Renfrewshire
Council

To:	**Finance, Resources and Customer Services Policy Board**
On:	**5 June 2019**

Report by:	**Director of Finance and Resources**

Heading:	**Finance and Resources Service Improvement Plan – Overview of Performance 2018/19**

1. Summary

1.1 The purpose of this report is to provide an update on the performance of Finance and Resources Service for the 12-month period to 31 March 2019 in relation to the Service Improvement Plan which was approved by Finance, Resources and Customer Services Policy Board on 28 March 2018.

1.2 The Service Improvement Plan sits beneath the Council Plan, Community Plan, and along with the service's risk register and workforce plan forms a suite of documents which provide the strategic direction for the service. Service Improvement Plans are aligned to the priorities set out in the Council Plan 2017-2022 and include those areas of the Council Plan for which Finance and Resources Service is the lead.

1.3 Service Improvement Plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Implementation of the Service Improvement Plan is monitored and reported to this Policy Board on a six-monthly basis to allow the Board to review progress. A six-month progress report was previously provided to the Board on the 2018 to 2021 Service Improvement Plan in November 2018.

1.4 This report contains details of Finance and Resources performance over the last six months, up until 31 March 2019. The main purpose of the report is to provide:

- details of the key achievements of the service over the period;
- a progress update on implementing the action plan linked to the 2018-21 Service Improvement Plan;
- an assessment of performance in relation to the service scorecard of core performance indicators; and
- full account of progress and performance that the service has made on all SIP actions and performance indicators, as listed as appendix 1.

1.5 Finance and Resources has continued to progress an ambitious programme of service development over 2018/19 covering the areas of activity overseen by the

Finance, Resources and Customer Services Policy Board. Key achievements that are relevant to the remit of this Policy Board are summarised in section 4 of the report.

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2.   Recommendations

2.1   It is recommended that the Finance, Resources and Customer Services Policy Board:

- note the content of this report;
- note the progress that has been made on areas of service performance which fall under the remit of this Board in 2018/19; and
- note the progress made on actions and performance in appendix 1.

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3.   Background

3.1   In March 2018 the service identified key actions it aims to achieve over the next three years, in order to deliver improved outcomes for local people and communities and contribute to the delivery of the Council Plan 2017-22. The core aims of Finance and Resources Service are to:

- provide high quality strategic advice and support to the Council to effectively develop and deliver its medium-term financial strategy;

- ensure that the Council is deploying increasingly limited resources in an effective and financially sustainable manner which supports the delivery of key objectives and outcomes;

- deliver high quality professional services, which include property, ICT, legal and human resources, across the Council;

- deliver efficient and effective licensing, customer and business services and achieving the best possible standards of service for our customers;

- develop the organisation to create capacity to manage change and sustain a positive performance culture;

- support work tackling the causes and impact of poverty;

- lead the Council's strategic transformation programme to enable and deliver change, modernisation and preventative spend;

- engage, influence and manage changes in public sector policy;

- reduce our carbon footprint to help create a greener Renfrewshire;

- support elected members and the democratic procedures of the Council;

- protect Council resources through effective internal audit, risk management and counter fraud services; and

- deliver a range of high quality front line services to the public as well as an internal business support function across all Council services.

3.2   The Service Improvement Plan is one of the ways in which elected members can scrutinise the work of Finance and Resources Service, and to consider and decide upon policy options as necessary. Refreshing Service Improvement Plans annually

allows each service to consider the context in which they operate and revise plans where appropriate.

3.3   The Service Improvement Plan also links Community Plan and Council Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives.

3.4   The action plan details the progress of specific areas of work which, during 2018/19, enabled the service to support the Council's priorities and help deliver improved outcomes for Renfrewshire residents.

3.5   The service also measures progress by reporting on performance indicators. The scorecard included as Appendix 1 provides details of the progress of these indicators throughout 2018/19 against set targets.

4.   Key service achievements for 2018/19

4.1   One of the purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.

4.2   Appendix 1 provides an update on the progress made by Finance and Resources Service during 2018/19 in terms of implementing the Service Improvement Plan. It includes an update on the Service's action plan and performance scorecard of indicators as at 31 March 2019.

4.3   During 2018/19, key achievements of the service include:

- Elected Members approving the updated Financial Outlook for 2019-2021 in September 2018. The outlook provided a range of scenarios in terms of the potential financial position of the Council over the medium term and forms a key part of the Council's ongoing medium-term financial planning arrangements and preparations for setting the 2019/20 budget;

- receiving an unqualified opinion from Audit Scotland, who reported to Council in September 2018 that the financial statements gave a true and fair view and were properly prepared, following their 2017/18 audit of the accounts;

- successfully delivered 18 projects of the Better Council Change Programme in 2018/19. Enabling and delivering change, modernisation and realising financial savings of £3.5m. Within Finance & Resources there are 5 projects which sit within the Customer Experience & Digital Theme. These projects will deliver a shift to digital first services to improve timeliness and customer experience, improved transformational changes to the way services operate and function and the transition will continue to embed technology and the ICT structure that services require;

- providing a range of multi-disciplinary professional services and expertise to support the delivery of major economic and regeneration priorities such as City Deal and Heritage-led Regeneration Investment;

- tracking the actual impacts of Universal Credit on Renfrewshire residents now that it is live to ensure that Council services continue to support citizens and manage the resource demands;

- developing a counter fraud policy which was approved by Finance, Resources and Customer Board;

- continuing to make excellent progress in respect to the Carbon Management Plan to ensure it is on programme. The report to Infrastructure, Land & Environment Policy Board on 23 January 2019 highlighted that Renfrewshire Council's progress after 2017/18 shows a reduction of 45.5% on carbon emissions, significantly achieving the target of 36%. This is due to a range of initiatives and actions including: with building management systems and plant room controls have been installed to provide greater control over the operation of our heating systems within public buildings; photovoltaic panels have been installed on roofs; use of LED internal lighting has been installed in some primary schools; upgrading of boilers; and the diversion of waste from landfill.

- continuing to ensure the above energy management initiatives are aligned to our Capital Investment programme and Corporate Asset Strategy to optimise use of our property estate and reduce overall running costs and energy consumption levels. The ongoing programme supported the release of a further £0.2 million of efficiencies during 2018/19;

- eight new HR& OD Policies being approved by Board: Code of Conduct, Carers Leave, Recruitment, People, Performance and Talent Policy, Flexible Working, Flexible Retirement, Trade Union Facility Time Policy and Parenting Leave and Pay policies all of which are designed to improve efficiency, modernise our ways of working and support long term sustainability of the Council;

- 74% of the overall Council's Workforce Plan has been completed to date and good progress has been made across services as they implement their workforce planning priorities. Specifically, in the service Professional Trainees are undertaking qualifications and employees have commenced Graduate Level Apprenticeships. Corporate leadership and management programmes, include Leaders of the Future, ASPIRE and CMI programmes.

- implementing Business World for core users on 1 October and all users on 18 October 2018. The new system represents the biggest single technology project ever undertaken by the Council and provides the platform to transform how the Council approaches and delivers its key business and financial processes; and

- over 40,500 Renfrewshire citizens having signed up for MyAccount and over 600 new users joining each week and the release of over £700k in recurring revenue savings linked to the successful delivery of the project and expansion on on-line transactions.

5.   Areas where actions have been reviewed or delayed

5.1   Since the publication of the Service Improvement plan 2018-2021, the majority of actions have progressed in line with anticipated timescales. Due to the scale of the programmes and activities that Finance and Resources lead on, most of the actions listed in appendix 1 have a two or three year timescale.

5.2   Of those actions that have a 31 March 2019 completion date, only three actions were delayed and have been carried forward to 2019/20, these are:

- *Provide the full range of required professional support the development and delivery of changes arising from the review of school governance.* This action is on hold – as on 26 June 2018 the Scottish Government published the Education (Scotland) Bill which sets out the proposals for the governance of schools. However, it was announced that they would defer introducing the Bill to Parliament for 1 year to see how locally agreed arrangements particularly around education collaboratives were implemented. Therefore, the Governments decision on whether to take forward the proposals in the Bill is not due until June 2019.

- *Develop a career pathways and a learning and development plan for Finance and Resources Career pathways.* This action is slightly behind schedule - as a Careers Advisory Service and Work Experience Programme to strengthen career pathway options is still to be scheduled. However, career pathways are in place across the divisions of the service including 16 Modern Apprentices currently supported in CBS, Professional Trainees in HR&OD and Finance, employees undertaking Graduate Level apprenticeship in Business Management. CBS is recognised across services as an entry point to other careers across the Council. The service continues to support and develop employees through the people and management development provisions currently on offer.

- *Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme.* This action is slightly behind schedule - as the Business Classification Scheme (BCS) is still being added to the Information Management Strategy and where relevant, future IT tender requirements to include the need for Function Classification and Retention Period monitoring functionality. It is also currently being linked in with the Information Asset Register and the Open Data Project. It is anticipated that this will help progress this element to Green. Overall for the Progress Update Review (PUR) of the plan the Council now has achieved Green status for 12 of the 14 elements assessed through the Records Management Plan.

6.   Progress against service scorecard

6.1   The Finance and Resources Service performance scorecard contains 29 indicators, of which four are for information only and have no target. Of those indicators with targets, 15 are performing well (green) and 3 are currently not achieving their target (red). The full performance scorecard contains a detailed explanation of performance for each indicator is included at Appendix 1 of this report.

6.2   The performance indicators where the service has exceeded target include:

- time taken to process new housing benefit applications was well within the target, 20.3 days compared to target of 24;

- time taken to process change of circumstances housing benefit applications was within target, 7.03 days compared to target of 10;

- 1 day on average to process a Crisis Grant, compared to target of 2;

- Community Care Grants continue to be processed within timescales, 8 days compared to target of 15;

- 93% of calls to the Customer Service Centre were answered, compared to target of 90%;

- 100% of customer enquiries were resolved at first point of contact by Customer Service advisors against a target of 90%;

- 9.95 minutes was the average waiting time for customers in the Customer Service Centre, compared to a target of 20 minutes; and

- 88.2% of IT incidents were fixed within target time against a target of 85%.

6.4   Performance indicators which did not meet their target include:

- 107 FOI requests were received by Finance and Resources with 11 of these missing the statutory deadline therefore, 89.71% of Finance and Resources FOI requested were completed in timescale against a target of 100%; and

- 62.9% of IT service requests were fulfilled within target time compared to target of 85%. The service area has been actively working on improving the service request statistics and although the 2018/19 data is below target, the last two months have had a significant improvement. This is attributed to the changes now being embedded and expected ongoing improvements into the new financial year.

Implications of this report

1.   **Financial -** The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment

2.   **HR and Organisational Development**

3.   **Community/Council Planning -** the report details a range of activities which reflect local council and community planning themes.

4.   **Legal**

5.   **Property/Assets**

6.   **Information Technology -** Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.

7.   **Equality & Human Rights -** The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8.   **Health and Safety**

9.   **Procurement**

10.   **Risk -** Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk

Registers.

11.   **Privacy Impact**

12.   **Cosla Policy Position**

List of Background Papers

1. Finance and Resources Service Improvement Plan 2018/19 to 2020/21
2. Finance and Resources Service Improvement Plan 2018-21: Mid-Year monitoring report

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Appendix 1
Finance and Resources: Service Improvement Plan 2018-2021

Action Status	
🛑	Overdue; Neglected
⚠️	Unassigned; Check Progress
▶️	Not Started; In Progress; Assigned
✅	Completed
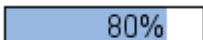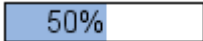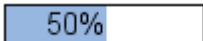
Outcome 1 - Reshaping our place, our economy and our future

Action Code	Action	Status	Progress	Update	Due Date
FRSIP18.01.01	Delivery of the Financial Strategy	▶️	50%	Council agreed an updated Financial Outlook in September 2018, which provided a range of scenarios in terms of the potential financial position of the Council over the medium term, and then after approved the Revenue and Capital budgets in February 2019. During 2019 a revised financial strategy will be developed to reflect the 2019 Spending Review and the 2019/20 UK and Scottish Budgets. All sub-actions for 2018/19 have been completed.	31-Mar-2020
FRSIP18.01.02	Deliver on major Infrastructure investment programmes	▶️	25%	Governance arrangements have been established for the Cultural Infrastructure Programme (CIP) and the Early Years Programme (EYP). Design teams have been established and development has commenced on all CIP projects including Paisley Town Hall, Paisley Arts Centre, Paisley Museum and the new Learning and Cultural Hub. Disruption management projects, including the temporary Paisley Library, are complete. Programme/Project development and construction has commenced, in liaison with Children Services, on the EYP projects. All sub-actions for 2018/19 have been completed.	31-Mar-2020

Outcome 2 - Building strong, safe and resilient communities

Action Code	Action	Status	Progress	Update	Due Date
FRSIP18.02.03	Progress Community Asset transfer applications	▶	50%	Community Asset Transfer requests are being progressed through the Community Asset Transfer Panel and Infrastructure, Land & Environment Policy Board of which 6 have been successfully progressed. Staff are working positively with all applicants to develop their proposals. An Elected Members Briefing took place in April 2019. All sub-actions for 2018/19 have been completed.	31-Mar-2020
FRSIP18.02.04	Support the ongoing development of community engagement and participation	▶	33%	A Community Asset Transfer 'Roadshow' was delivered in September 2018, the event was attended by c. 40 attendees with positive feedback. Further events for 2019 are being considered with Development Trust Association Scotland. This is a three-year action, all sub-actions for 2018/19 have been completed.	31-Mar-2021
FRSIP18.02.05	Provide professional Finance and Property support to deliver the School Estate Management Plan	▶	50%	Support is available on an ongoing basis to the development of future phases of the schools estates strategy in conjunction with Children's Services colleagues. All sub-actions for 2018/19 have been completed.	31-Mar-2020

Outcome 3 - Tackling inequality, ensuring opportunities for all

Action Code	Action	Status	Progress	Update	Due Date
FRSIP18.03.06	Revise and enhance the anti-fraud and corruption governance arrangements to support organisational awareness and positive outcomes	✅	100%	The revised Counter Fraud and Corruption Policy was approved by Board in January 2019.	31-Mar-2019
FRSIP18.03.07	Provide effective support to people affected by the introduction of Universal Credit Full Service by September 2018 onwards	▶	80%	Universal Credit (UC) Full Service went live across Renfrewshire area on 18 September 2018. The numbers of people claiming UC are gradually rising month on month. The Council directs people to the CAB help to claim service and provides support in relation to council tax reduction and housing costs. All sub-actions for 2018/19 have been completed.	31-Mar-2020
FRSIP18.03.08	Monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts	▶	80%	Well-developed management arrangements are in place to monitor rent and council tax income and arrears levels and confirm and revise assumptions in support of effective planning and resource allocation. Monitoring and future modelling is updated to reflect any new information from DWP or other parties. All sub-actions for 2018/19 have been completed.	31-Mar-2020
FRSIP18.03.09	Contribute to Scottish Government and COSLA discussions on the delivery of the new social security powers in Scotland and consider the implications for services and wider welfare support arising from the emergence of proposed arrangements	▶	50%	Officers continue to engage with Cosla and Scottish Government officials in relation to the new social security powers in Scotland and have contributed to Scottish Governments consultations and information sharing events in relation to Carers Allowance Supplement, Funeral Expense Assistance and Best Start Grants. Meetings with Scottish Government officials continue in relation to local delivery opportunities. All sub-actions for 2018/19 have been completed.	31-Mar-2020
FRSIP18.03.10	Support the development and delivery of the early learning and Childcare expansion plans, including financial planning, delivery of workforce expansion and new	▶	50%	Finance & Resources Heads of Service covering Finance, Property and CBS actively contribute to planning and decision making at programme Board level. Officers from Finance & Resources sit on the Steering Group overseeing the development of workstream plans. Support is available on an ongoing basis to the development of future phases of the schools estates strategy in conjunction with Children's	31-Mar-2020

Action Code	Action	Status	Progress	Update	Due Date
	facilities to provide increased placements by 2020/21			Services colleagues. All sub-actions for 2018/19 have been completed.	
FRSIP18.03.11	Provide the full range of required professional support the development and delivery of changes arising from the review of school governance	🛑	50%	On 26 June 2018 the Scottish Government published the Education (Scotland) Bill which sets out the proposals for the governance of schools. However, it was announced that they would defer introducing the Bill to Parliament for 1 year to see how locally agreed arrangements particularly around education collaboratives were implemented. Therefore, the Governments decision on whether to take forward the proposals in the Bill is not due until June 2019.	31-Mar-2019

Performance indicators for outcome 3: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI005a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)	✅	⬆	⬆	22.9	24	23.2	24	20.5	24	20.56	24	20.5	24	20.3	24	20.3	24	Processing speed for New Claims was well within target for 2018/19
FCSKPI005c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)	✅	⬆	⬆	5.98	10	6.98	10	7.02	10	8.47	10	8.44	10	7.03	10	7.03	10	Processing of Changes of Circumstance was within target for 2018/19
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days	✅	▬	▬	1	2	1	2	1	2	1	2	1	2	1	2	1	2	The service processed Crisis Grants well within target for Q4 201819
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days	✅	⬆	⬆	16	15	12	15	14	15	12	15	11	15	8	15	11	15	The service processed Community Care Grants well within target during Quarter 4 2018/19

Outcome 4 - Creating a sustainable Renfrewshire for all to enjoy
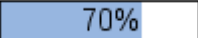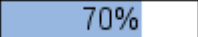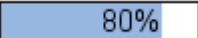
Action Code	Action	Status	Progress	Update	Due Date
FRSIP18.04.12	Meet the Scottish Government's targets and expectation on Carbon Reduction Measures	▶	50%	The Council's Carbon Management Plan 2015-2020 was approved by the Planning & Property Policy Board on 11th November 2014. The Plan sets a target reduction of 36% carbon emissions from the 2012/13 baseline by March 2020. The Update Report provided to Infrastructure, Land & Environment Policy Board on 23 January 2019 evidenced progress exceeding target. All sub-actions for 2018.19 have been completed.	31-Mar-2020
FRSIP18.04.13	Increase the focus on Carbon and Financial standings through monitoring and targeting	▶	50%	A Targeting & Monitoring officer has been appointed to work with Head Teachers and building managers who are supplied with their energy consumption versus target along with 3 years of history to identify any trends or changes in use for both gas and electricity and to determine areas of improvement. This post builds on the work that has been done in recent years with technological interventions and helps contribute to not only achieving, but exceeding the targets that were set out in the Carbon Management Plan. All sub-actions for 2018.19 have been completed.	31-Mar-2020
FRSIP18.04.14	Implement the key actions of the Carbon Management Plan	▶	50%	The Carbon Management Plan Update Report provided to Infrastructure, Land & Environment Policy Board on 23 January 2019, highlighted that Renfrewshire Councils 2019/20 shows a reduction of 45.5%, considerably more than the 36% target set. This is due to a range of initiatives being implemented: Building Management Systems and plant room controls have been installed to provide greater control over the operation of our heating systems within public buildings; Photovoltaic Panels have been installed on the roofs; use of LED internal lighting has been installed in some primary schools; upgrading of boilers; and the diversion of waste from landfill.	31-Mar-2020

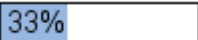## Performance indicators for outcome 4: Creating a sustainable Renfrewshire for all to enjoy

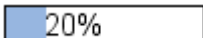| Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FRCMT24	Total CO2 emissions (tonnes) from public buildings	✅	⬆	⬆	18,189	25,928	17,020	25,675	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters			24,885	The 2018/19 figure will not be available until mid July. Reduction of 41% for 2017/18 which equates to 17,020 total tonnage of CO2 from public buildings.
FRSIP22	% Reduction in overall CO2 emissions for Renfrewshire Council (CMP 2014-2020)	✅	⬆	⬆	34.7%	7.9%	44%	10.1%	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters			35.5%	The 2018/19 figure will not be available until mid July. 44% reduction of CO2 emissions and equates to a total tonnage of 29,119 across the entire CMP for 2017/18

Outcome 5 - Working together to improve outcomes

Action Code	Action	Status	Progress	Update	Due Date
FRSIP18.05.15	Monitor the progress of the Corporate Workforce Plan and all service workforce plans for 2017/18 are implemented	✅	100%	The Council Workforce Plan and all service workforce planning priorities are implemented and continue to be monitored through Service Improvement Plans and are updated on the Pentana Performance system. This ensures robust monitoring and that workforce planning is not seen as a standalone activity. Progress on the Council Workforce Plan was also presented to the Finance, Resources and Customer Services Board Policy in November 2018, the next progress report is due to be presented to Board on 5 June 2019.	31-Mar-2020
FRSIP18.05.16	Develop a People, Performance and Talent Management Strategy	✅	100%	A People, Performance and Talent Policy was approved by the Finance, Resources and Customer Services Board in June 2018.	31-Mar-2019
FRSIP18.05.17	Introduce a new appraisal system to capture employee performance and continuous improvement	✅	100%	Since People, Performance and Talent Policy (PPT) was approved by Members, HR&OD have been working with services to roll out the policy designing bespoke training and supporting materials, ensuring managers have the right skills to carry out PPT effectively. Implementation of the policy is taking into consideration other on-going Council priorities and configuration of appropriate systems to record and report output data.	31-Mar-2019
FRSIP18.05.18	Improve learning and development opportunities	✅	100%	A review of all corporate training offered to employees and a skills gap analysis is complete which has informed the design of new suite of training programmes being offered throughout 2019. Future training will be delivered using a partnership approach offering more flexible, on-demand and digital "bite size" training courses providing the skills needed to support future transformational change.	31-Mar-2019
FRSIP18.05.19	Strengthen our work as a Disability Confident Employer	✅	100%	The next Disability Confident Employer assessment is not due till July 2019 as this is now a 2-yearly assessment.	31-Jul-2018
FRSIP18.05.20	Support staff who are involved in change projects to ensure resilience and capacity is at a suitable level	✅	100%	Highly responsive and flexible resource management is utilised in the PMU to resource major projects with change management professionals as effectively and efficiently as possible. In addition to this staff in the PMU offer support and coaching to wider managers and staff across the council who are involved in or are delivering change in their own departments. The Leaders of the Future programme continues to deliver modules specifically on change management and strategic workforce planning. Through workforce planning activity managers in services are supported to consider their workforce capacity and learning and development	31-Mar-2019

Action Code	Action	Status	Progress	Update	Due Date
				needs which strengthens skills and ability to deliver change in their department. We will continue to support staff through future change and transformation programmes.	
FRSIP18.05.21	Review / identify opportunities to streamline current recruitment processes along with activity to promote Renfrewshire Council (including Finance and Resources) as an employer of choice	▶	70%	Since the Recruitment policy was approved by Members, colleagues from HR&OD and CBS have been reviewing the local recruitment processes in place to support the new policy principles. Work is continuing to streamline processes and improve user and candidate experience. All sub-actions for 2018/19 have been completed.	31-Mar-2020
FRSIP18.05.22	Develop and introduce a service succession planning approach to provide structure, focus and key actions to mitigate associated risks	▶	70%	Through the workforce plans, approaches to support succession planning across all services are being implemented including participation in Cross Organisational Mentoring - Mentors and Mentees. In Finance and resources, Professional Trainees are undertaking qualifications and employees have commenced Graduate Level Apprenticeships. Corporate leadership and management programmes, include Leaders of the Future, ASPIRE and CMI programmes. Further corporate programmes will be implemented in 2019, including an Internal Mentoring programme, Coaching Service and internal Careers Advisory Service. All sub-actions for 2018/19 have been completed.	31-Mar-2020
FRSIP18.05.23	Undertake a skills profile exercise within Finance and Resources to identify skills gaps and opportunities for improved flexibility, and agile working within the service, and work towards improving the skills mix within these areas	✅	100%	Current and future skill gaps have been identified in the Finance and Resources Workforce Plan. These include areas such as programme management, specialist accountancy, audit, risk, customer service and cyber security. Flexibility and resilience are being strengthened by accessing specialist skills on demand by working in partnership with other groups and organisations and developing employees to "grow our own". The Council Workforce Plan and People Development review has also identified organisational skills gaps which include: digital skills, change management, partnership working and wellbeing and resilience building.	31-Jul-2018
FRSIP18.05.24	Develop a career pathways and a learning and development plan for Finance and Resources	⬣	80%	Career pathways are in place across the divisions of the service and these are detailed in the Finance and Resources workforce plan, including 16 Modern Apprentices currently supported in CBS, Professional Trainees in HR&OD and Finance, employees undertaking Graduate Level apprenticeship in Business Management. CBS is	31-Mar-2019

Action Code	Action	Status	Progress	Update	Due Date
				recognised across services as an entry point to other careers across the Council. The service continues to support and develop employees through the people and management development provisions currently on offer. Corporate programmes planned for 2019 will include a Careers Advisory Service and Work Experience Programme to strengthen career pathway options.	
FRSIP18.05.25	Implement Enterprise Resource Planning (ERP) / Business World	▶	90%	Business World has now been live across services and partners for 6+ months. Year-end processing including pay arrears for 18/19 have been tested and implemented. The recruitment process for the new support and development function is underway with the objective of establishing the new team by July 2019. Activities around business readiness (for example, P2P), incomplete data (for example, work patterns, budgeted hours, etc) are being progressed. A new programme of transformation is being created with Business World as the enabler of this change.

All sub-actions for 2018/19 have been completed. | 31-Mar-2021 |
| FRSIP18.05.26 | Implement ERP / Business World to agreed timescales and investigate the potential for future phases of the project to enhance service delivery and deliver efficiencies across the Council | ▶ | 90% | Business World has now been live across services and partners for 6+ months. Year-end processing including pay arrears for 18/19 have been tested and implemented. The recruitment process for the new support and development function is underway with the objective of establishing the new team by July 2019. Activities around business readiness (for example, P2P), incomplete data (for example, work patterns, budgeted hours, etc) are being progressed. A new programme of transformation is being created with Business World as the enabler of this change.

All sub-actions for 2018/19 have been completed. | 31-Mar-2021 |
| FRSIP18.05.27 | Implement Digital First services, where the channel of choice is digital, achieved and supported by end to end process re-design maximising the opportunity were appropriate to digitise, standardise and automate | ▶ | 33% | Work is ongoing to create the roadmap for Digital First delivery, with tactical deployment of digital and automated being progressed. Discussions are ongoing with services to progress service redesign opportunities.

This is a three-year programme, all sub-actions for 2018/19 have been completed. | 31-Mar-2021 |
| FRSIP18.05.28 | Implement and deliver the Customer Strategy outcomes to agreed timescales, putting service users at the centre, ensuring equalities are | ▶ | 40% | Service design principles and activities are being deployed in all Digital First work to ensure that user needs are understood and that services are designed with these needs at the core. The MyAccount customer portal has been enhanced to offer customers with a more personalised homepage which is configurable to their needs and continues to provide | 31-Mar-2021 |

Action Code	Action	Status	Progress	Update	Due Date
	considered when developing and designing services			access to an increasing range of digital council service. The roll out of payment kiosks has also been completed in Paisley, Renfrew and Johnstone where customers can choose to pay for a range of council services using the automated machines. This is a three-year programme, all sub-actions for 2018.19 have been completed.	
FRSIP18.05.30	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme	🛑	80%	Following last year's Public Records (Scotland) Act - Progress Update Review (PUR) the Council now has achieved Green status for 12 of the 14 elements assessed through the Records Management Plan. The remaining two elements are Business Classification Scheme (BCS) and Archiving. The BCS is being added to the Information Management Strategy action plan to ensure that, where relevant, future IT tender requirements will include the need for Function Classification and Retention Period monitoring functionality. It is also being linked in with the Information Asset Register and the Open Data Project. It is anticipated that this will help progress this element to Green.	31-Mar-2019
FRSIP18.05.31	Support implementation of new corporate approach to self-assessment	▶	20%	A new Council self-assessment model has been developed and was approved by the Corporate Management Team in 2018. The roll out of the programme is currently on hold as the corporate focus is on engaging with staff through the Council's Values project and there are many areas of crossover which could potentially confuse or dilute the programmes and the messages. Staff continue to engage at a national level with other local authorities and the Improvement Service to support, learn from and help influence the national direction for self-assessment. Within the service the Project Management Unit continue to use a range of improvement tools and recognised project management methodology when identifying improvements for service transformation. Whilst the customer and business service area have recently rolled out 'My Bright Idea: Continuous Improvement & Lean Thinking'. The continuous improvement part of the model asks staff to submit ideas on ways to improve how they work, their processes and ultimately the services they provide, whilst "Lean thinking" is about changing the way we organise ourselves in such a way that we eliminate "waste" (wasted time, wasted resources, etc.). Both will identify ideas to enable staff to work more efficiently and deliver a better service to our customers.	31-Mar-2020

Action Code	Action	Status	Progress	Update	Due Date
FRSIP18.05.32	Support the implementation of the recommendations from the Council's Best Value Assurance Report	✓	100%	Finance and Resources contribute to the Best Value Improvement Plan which is reported to the Leadership Board on a six-monthly basis.	31-Aug-2018
FRSIP18.05.33	Implement ICT Strategy	▶	60%	The design principles within the ICT Strategy | 2017 -2020 continue to underpin the Council's technology decisions and roadmap. All sub-actions for 2018/19 have been completed	31-Mar-2020
FRSIP18.05.35	Monitor the impact of Brexit developments	✓	100%	The progress for this action is now 100% as developments are continually monitored. A report was presented to the Leadership Board outlining the latest developments in September 2018.	31-Mar-2020
FRSIP18.05.36	Introduce NDR Revaluation appeals	▶	50%	Renfrewshire Valuation Joint Board issued valuations in August 2017. A 'Blanket' block appeal was duly submitted, and negotiations are ongoing with RVJB to consider specific appeals/issues. All sub-actions for 2018/19 have been completed.	31-Oct-2020
FRSIP18.05.37	Promote organisational awareness of fraud risks and investigate and reduce the fraudulent activity on Council services and comply with Audit Scotland's national fraud initiative	✓	100%	These activities are now business as usual and are reflected in the Counter Fraud Action Plan.	31-Mar-2020
FRSIP18.05.38	Deliver the planned programme of internal audit assurance	✓	100%	100% completion has been included on the 2018/19 audit plan.	30-Jun-2018
FRSIP18.05.39	Continue to assess and improve the suitability of office accommodation	▶	35%	Major improvement works have been undertaken across the office portfolio in recent years. Renfrewshire House has recently benefited from Lift Improvement works as well as Roofing works and various alterations. Abbey House is benefitting from window and curtain walling replacements The current Corporate Office Accommodation Strategy expired in 2018. A new 3 year Strategy will be drafted in 2019 cognisant of the Better Council Change Programme. This is a three year programme and all sub-actions for 2018/19 have been completed.	31-Mar-2021

Action Code	Action	Status	Progress	Update	Due Date
FRSIP18.05.40	Implement a consistent approach to equality impact assessment to support members in their decision making and scrutiny	▶	50%	A report is scheduled for the Leadership Board on 1 May 2019 titled "Progressing Equality Outcomes and Mainstreaming Equality" which sets out the current position in relation to Equality Impact Assessments. It explains that: - The Equality and Human Rights Impact assessment has been refreshed to increase uptake by making it more user friendly and including the Fairer Scotland Duty. - High profile programmes of work have had impact assessments undertaken, such as the Council Plan etc. The report also identifies planned activity in this area which is the following: - develop a better method of reflecting the contents of impact assessments in Board reporting structures and in the content of reports; and - programme and publicise face to face impact assessment training and refresh online impact assessment training. All sub-actions planned for 2018.19 have been completed.	31-Mar-2020
FRSIP18.05.41	Develop a new Corporate Asset Strategy	✓	100%	Corporate Asset Strategy 2018-2021 approved by Finance, Resources & Customer Services Policy Board - 06 June 2018	31-Dec-2018
FRSIP18.05.42	Successfully deliver the Better Council Change programme projects for 2018/19	✓	100%	In 2018/19 the Better Council Change Programme has successfully delivered 18 projects, enabling and delivering change, modernisation and realising financial savings of £3.5m. There are 15 projects remaining in the overall programme. Within Finance & Resources there are 5 projects which sit within the Customer Experience & Digital Theme. These projects will deliver a shift to digital first services to improve timeliness and customer experience, improved transformational changes to the way services operate and function and the transition will continue to embed technology and the ICT structure that services require. All projects are in delivery and progressing well for 2018/19.	31-Mar-2019

Performance indicators for Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI001	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)	?	?	?	95.9%	96%	96.0%	96%	32.7%	32.6%	60.2%	60.2%	87.9%	88.3%		96%		94.4%	End of year position still to be calculated as part of year end accounts
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)	⚠	⬆	⬇	52%	70%	69%	70%	57%	70%	68%	70%	58%	70%	61%	70%	61%	70%	The main factor impacting on performance this quarter remains an increased volume of calls to support the changes to waste collection.
FCSCOMPYR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)	⚠	⬇	⬇	92.3%	100%	96.5%	100%	100%	100%	97%	100%	95.8%	100%	94.1%	100%	94.1%	100%	158 Complaints were received in total (April - March). To date, 144 complaints have been completed within the required timescale with 5 complaints from March still being followed up within timescale. 1 complaint for November and 1 for March is still being followed up outwith the timescale and 7 complaints were completed outwith timescale
FRCMT14a	The proportion of operational accommodation in satisfactory condition.	?	?	?	90%	91%	92.2%	92%	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters			92%	Awaiting this data
FRCMT14b	The proportion of operational accommodation that is suitable for its current use.	?	?	?	93%	94%	94.7%	95%	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters			95%	Awaiting this data
FCSCOR	Central Support Services	📈	⬇	⬆	4.19%		5.11%		Not		Not		Not		Not				Performance has slightly

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
P01	as a percentage of Council Running Costs (Total Gross Expenditure)								measured for Quarters		measured for Quarters		measured for Quarters		measured for Quarters				increased from 4.19% to 5.11%
FCSABS01dii	Average number of work days lost through sickness absence per employee (F&R) (FTE)	🛑	⬇	⬇	9.28	6.4	9.19	6.4	2.56	1.32	2.62	1.47	2.78	1.79	-	1.82	-	6.4	Due to the transition over to a new system Q4 & 2018/19 information is not available at present as Q4 data is still being verified. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information. All absent statistics are reported to CMT and Board.
FCSKPI003	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)	🔶	⬇	⬇	97.0%	96%	96.5%	96%	96.3%	96%	95.7%	96%	-	96%	-	96%	-	96%	Due to the transition over to a new system Q4 & 2018/19 information is not available at present as Q3 and Q4 data is still being verified.
FCSKPI008	Cost of collecting council tax per chargeable dwelling	✅	⬆	⬆	11.84	15.55	11.42	16.1	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters			16.25	2018/19 data is currently being verified. For 2017/18: Total cost of collecting council tax = £992,247 Number of eligible dwellings = 86,862 Cost per dwelling = £11.42 (£992,247/86,862) This is a 3.6% reduction in comparison to last years

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			£11.85 cost and primarily has arisen due to an increase in the number of dwellings and a small reduction in operating costs.
FCSCRE DALL01f	% of invoices paid within 30 days - all services	✅	⬆	⬇	92.22%		95.6%	90.5%	96.3%	90.5%	95.3%	90.5%	-	90.5%	-	90.5%	-	90.5%	Due to the transition over to a new system Q4 & 2018/19 information is not available at present as Q3 and Q4 data is still being verified.
FCSCRE DFCS01f	% of invoices paid within 30 days - Finance & Resources invoices	❓	❓	❓	99.4%	98%	99.5%	98%	99.6%	98%	100%	98%	-	98%	-	98%	-	98%	Due to the transition over to a new system Q4 & 2018/19 information is not available at present as Q3 and Q4 data is still being verified.
FCSCSU 07	Customer Service Unit - % of calls answered	✅	⬆	⬇			96%	90%	93%	90%	98%	90%	88%	90%	93%	90%	93%	90%	Target achieved for 2018/19
FCSCSU ENQ01c	Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative	✅	▬	▬	100%	90%	100%	90%	100%	90%	100%	90%	100%	90%	100%	90%	100%	90%	The advisers in the CSU handle all enquiries first time
FCSCSU SAT09	Average waiting time of customers in the Customer Service Centre	✅	⬆	⬆	15.18	20	14.84	20	15.95	20	12.04	20	10.53	20	9.95	20	11.53	20	Service has remained within target for the year.
FCSFOI0 7	% of FOI reviews completed within 20 days	✅	▬	⬆	100%	100%	92.8%	100%	84%	100%	100%	100%	100%	100%	100%	100%	96%	100%	15 reviews were received and all were responded to on time
FCSFOI0 8	% of Finance and Resources FOI requests completed within timescale	🛑	⬇	⬇	97.6%	100%	93.4%	100%	85%	100%	92.8%	100%	93%	100%	89.7%	100%	90.1%	100%	There were 107 requests due for responding solely by Finance and Resources during Q4 (01/01/19 - 31/03/19). Only 11 of these request missed the statutory

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			deadlines giving a success rate of 89.71% for Q4 and 90.1% for 2018/19.
FCSICT001	Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)	✅	?	⬆	87.5%	85%	89.6%	85%	86.5%	85%	87%	85%		85%	88.2%	85%	86.5%	85%	The service area has been actively working on improving performance in this provision, the changes are now embedded and expected ongoing improvements into the new financial year.
FCSICT002	Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)	🛑	?	⬇	81.7%	85%	74.3%	85%	63.5%	85%	61.8%	85%		85%	62.9%	85%	63.5%	85%	The service area has been actively working on improving the service request statistics and although the 2018/19 data is below target, the last two months have had a significant improvement. This is attributed to the changes now being embedded and expected ongoing improvements into the new financial year
FCSICT004	Percentage of uptime for key IT systems	✅	?	⬆	99.9%	99%	99.9%	99%	99.9%	99%	99.9%	99%		99%	99.9%	99%	99.9%	99%	Target has been achieved throughout 2018/19
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)	🔺	⬆	⬆	97.1%	97.2%	97.2%	97.2%	97.1%	97.2%	97.1%	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%	Follow up continues to be run each month. We continue to monitor both the current year and previous years' collection
FCSKPI004a	Percentage of Non Domestic Rates due in the year, collected by the end	?	?	?	98%	98%	98.0%	98%	20.1%	19.4%	51.4%	51.2%	81.6%	78.2%		95.5%		95.5%	End of year position being calculated as part of year end accounts

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	of the year (cumulative to date)																		
FCSKPI1 33	Percentage of Audit Plan completed (cumulative)	✅	⬆	⬆	91.8%	95%	93.2%	95%	24.3%	19%	45.9%	42.8%	66.7%	66.5%	95.6%	95%	95.6%	95%	Target has been achieved throughout the reporting year.
FRCOMP FL	F&R Front Line complaints (Cumulative)	⚠	⬆	⬆			82.8%	100%	93.4%	100%	91%	100%	91%	100%	92.6%	100%	92.6%	100%	April - March we received 257 complaints. 238 have been completed within the timescale.