Improvements were made by carrying out works to form new ramps for increased accessibility and all accessible toilet facilities.	Michelle Lynn
Number of new supply social housing for rent	100	80		New build completions include 74 RSL and 22 Council, and is supported by 4 buyback properties.	John Kerr
Overall percentage of road network that should be considered for maintenance treatment	32.9%	35%		Target met. We are anticipating improvements over the short to medium term following the introduction of the Minor Civils Framework in 2018/19.	Raymond Walsh
Percentage of citizens who are satisfied with the Council website	99%	85%		We continually review the website to make sure it is up to date and accurate for citizens and visitors to West Dunbartonshire. Citizens can provide direct feedback on pages of the website; which is used to update and enhance the website. We are delighted with these results and will strive to maintain this.	Jonathan Muir

Priority Efficient and effective frontline services that improve the everyday lives of residents

Performance Indicator	2017/18			Latest Note	Assigned To
	Value	Target	Status		
Gross administration cost per housing benefit case	£22.59	£22.00		Target not met due to the roll out of universal credit increasing housing benefit workload. DWP ended live service Universal Credit in December, leading to a significant increase in new claims being received and citizen contact to the service from that date. The announcement of the change was made in November which meant the increased activity was not planned for.	Ryan Chalmers
The time for processing applications for new claims	26.33	27		Target met despite the impact of the various Welfare Reforms changes that increased the work within the team. Performance will be benchmarked against other LA's with a view for further improvement in 2018/19.	Ryan Chalmers
Gross rent arrears (all tenants) as at 31 March as a % of rent due	8.72%	8%		Target not met however performance has improved in rent collection with an action plan in place for further improvements in 2018/19.	Ryan Chalmers
Rent collected as a % of total rent due	100.41 %	101%		Target marginally missed but overall position of rent arrears improved.	Ryan Chalmers
Planning applications (householder) - average number of weeks to decision	7.1	7		Marginally exceeded target but still well within the statutory determination period (8 weeks) for this type of application.	Erin Goldie
Planning applications (local development) - average number of weeks to decision	11.5	12		Average determination period of 11.5 weeks is within target and improvement on last quarter	Erin Goldie
Planning applications (major developments) - average number of weeks to decision	18.2	20		Target met and performance has improved over the previous year.	Erin Goldie
Average length of time taken to complete emergency repairs	3.67	3.8		A strong performance was achieved which improved upon the outturn for 2016/2017 It is anticipated that the level of performance will be maintained in 2018/2019	Martin Feeney
Average length of time to re-let properties	35.56	40		Target met by over 4 days (10%) despite having been reduced by 7 days (17.5%) from the narrowly met target for 2016/17. This demonstrates a considerable improvement in performance. The target for 2018/19 has been further reduced to 25 days, which is within the upper quartile for benchmarking.	Edward Thomas
Percentage of reactive repairs carried out completed right first time	88.1%	94.8%		A reasonable performance was achieved which was a slight improvement on the outturn for 2016/2017. Due to current systems capabilities performance is not fully recorded and detailed. Fuller and more accurate reporting will remain difficult to achieve until the new technology platform (IHMS) has been introduced in late 2018	Martin Feeney
Percentage of repairs appointments kept	86.05 %	94.3%		A reasonable performance was achieved which was a slight improvement on the outturn for 2016/2017. Due to current systems capabilities performance is not fully recorded and detailed. Fuller and more accurate reporting will remain difficult to achieve until the new technology platform (IHMS) has been introduced in late 2018	Martin Feeney

Performance Indicator	2017/18			Latest Note	Assigned To
	Value	Target	Status		
Percentage of all street light repairs completed within 7 days	99%	99%		Target met and performance remains high and constant.	Raymond Walsh
Tonnage of biodegradable municipal waste landfilled	14,512	12,000		Target missed. It should be noted that biodegradable municipal waste (BMW) will be banned from landfill disposal from 1 January 2021. Officers are currently working on an alternative method of managing BMW to ensure that the Council is compliant with this legislative change.	Rodney Thornton
Amount of free reserves as a percentage of the prudential reserve target - General services	104%	100%		Following the completion of the audit of the Council's Financial Statements, due reported to Council in September 2018, the free reserves for General services is slightly more than the Prudential Target.	Gillian McNeilly
Amount of free reserves as a percentage of the prudential reserve target - HRA	100%	100%		Following the completion of the audit of the Council's Financial Statements, due reported to Council in September 2018, the free reserves held for the Housing Revenue Account equals the Prudential Target. This is Council policy with any reserves above the Target being transferred into reserves earmarked for housing stock regeneration.	Gillian McNeilly
Value of outstanding sundry debt as a percentage of total that is more than 90 days old from date of invoice	53.15 %	42%		Target not met. A factor of this was due to an increase of £1.055 million of invoices being raised and therefore having to be collected compared to 2016/17. Although the target was not met, we improved the value of debt collected by over £800,000 compared to 2016/17.	Ryan Chalmers
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	57%	70%		The 2017 employee survey results showed a 7% decrease in employees feeling valued for the work they do. Initiatives to recognise employees including Coffee with the Chief for frontline staff, sharing residents' positive feedback through Going the Extra Mile and extending the employee awards to incorporate nominations from communities, have been positively received and will continue. In addition results from each service and team have been shared with the Strategic Leads and relevant managers to allow action plans to be developed at a local level to target specific areas highlighted.	Linda Butler
Percentage of ICT helpdesk calls fixed with half day of being logged.	35%	35%		Based on feedback from the ICT survey we restructured the ICT Service Desk and moved from a call handling team to a technical service desk team. This structure change has worked well and our stats for the past year are very encouraging and at the highest levels ever recorded on Covalent. Coupled with the process of channel shifting and encouraging users to self serve rather than calling the ICT service desk we are trying to reduce the volume of calls raised directly with the ICT service desk team. Our volume of users registered for password self serve has also risen from under 300 users at the start of April 2017 to 1500 users as of end of March 2018. We will continue to channel shift during 2018/19 and aim to improve the stats further by targeting repeated calls/users and promoting self serve.	James Gallacher
Annual Cash Savings target achieved	£435,565.00	£332,000.00		Achieved savings is £435,565 (revenue and rebate) against a target of £332,000 (revenue and rebate).	Ann Duncan; Derek McLean; Annabel Travers

West Dunbartonshire Council
Report by the Strategic Lead - Resources
Council: 27 September 2018

Subject : Treasury Management Annual Report 2017/18

1. Purpose

- 1.1** The purpose of this report is to provide Members with an update on treasury management during 2017/18.

2. Recommendations

- 2.1** Members are requested to:

- (a) Note the treasury management stewardship information within the report;
- (b) Note the 2017/18 actual prudential indicators as advised within the report (Tables 2, 3, 4 and 5);
- (c) Note the future repayment profile of loans fund advances as at 31 March 2018 (Table 8); and
- (d) Agree that a copy of this report is remitted the Audit Committee to ensure further scrutiny takes place.

3. Background

- 3.1** In accordance with the Treasury Policy governing the Council's treasury management activities during 2017/18, the Strategic Lead - 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).
- 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** The Council undertook new borrowing of £198.2m for the approved capital plans and the replacement of naturally maturing debt during 2017/18.

- 4.4** Consideration was given to available interest rates, and mainly short term borrowing has been utilised in the short term to finance the current capital programme.
- 4.5** External borrowing has increased from £379.523m at the beginning of the year to £425.291m at the end of the year. This is due to new borrowing required to fund the capital programmes. As stated above maturing debt has been renewed and overall there was a reduction in the average interest rate on long-term debt from 2.99% to 2.56%.
- 4.6** Investments have increased from £11.256m at the beginning of the year to £25.407m at the year-end in line with treasury management planned activity. The average interest rate on these investments as at 31 March 2018 decreased marginally from 0.37% to 0.36% due to market conditions and is in line with that anticipated within the 2017/18 budget.
- 4.7** All year end actual indicators advised within Appendix 1 of this report are within the limits previously agreed by Council.

5. Option Appraisal

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

6. People Implications

- 6.1** There are no personnel issues.

7. Financial and Procurement Implications

- 7.1** There are no financial or procurement implications.

8. Risk Analysis

- 8.1** Although this report provides a historic position in relation to treasury management there are three main risks associated with the formulation of prudential indicators and the treasury management strategy as detailed in Appendix 1. These risks are noted below; however the Council has robust monitoring processes in place and provides regular reports to Council and ensures further scrutiny by elected Members at the Audit Committee:
- (a) 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.

Stephen West
Strategic Lead - Resources
Date: 10 September 2018

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Appendices:	Appendix 1 - Annual Report 2017/18 Treasury Management and Actual Prudential Indicators
Background Papers:	Loans register and portfolio; Debt rescheduling schedules; Prudential Indicators 2017/18 to 2025/26 and Treasury Management Strategy 2018/19 to 2025/26 (Council 5 March 2018); and Treasury Management Annual Report 2016/17 (Council 30 August 2017)
Wards Affected:	No wards directly affected.

Annual Report 2017/18

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 2017/18);
 - 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. Officers have been considering the implications of this and a mid-year treasury update report will be presented to members in December 2018 which will include a capital strategy for consideration.

Markets in Financial Instruments Directive II (MiFID II) - The EU set the date of 3 January 2018 for the introduction of regulations under MiFID II. These regulations govern the relationship that financial institutions conducting lending

and borrowing transactions will have with local authorities from that date. This has had little effect on this Council apart from having to complete forms sent by each institution dealing with this Authority and for each type of investment instrument used, with the exception of cash deposits with banks and building societies.

1.3 During 2017/18 the minimum reporting requirements were that the Council should receive the following reports:

- an annual treasury strategy in advance of the new financial year (Council 22 February 2017);
- a mid-year treasury update report (25 October 2017); 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 2017/18;
- The Council's treasury position at 31 March 2018;
- The main Prudential Indicators and compliance with limits;
- A summary of the economic factors affecting the strategy over 2017/18;
- The Treasury activity during 2017/18;
- Performance indicators set for 2017/18;
- Disclosure regarding the repayment of loan Fund advances for 2017/18; and
- Risk and Performance.

2. A Summary of the Strategy Agreed for 2017/18

2.1 The expectation for interest rates within the treasury management strategy for 2017/18 anticipated that Bank of England Base Rate would not start rising from 0.25% until March to June 2019 and then only increase once more before 31 March 2020. There would also be gradual rises in medium and longer term fixed borrowing rates during 2017/18 and the two subsequent financial years. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

3. The Council's Treasury Position at 31 March 2018

3.1 During 2017/18, the Strategic Lead – Resources, in line with the treasury strategy to postpone borrowing, 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 2018 compared with the previous year was:

Table 1

Treasury position	31 March 2018		31 March 2017	
	Principal	Average Rate	Principal	Average Rate
Fixed Interest Rate Debt	£425.291m	2.56%	£379.523m	2.99%
Variable Interest Rate Debt	£0.000m	0.00%	£0.000m	0.00%
Total Debt	£425.291m	2.56%	£379.523m	2.99%
Total Investments	£25.407m	0.36%	£11.256m	0.37%
Net borrowing position	£399.884m		£368.267m	

- 3.2** From the above table, it can be seen that the average interest rate on debt held on 31 March 2018 has reduced from 2.99% to 2.56%. At the same time the average interest rate has marginally decreased on the investments held on 31 March 2017 to 2018 from 0.37% to 0.36%.
- 3.3** The external debt figures included within Table 1 includes both short term and long term debt. This is due to a strategy of using short term borrowing to fund long term capital investment enabling the Council to take advantage of lower interest rates.
- 3.4** There are four treasury prudential indicators which cover the activity of the treasury function. Complying with these indicators reduces the risk of an adverse movement in interest rates impacting negatively on the Council's overall position:
- Upper limits on variable rate exposure;
 - Upper limits on fixed rate exposure;
 - Maturity structures of borrowing; and
 - Total principal funds invested for greater than 365 days.
- 3.5** Table 2 shows the actual upper limits set per debt type and maturity as at 31 March 2018.

Table 2

	2017/18 Actual	2017/18 Indicator	
Upper limits on variable interest rates	0%	50%	
Upper limits on fixed interest rates	100%	100%	
Maturity structure fixed rate borrowing (%)	Year end	Max	Min
Under 12 months	43.6%	50%	0%
12 months to 2 years	2.3%	50%	0%
2 years to 5 years	6.1%	50%	0%
5 years to 10 years	9.4%	50%	0%
10 years to 20 years	0.7%	50%	0%
20 years to 30 years	8.9%	50%	0%
30 years to 40 years	5.3%	50%	0%
40 years to 50 years	16.2%	100%	0%
50 years to 60 years	7.4%	100%	0%
60 years to 70 years	0.0%	100%	0%
Maximum principal funds invested >365 days	£0.497m	£7m	Nil

4. The Main Prudential Indicators and Compliance with Limits

4.1 The Council is required by the Prudential Code to report the actual prudential indicators after the year end.

4.1.1 Capital Expenditure and its Financing

This indicator shows total capital expenditure for the year and how this was financed. Actual capital expenditure for 2017/18 includes spend related to the new Our Lady and St Patricks High School (carried out under a design, build, finance and maintain (DBFM) contract), however the revised estimates did not include this spend due to the project not being completed until October 2017. The decrease in traditionally funded capital expenditure between revised estimate and actual as noted below in Table 3 is due to expenditure which slipped from 2017/18 into the 2018/19 capital programme, together with resources. The indicators for 2018/19 will be revised in line with this.

Table 3

	2017/18 Actual	2017/18 Revised Estimate
Capital expenditure:		
OLSP – DBFM contract	£24.231m	£0.000m
Traditional capital expenditure	£66.249m	£88.498m
Total	£90.660m	£88.498m
Resourced by:		
Capital receipts and grants	£18.831m	£33.644m
OLSP – DBFM contract	£24.231m	£0.00m
Revenue	£7.586m	£3.256m
Capital expenditure - additional need to borrow	£40.012m	£51.598m

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 (2017/18) plus the estimates of any additional capital financing requirement for the current (2018/19) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2017/18.

4.1.3 While the Strategic Lead - 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 2018 with the anticipated CFR at 31 March 2021 as detailed in Table 4 below), though in the short term the adjusted gross borrowing position exceeds the CFR as at 31 March 2018. This is due to: the Council undertaking long term PWLB borrowing at the year end at competitive interest rates and final capital expenditure being less than forecast once accounting adjustments have been taken into account.

Table 4

	2017/18 Actual	2017/18 Revised Indicator
Gross borrowing position per Table1	£425.291m	£420.010m
Long term liability	£105.914m	£82.160m
Adjusted gross borrowing position	£531.205m	£502.170m
Capital Financing Requirement	£514.349m	£502.604m

	2017/18 Actual
CFR at 31 March 2018	
2017/18 Actual	£514.349m
Estimated Movement in CFR	
2018/19	£29.253m
2019/20	£61.902m
2020/21	£59.610m
Anticipated CFR at 31 March 2021	£665.114m
Gross Debt at 31 March 2018	£531.205m

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 2017/18 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 2017/18 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 2017/18 compared to the projected impact of the General Services Capital Plan Refresh and the HRA Capital Plan Update as approved by Members in February 2017. The cost of capital is described as loan charges within the revenue budgets. Excluding the impact of the OLSP – DBFM Contract both the GS and HRA indicator is below estimated due to capital slippage.

Table 5

	2017/18	
Revised Indicator - Authorised Limit	£602.605m	
Revised Indicator - Operational Boundary	£552.388m	
Maximum gross borrowing position during 2017/18	£531.205m	
Minimum gross borrowing position during 2017/18	£453.621m	
	Estimated	Actual
Financing costs as a proportion of net revenue stream:		
Non housing (Including OLSP - DBFM contract)	9.36%	9.63%
Non housing (Excluding OLSP - DBFM contract)	9.36%	9.29%
Housing	28.69%	27.54%

5. Summary of the Economic Factors affecting Interest Rates over 2017/18

5.1 Interest Rates

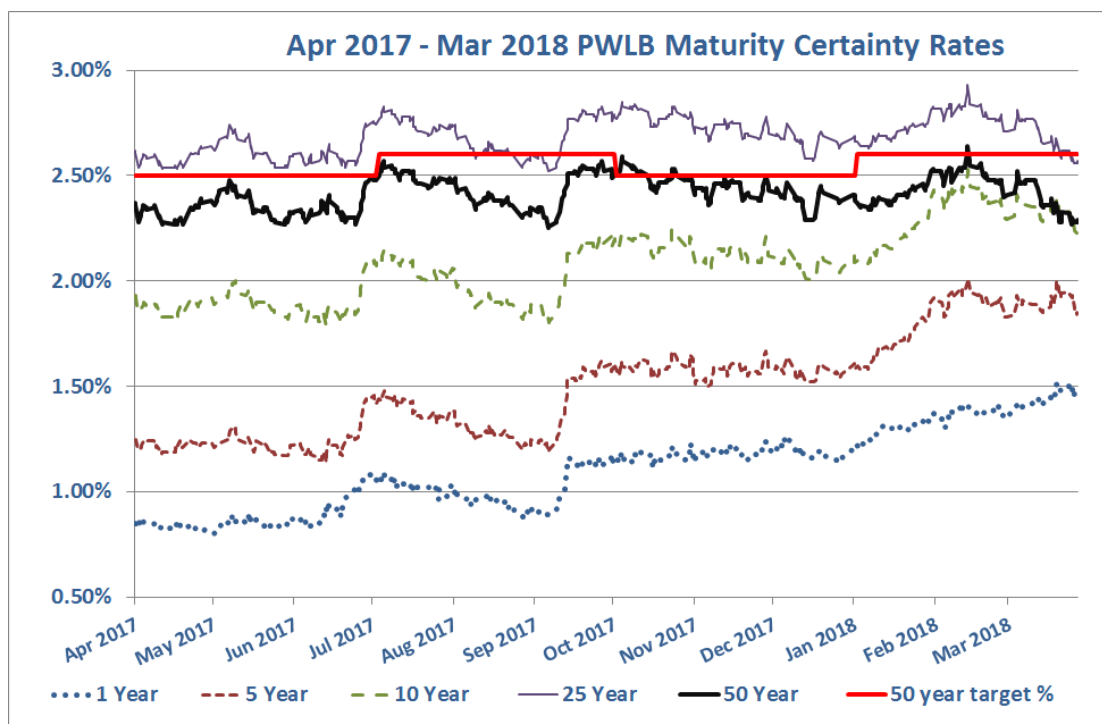
The outcome of the EU referendum in June 2016 resulted in a gloomy outlook and economic forecasts from the Bank of England based around an expectation of a major slowdown in UK GDP growth, particularly during the second half of 2016, which was expected to push back the first increase in Bank Rate for at least three years. Consequently, the Bank responded in August 2016 by cutting Bank Rate from 0.50% to 0.25% and making available over £100bn of cheap financing to the banking sector up to February 2018.

Both measures were intended to stimulate growth in the economy and while the UK economy surprised on the upside with strong growth in the second half of 2016, growth in 2017 was disappointingly weak in the first half of the year with the main reason being the sharp increase in inflation caused by the devaluation of sterling after the EU referendum. A consequence of this being an increase to the cost of imports into the economy resulting in a reduction in consumer disposable income and spending power as inflation exceeded average wage increases.

Consequently, market expectations during the autumn rose significantly that the Monetary Policy Committee (MPC) would be heading in the direction of imminently raising the Bank Rate. This did happen with the 2 November 2017 meeting withdrawing the 0.25% emergency rate cut which had been implemented in August 2016. Market debate then moved on as to whether this would be a one and done move for maybe a year or more by the MPC, or the first of a series of increases in Bank Rate over the next 2-3 years. PWLB borrowing rates increased correspondingly to the above developments with the shorter rates increasing more sharply than longer term rates.

5.2 Borrowing Rates in 2017/18

The graph for PWLB rates below shows, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year. PWLB 25 and 50 year rates have been volatile during the year with little consistent trend. However, shorter rates were on a rising trend during the second half of the year and reached peaks in February / March.



6. Treasury Activity during 2017/18

- 6.1 Borrowing** – The Council raised new long term loans of £45m and new short term loans of £153.2m during 2017/18 for the replacement of naturally maturing debt and to finance the Council's capital programme.
- 6.2 Rescheduling** – On 17 January 2018 the Council rescheduled a £10m market loan paying interest at 3.99% with a £10m market loan at an interest rate of 3.15% resulting in total savings of £0.980m over the period to 31 March 2030.
- 6.3 Repayment** – The Council repaid naturally maturing debt of £152.432m.
- 6.4 Summary of Debt Transactions** – The overall position of the debt activity resulted in the average interest rate at 31 March year on year falling to 2.56%.
- 6.5 Investment Policy** – The Scottish Government issued The Local Government Investments (Scotland) Regulations 2010 on 1 April 2010.
- 6.6** The regulations applied from 1 April 2010 and the Council's policy was first included in the annual treasury strategy approved by Council on 24 March 2010 with updates being included in the policy as and when required. 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 increased from £11.256m at the beginning of the year to £25.407m at the end of the year with an average balance of £23.169m and received an average return of 0.36% 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 £0.497m as at 31 March 2018 as detailed in table 2 above.

- 6.8** Economic factors for 2017/18 (see 5.1 above) resulted in low interest rates during this period impacting adversely on investment returns.

7. Performance Indicators set for 2017/18

- 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 0.09% of investments placed with financial institutions could theoretically default based on global historical data. During the year all investments within the Council's portfolio were repaid on their due dates with no defaults of the principal sums recorded.

7.1.2 Liquidity – As required by the CIPFA Treasury Management Code of Practice the Council has stated that it will “ensure that it has adequate, though not excessive, cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives”. In respect to liquidity as defined above the liquidity arrangements during the year were maintained in line with the facilities and benchmarks previously set by the Council as follows:

- Bank overdraft - £1.000m; and
- Liquid short term deposits of at least £5.000m available overnight.

7.1.3 Return – For the financial year the investment return averaged 0.36% which is a year on year decrease of 0.01%. Table 6 illustrates that the average return of 0.36% was above both the average return from the Council's investment account and the LIBID rates which are the local measures of return investment benchmarks approved in March 2012. It is also worth noting that the Council investment account attracted interest at 0.25% for the majority of the year before increasing to 0.50% towards the end of the year.

The Council's bankers (and therefore the bank with which the investment account is held) are currently the 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
Internal returns above the 7 day LIBID rate	0.22%	0.36%
Internal returns above the 1 month LIBID rate	0.23%	0.36%
Internal returns above the average Council investment account rate	0.35%	0.36%

8. Disclosure regarding the repayment of loans fund advances for 2017/18

8.1 The policy on the prudent repayment of loans fund advances was detailed in the Mid-Year Monitoring Report 2017/18 - Treasury Management and Prudential Indicators reported to Council on 25 October 2017. The Strategic Lead - Resources can report that the policy has been complied within during 2017/18.

8.2 Table 7 shows the movement in the level of loan fund advances between 1 April 2017 and 31 March 2018.

Table 7

	Non Housing	Housing
Opening Balance at 1 April 2017	£199.923m	£175.854m
New Advances in 2017/18	£31.573m	£8.439m
Repayments in 2017/18	£5.195m	£5.960m
Closing Balance at 31 March 2018	£226.301m	£178.333m

8.3 Table 8 details the anticipated repayment profile of the balance on the loans fund advance accounts for both non housing and housing held at 31 March 2018.

Table 8

Future Repayment Profile at 31 March 2018	Non Housing	Housing	Total
Under 12 months	£4.925m	£6.312m	£11.237m
2 years to 5 years	£20.550m	£27.355m	£47.905m
5 years to 10 years	£21.772m	£35.616m	£57.388m
11 years to 15 years	£18.981m	£32.945m	£51.926m
16 years to 20 years	£20.610m	£31.396m	£52.006m
21 years to 25 years	£22.809m	£22.454m	£45.263m
26 years to 30 years	£25.349m	£18.177m	£43.526m
31 years to 35 years	£20.686m	£3.842m	£24.528m
36 years to 40 years	£17.569m	£0.222m	£17.791m
41 years to 45 years	£6.840m	£0.003m	£6.843m
46 years to 50 years	£10.524m	£0.004m	£10.528m
51 years to 55 years	£16.192m	£0.007m	£16.199m
56 years to 60 years	£19.494m	£0.000m	£19.494m
Total	£226.301m	£178.333m	£404.634m

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.