
To: Finance, Resources and Customer Services Policy Board

On: 4 September 2019

Report by: Director of Finance and Resources

Heading: Annual Efficiency Statement 2018/19

1. Summary

- 1.1. Scottish Councils have agreed to publish an Annual Efficiency Statement, which reports their respective efficiency projects and activities and the level of efficiencies achieved. Annex A attached identifies the efficiencies achieved in 2018/19.
- 1.2. Efficiencies reported should comply with the definition adopted by the Scottish Government. There is also an expectation the Annual Efficiency Statement will be published on the Council's website.

2. Recommendations

- 2.1 The Board is asked to approve the Annual Efficiency Statement.

3. Background

- 3.1 Renfrewshire Council has a strong record of achieving and reporting efficiencies, as evidenced by the Annual Efficiency Statements published by the Council over the past few years.
- 3.2 The format of the template for the Efficiency Statement, as requested by COSLA and the Scottish Government, remains unchanged from previous years, with the template summarising the efficiencies achieved.

- 3.3 The efficiencies outlined in the Council's statement have been considered in light of the Scottish Government definition of an efficiency, which is:

Where a body manages to deliver services or functions that can be shown to result in a broadly similar (or improved) level of outcome for a lower unit input than previously, an efficiency saving has been made.

- 3.4 The 2018/19 statement highlights that efficiencies totalling £4.748m were achieved. These efficiencies have been analysed as:

Workstream	Saving
Procurement	£0.040 million
Asset Management	£0.333 million
Other Efficiencies	£4.375 million
Total	£4.748 million

- 3.5 A range of performance information is available to demonstrate that the efficiencies generated have not impacted detrimentally on performance and this is explained in the Statement. In addition to indicators such as those monitored in both service and corporate scorecards, audit activity undertaken by independent scrutiny bodies, such as Audit Scotland as part of the Council's strategic risk assessment, has resulted in a Local Scrutiny Plan that indicates no significant risks in terms of service delivery.

Implications of the Report

1. **Financial** - This statement will provide a local and national audience with information regarding the Council's efficiency programme.
2. **HR & Organisational Development** – None.
3. **Community / Council Planning** – None.
4. **Legal** – None.
5. **Property/Assets** – The statement highlights the total efficiencies attributable to improved asset management.
6. **Information Technology** – None.

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 & Safety** – None.
9. **Procurement** – The statement highlights the total efficiencies attributable to improved procurement practice.
10. **Risk** – None.
11. **Privacy Impact** – None.
12. **Climate Risk** – None.
13. **COSLA Policy Position** – COSLA acts as the co-ordinating body in collating all Scottish council Efficiency Statements and therefore require a copy of this submission by 23 August 2019.

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CONFIRMATION OF EFFICIENCIES DELIVERED IN 2018-19

1	Local Authority Name	Renfrewshire Council
2	Total cash efficiency achieved for 2018-19 £'000	£4.748m
3	<p>Summary of efficiency activity e.g.</p> <p>The main initiatives the local authority has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas.</p> <p>The main information that the local authority uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year.</p> <p>Specific steps the local authority has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved.</p>	<p>Renfrewshire Council has a robust performance management framework in place, which ensures that performance is monitored by corporate and service level management teams and scrutinised by elected members through appropriate governance mechanisms. Public performance reporting is also undertaken to ensure local citizens, businesses and partner organisations are able to track Council performance over time.</p> <p>The Council has a strong commitment to efficient government. The Corporate Management team (CMT) undertakes a strategic overview of savings workstreams via the "Better Council Change Programme".</p> <p>Workstreams progressed in 2018/19 include:</p> <ul style="list-style-type: none"> • projects focused on developing the customer experience and delivering digital services; • the energy efficiency improvement programme that aims to reduce energy consumption and carbon emissions, whilst reducing spend on energy; the Council's Sustainable Travel Plan provides increasing availability of electric pool cars for business travel, which will reduce carbon emissions and encourage public transport use for journeys to and from work; • the Organisational Development Strategy 2016-19, which is supporting our employees to deliver our services of the future; and • in October 2018, the organisation implemented the Business World system which represents the biggest single technology project ever undertaken by the Council and provides the platform to transform how the organisation approaches and delivers its key business and financial process. <p>Comprehensive scrutiny of performance is also undertaken through the Local Government Benchmarking Framework (LGBF). This national framework brings together performance indicators from each local authority and provides benchmarking data on 81 indicators on a wide range of key services such as education, housing and adult social care.</p>

		<p>2017/18 data on 70 indicators has now been made available. Key messages for Renfrewshire from the 2017/18 are detailed below:</p> <ul style="list-style-type: none"> • 51 indicators (73%) have improved since last year or have remained relatively unchanged (41 improved, 10 remained the same); • 19 indicators (27%) have declined in performance; • Renfrewshire Council is in the top quartile (ranked 1st to 8th) for 22 of these indicators, with consistent performance relating to trading standards indicators and in relation to the percentage of unemployed people assisted into work from Council operated / funded employability programmes; • There are nine indicators in the LGBF where Renfrewshire is ranked in the bottom quartile (25th to 32nd of all authorities).; • Performance in relation to attainment indicators has improved this year, with increases in tariff score indicators across the majority of quintiles which reflects the work being done on improving attainment; • The Council is also performing at a level above the national trend for several customer satisfaction levels, with increases in customer satisfaction with libraries, museums and street cleaning compared to reductions in satisfaction across Scotland. <p>Renfrewshire Council actively participates in shared service arrangements e.g. Waste Facilities and a shared Civil Contingencies Service as well as progressing major collaborative infrastructure investment opportunities through the Glasgow and Clyde Valley City Deal.</p> <p>Audit activity undertaken by Audit Scotland and other scrutiny organisations as part of the Council's shared risk assessment has resulted in the Local Scrutiny Plan, which highlighted no significant risks for 2018/19.</p>
4	Breakdown of efficiency saving by Procurement, Shared Services or Asset Management £'000 (only where relevant – not all efficiencies will fall into these categories, so the figures here do not have to match the overall total.	Procurement = £0.040m Shared Services = £0 Asset Management = £0.333m
5	Evidence: What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?	As well as the LGBF indicators mentioned above, the performance of Council services, based on considerations such as quality, cost and satisfaction of service users, is monitored through a number of mechanisms including:

		<ul style="list-style-type: none"> • external validation of services through, for example, inspections of schools, pre-5 establishments and registered care services; • six-monthly reporting to the Leadership Board on progress relating to the implementation of the Council Plan; • quarterly performance reports scrutinised by the Corporate Management Team; • six-monthly reports to relevant policy boards in relation to Service Improvement Plans and related performance scorecards; • detailed consideration of aspects of performance, such as complaints handling by the relevant policy board or Audit, Risk and Scrutiny Board; and • operational performance reporting at a service level, including business plans monitored by policy boards.
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Signed (Chief Executive or equivalent)

Signed (if applicable) (Council Leader or equivalent)

Date