

To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

**Heading: Finance and Resources Service Improvement Plan 2018/21:
Mid-Year Monitoring Report**

1. Summary

- 1.1 The finance and resources service improvement plan 2018-21 was approved by the finance, resources and customer services policy board in March 2018. The plan sets out the priorities for the development of the service over a three year period and details the actions which will contribute to the priorities of both the Council and the Community Planning Partnership. It also sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured.
- 1.2 This report contains details of the service's performance over the period 1 April 2018 to 30 September 2018. The main purpose of the report is to provide members with:
 - 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;
 - details of how the work of the service contributes to the service scorecard of core performance indicators; and
 - an overview of priorities for the service over the next six months.
- 1.3 The service has an overarching strategic role within the organisation, working with external partners at a local and national level, and with internal services to drive improvement and to progress the strategic objectives of the organisation.
- 1.4 Finance and resources is one of the largest services within Renfrewshire Council and employs approximately 1,200 employees. The service has a wide

and varied remit. It covers the breadth and depth of all Council business and is integral to a number of high profile projects and improvements within other Council departments. Finance and resources supports the Council to strategically manage and plan for the effective and sustainable deployment of its financial, workforce, technological and physical resources in both the short term but also the medium to longer term remains a key overarching priority for the service. The service provides multi-disciplinary professional support functions and key priorities and these are intrinsically linked and influenced by the development and delivery of major investment programmes and projects which are critical to supporting the Council to deliver against its wider key objectives.

- 1.5 The mid-year monitoring report sets out the progress the service has made against their priorities for ensuring financial sustainability of the Council, delivering on the Council's transformation programme, supporting major investment and strategically managing the Council's, legal, property, ICT, human resources administration and customer services as well as maintaining sound governance across the Council.

2. Recommendations

- 2.1. The Finance, Resources and Customer Services Policy Board is asked to:
- note the progress that has been made on service performance;
 - note the progress made on actions and performance in the action plan; and
 - note that an outturn report on full year performance will be provided to this Board in summer 2019.

3. Background

- 3.1 The service improvement plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.
- 3.2 The service improvement plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress made in the first six months of the 2018-21 plan.

- 3.3 Section 5 of this report provides details of the service's achievements, aligned to Council Plan priorities, over the period April to September 2018. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detail is provided in the Action Plan and the Performance Scorecard which forms Appendix 1.
- 3.4 An outturn report providing full year performance will be brought before this board in summer 2019.

4. Service update

- 4.1 Finance and Resources is one of the largest services in Renfrewshire Council. It employs over 1,200 staff. The service has a wide and varied remit providing support for other services in the form of business administration, and a full range of professional support and advisory functions such as financial, property and legal services, as well as audit, information and communication technology for the Council and its partners, as well as providing the main customer services activity for the Council such as the rollout of Business World. This system will transform the way the Council manages and delivers its key financial and management processes.

Finance and Resources core activities include:

- Delivering effective strategic management of the Council's financial, property, ICT and human resources maintaining sound corporate governance across the Council;
- Providing high quality advice and support to the Council to effectively develop and deliver its medium term financial strategy, and ensuring that the Council is deploying increasingly limited resources in an effective and financially sustainable manner which supports the delivery of strategically key objectives and outcomes;
- Delivering high quality professional services;
- Delivering efficient and effective licensing, customer and business services and achieving the best possible standards of service for our customers;
- Developing the organisation to create capacity to manage change and sustain a positive performance culture;
- Supporting work tackling the causes and impact of poverty;
- Supporting the Better Council Change Programme (BCCP) transformation programme to enable and deliver change, modernisation and preventative spend;
- Positively engaging, influencing and managing changes in public sector policy;
- Reducing our carbon footprint to help create a greener Renfrewshire;

- Supporting elected members and the democratic procedures of the Council; and
- Protect Council resources through effective internal audit, risk management and counter fraud services.

5. Key achievements in last six months – by Council Plan priority

- 5.1. The Service has made strong progress on the outcomes and underpinning actions set out in the service improvement plan over the last six months, the wider Council Plan priorities and has implemented a number of transformation and change initiatives for the Council to aid towards the current and future financial sustainability of the organisation.
- 5.2. Detailed below are some of the service's achievements over the last six months, aligned to the Council Plan priorities. Full detail on the service's progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period is included as Appendix 1 to this report.

Strategic Outcome 1: Reshaping our place, our economy and our future

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- Elected Members approved 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.
- ensuring that the Council's current financial position remains stable and within the financial planning parameters established when the Council set its budget for 2018/19. Audit Scotland has recently completed their audit of the 2017/18 accounts and the audited financial position remains in line with that reported to Council in June 2018.
- our ongoing work to provide a wide range of professional and business support to deliver the Cultural Infrastructure Programme, which will result in substantial investment in our venues and town centre infrastructure;
- continue to provide high quality advice and support to effectively develop and deliver on the medium term financial strategy; and
- 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.

Strategic Outcome 2: Building strong, safe and resilient communities

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- continuing to progress Community Asset transfer applications, with 42 requests having been received to date and staff are working positively with all applicants to develop their proposals;
- development of a Community Asset Transfer 'Roadshow' which was delivered in September with approximately 40 attendees. Further events for 2019 are being considered with Development Trust Association Scotland; and
- continuing to support the delivery of the School Estates Management Plan in conjunction with Children's Services colleagues.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- detailed preparations have been undertaken to prepare customers and council services for the introduction of Universal Credit Full Service across Renfrewshire on 18 September 2018. The focus has been on working with DWP and other partners to provide information to the public on how and where to claim, including digital and personal budgeting support;
- developing effective modelling tools to identify and monitor the impact of welfare reform changes, including Universal Credit, on Council services and resources;
- 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;
- liaising with COSLA and Scottish Government officials in relation to the new social security powers for Scotland and have contributed to consultations and information sharing events; and
- developing a counter fraud policy which will be taken to CMT and board for approval.

Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- continuing to make excellent progress in respect to the Carbon Management Plan to ensure it is on programme and an update report will be provided to Infrastructure, Land & Environment Policy Board;
- continuing to ensure 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 will support the release of a further £0.2 million of efficiencies between now and the end of 2017/18; and
- employing a Targeting and Monitoring Officer to work with Head Teachers and Building Managers to identify areas for improvement in terms of gas and electricity usage.

Strategic Outcome 5: Working together to improve outcomes

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- a key focus of the OD Strategy 2016-19 is to improve efficiency, modernise our ways of working and support long term sustainability. To support this, the HR & OD Policy Review Plan for 2018 has progressed well throughout the year with five new HR& OD Policies being approved by Board which include Recruitment, People, Performance and Talent Policy, Flexible Working, Trade Union Facility Time Policy and Parenting Leave and Pay policies;
- *100 frontline employees attended digital skills training during summer 2018;*
- Council services continue to make good progress implementing their workforce planning priorities with 71% of the overall Council's Workforce Plan has been completed to date;
- launching the Cross Organisational Mentoring Scheme in September 2018 involving Renfrewshire, Glasgow, Inverclyde, South Lanarkshire, West Dunbartonshire Councils and NHS Greater Glasgow and Clyde. Each partner has put forward mentors and mentees across senior

Strategic Outcome 5: Working together to improve outcomes

manager levels to facilitate the sharing of knowledge and expertise to help us see and do things differently and improve outcomes;

- delivering a week of member development sessions in April, with 31 members attending at least one session. Sessions included personal safety, council budget, social media and ICT drop in sessions.
- implementing Business World for core users on 1 October, and self-service for all services and partners 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.
- staff working on Digital First Projects attending service design and digital masterclasses run by the Scottish Government and academic institutions supporting the development of user centric strategy and service design;
- *the Corporate Asset Strategy 2018-2021 being approved by Board in June;*
- *the development of the Customer Strategy 2017-2022 action plan which is underway to create a programme team leading the implementation of the new Strategy;*
- appointing BT as our Telephony as a Service partner. The Contact Centre solution was implemented in the spring of 2018 and mobile sims were swapped over to BT during the summer; and
- *over 30,000 Renfrewshire citizens having signed up for MyAccount and over 200 new users joining each week;*
- implementing General Data Protection Regulation (GDPR) in Renfrewshire which represented the most significant change to data protection in twenty years.

6. Progress against service scorecard

- 6.1. The service scorecard contains 29 indicators, a subset of which is reported as part of the CMT scorecard on a quarterly basis.
- 6.2. Several indicators have been removed from the scorecard as they are no longer collected:

- Cost of democratic core per 1,000 population – this was a statutory indicator but is no longer collected as part of the Local Government Benchmarking Framework and therefore has been removed from the scorecard;
- The number of councillors with a Personal Development Plan in place – this indicator
- Percentage of managers in the 360 process and percentage of employees having completed IDPs – these indicators are no longer collected as a new Performance Appraisal process was approved by board in June which will involve developing new indicators to capture the appraisals being completed with managers and employees; and
- Customer satisfaction rating for services delivered by the Customer Service Unit – a new survey system is being implemented and this indicator will be reinstated once able to collect data.

6.3. Of the 28 indicators with targets, 19 are performing well, 7 require monitoring and 2 are below target. Performance is regularly reviewed by senior managers across the service who use this information to target service improvement activity.

6.4. A full summary of performance is outlined in the service scorecard at Appendix 1. The scorecard highlights the following areas of positive performance for quarter 2:

- Time taken to process new housing benefit applications was well within the target, 20.56 days compared to target of 24;
- Time taken to process change of circumstances housing benefit applications was within target, 8.47 days compared to target of 10;
- It took an average of 1 day to process a Crisis Grant, compared to target of 2;
- Community Care Grants continue to be processed within timescales, 13 days compared to target of 15;
- 95.38% of invoices were paid within 30 days across the whole council, compared to a target of 90.5%;
- 98% 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%;
- The average waiting time for customers in the Customer Service Centre was 12.04 minutes, compared to a target of 20 minutes;
- 100% of FOI reviews were completed within 20 days which meets the target of 100%;
- 60.27% of council tax due has been collected which met target;
- 51.4% of Non-Domestic Rates were collected in quarter 2 against a target of 51.27%; and
- 45.9% of the Audit Plan has been completed by quarter 2 compared to target of 42.8%.

6.5. The scorecard highlights the following areas as being below target:

- 61.8% of IT service requests were fulfilled within target fix time, compared to a target of 85%;
- The average number of work days lost through sickness absence was 2.624 days, this is below the target of 1.47. Monitoring of absence continues across the service with monthly reports being provided to senior managers.

7. Priorities over the next six months

- 7.1. In September 2018, the director of finance and resources submitted a report to full Council on the financial outlook for 2019-2021. The report noted that whilst the Council's current financial position remains stable, it is recognised that the Council will continue to face significant medium term financial challenges to maintain its financial stability and sustainability going forward. The scale of this challenge remains subject to a significant degree of uncertainty in relation to the local government settlement and also factors such as Brexit and pay inflation.
- 7.2. The report noted that each service is involved in an ongoing programme to identify existing resources which can be used to offset new emerging pressures, as well as new opportunities for change and transformation. Due to the potential scale of future savings requirements there will be an increasing need for the Council to make fundamental transformational changes to how the organisation operates, engages with customers and works with local communities and businesses. Finance and Resources Service will continue to support these areas of activity.
- 7.3. The service will continue to lead on the work to prepare for Brexit and the impact it may have across the Council and the Renfrewshire area. The service will continue to work closely with its community partners to ensure a joint response is developed when more detailed implications of Brexit emerge.
- 7.4. The Better Council Change Programme will continue to be led by the service with a renewed focus on priorities, customers and communities. This programme will provide a platform for innovation and change ensuring we the financial challenges are met whilst transforming services.
- 7.5. Digital First work will continue to progress and will play a key role in changing the way that the council engages and operates with customers and stakeholders.
- 7.6. The continued roll out of Business World functionality including planned / unplanned absence and year-end activities will be a focus for the service. The continued roll out of Telephony as a Service (TaaS) will be implemented during the remainder of 2018 with pilot sites going live during November and December and the main rollout due to be implemented in January with completion by spring 2019.

- 7.7 Work has commenced on developing a new employee benefits package for employees with an expected launch date of spring 2019. Employee benefits offer a way to attract and retain employees and contribute towards improving well-being and enhancing staff engagement. Examples of employee benefits may include discount schemes, salary sacrifice schemes such as cycle to work, and ICT equipment and voluntary healthcare and financial well-being initiatives.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Finance and Resources Service, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community/Council Planning** –
Our Renfrewshire is thriving - none
Our Renfrewshire is well - none
Our Renfrewshire is fair - none
Our Renfrewshire is safe - none
Reshaping our place, our economy and our future – none
Building strong, safe and resilient communities – none
Tackling inequality, ensuring opportunities for all – none
Creating a sustainable Renfrewshire for all to enjoy – none
Working together to improve outcomes - none
4. **Legal** – none
5. **Property/Assets** – none
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 because for example it is for noting only. 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** – none
10. **Risk** – the Service Improvement Plan supports the overarching management of risk with Renfrewshire Council and aligns closely with the Finance and Resources Risk Register.
11. **Privacy Impact** - none
12. **Cosla Policy Position** – none

List of Background Papers none

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Appendix 1

Finance & Resources: Service Improvement Plan 2018-2021

Action Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed

Outcome 1 - Reshaping our place, our economy and our future - actions

Action Code	Action	Status	Progress	Due Date	Update
FRSIP18.01.01	Delivery of the Financial Strategy		50%	31-Mar-2020	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. A revised financial strategy will be developed in 2019 which will incorporate information from the 2019 Spending Review and the 2019/20 UK and Scottish Budgets which will be published by mid-December 2018.
FRSIP18.01.02	Deliver on major Infrastructure investment programmes		20%	31-Mar-2020	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.

Action Code	Action	Status	Progress	Due Date	Update
					Programme / Project development has commenced in liaison with Children's Services, on the EYP projects.

Outcome 2 - Building strong, safe and resilient communities - actions

Action Code	Action	Status	Progress	Due Date	Update
FRSIP18.02.03	Progress Community Asset transfer applications		25%	31-Mar-2020	42 Community Asset Transfer requests have been received to date, of which 3 have been successfully completed and a further 2 due to be recommended to Board. Staff are working positively with all applicants to develop their proposals. No applications have been rejected. An Elected Member briefing was held on 30 October 2018.
FRSIP18.02.04	Support the ongoing development of community engagement and participation		20%	31-Mar-2021	A Community Asset Transfer 'Roadshow' was delivered on 28/09/2018. The event was attended by approximately 40 attendees with positive feedback. Further events for 2019 are being considered with Development Trust Association Scotland.
FRSIP18.02.05	Provide professional Finance and Property support to deliver the School Estate Management Plan		25%	31-Mar-2020	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.

Outcome 3 - Tackling inequality, ensuring opportunities for all - actions

Action Code	Action	Status	Progress	Due Date	Update
FRSIP18.03.06	Revise and enhance the anti-fraud and corruption governance arrangements to support organisational awareness and positive outcomes		80%	31-Mar-2019	A draft counter fraud policy has been prepared for consultation with the CMT and approval by Board thereafter.
FRSIP18.03.07	Provide effective support to people affected by the introduction of Universal Credit Full Service by September 2018 onwards		30%	31-Mar-2020	Universal Credit (UC) Full Service went live across Renfrewshire area on 18/09/2018. The numbers of people claiming UC will gradually rise month on month. The council has worked with DWP to provide information on how and where to claim and is providing digital support and personal budgeting support for those that require it as they transition to UC

Action Code	Action	Status	Progress	Due Date	Update
FRSIP18.03.08	Monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts			31-Mar-2020	The council has developed effective modelling tools to identify and monitor the impact of welfare reform changes, including Universal Credit, on Council services and resources. Now that UC Full Service is live across Renfrewshire the actual impacts will be tracked to ensure that Council services continue to support citizens and manage the resource demands
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			31-Mar-2020	Officers continue to engage with Cosla and Scottish Government officials in relation to the new social security powers in Scotland and have contributed to SG consultations and information sharing events in relation to Carers Allowance Supplement, Funeral Expense Assistance and Best Start Grants. Meetings with SG officials are planned to discuss local delivery of services
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 facilities to provide increased placements by 2020/21			31-Mar-2020	A Programme Board led by Children's Services has been set up and the first meeting is on 6/12/2018. Finance & Resources Heads of Service covering Finance, Property and CBS will actively contribute to planning and decision making. Officers from Finance & Resources sit on the Steering Group overseeing the development of workstream plans.
FRSIP18.03.11	Provide the full range of required professional support to the development and delivery of changes arising from the review of school governance			31-Mar-2019	The service has been working with Children Service's colleagues as well as contributing fully to the national agenda to provide financial, HR and legal expertise.

Service Outcome 3: Tackling inequality, ensuring opportunities for all – performance indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI005 a	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	Processing speed for New Claims was well within target for the second quarter of 2018/19
FCSKPI005 c	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	Processing of Changes of Circumstance was within target for the second quarter of 2018/19

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				1	2	1	2	1	2	1	2	The service continues to process Crisis Grants well within target.
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				16	15	12	15	14	15	12	15	The service processed Community Care Grants well within target during Quarter 2 2018/19

Outcome 4 - Creating a sustainable Renfrewshire for all to enjoy - actions

Action Code	Action	Status	Progress	Due Date	Update
FRSIP18.04.12	Meet the Scottish Government's targets and expectation on Carbon Reduction Measures			31-Mar-2020	The Council's Carbon Management Plan 2015-2020 was approved by the Planning & Property Policy Board on 11 th 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 24 January 2018 evidenced progress ahead of target.
FRSIP18.04.13	Increase the focus on Carbon and Financial standings through monitoring and targeting			31-Mar-2020	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.
FRSIP18.04.14	Implement the key actions of the Carbon Management Plan			31-Mar-2020	The Council's Carbon Management Plan 2015-2020 was approved by the Planning & Property Policy Board on 11 th 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 24 January 2018 evidenced progress ahead of target.

Outcome 4 - Creating a sustainable Renfrewshire for all to enjoy – performance indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FRCMT2 4	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	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	44% reduction of CO2 emissions and equates to a total tonnage of 29,119 across the entire CMP.

Outcome 5 - Working together to improve outcomes - actions

Action Code	Action	Status	Progress	Due Date	Update
FRSIP18.05.15	Monitor the progress of the Corporate Workforce Plan and all service workforce plans for 2017/18 are implemented			31-Mar-2020	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 June 2018. The next progress report is due to be presented to the Finance Resources and Customer Services Policy Board in November.
FRSIP18.05.16	Develop a People, Performance and Talent Management Strategy			31-Mar-2019	A People, Performance and Talent Policy was approved by the Finance, Resources and Customer Services Board in June 2018.
FRSIP18.05.17	Introduce a new appraisal system to capture employee performance and continuous improvement			31-Mar-2019	Following approval of the People, Performance and Talent Policy, supporting guidance has been delivered for staff on the policy and individual training plans are being rolled out across services. A Talent Management approach will be embedded as part of the process to support succession planning across the workforce.
FRSIP18.05.18	Improve learning and development opportunities			31-Mar-2019	Phase 2 of the review is nearing completion. Feedback from the review is being presented to services to agree the new corporate training provision due to be launched early 2019.
FRSIP18.05.19	Strengthen our work as a Disability Confident Employer			31-Jul-2018	The next Disability Confident Employer assessment is not due till July 2019 as this is now a 2-yearly assessment.

Action Code	Action	Status	Progress	Due Date	Update
FRSIP18.05.20	Support staff who are involved in change projects to ensure resilience and capacity is at a suitable level		50%	31-Mar-2019	Ongoing support is given to staff involved in change projects for example the Leaders of the Future programme has a specific module on change management.
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		60%	31-Mar-2020	A new Recruitment Policy was approved at the Finance, Resources and Customer Services Policy Board in June 2018. Since approval, work is on-going with CBS to review the local recruitment processes in place and develop new guidance to drive and support the new policy principles. Work has commenced with marketing and communications to promote the Council's employee benefits and suite of flexible and supportive HR & OD policies through the recruitment process to help attract and retain talent.
FRSIP18.05.22	Develop and introduce a service succession planning approach to provide structure, focus and key actions to mitigate associated risks		60%	31-Mar-2020	Through service workforce plans, approaches to support succession planning across all services are being implemented. These include Graduate Level Apprenticeships, Leadership and management programmes (Leaders of the Future, ASPIRE and CMI) and Cross Organisational Mentoring programme. Further programmes will be implemented in early 2019 including an Internal Mentoring programme and internal Careers Advisory Service.
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%	31-Jul-2018	The new People, Performance and Talent policy will also support service succession planning. 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, digital skills, change management, partnership working and wellbeing and resilience building.
FRSIP18.05.24	Develop a career pathways and a learning and development plan for Finance and Resources		75%	31-Mar-2019	Career pathways are in place across the divisions of the service and these are detailed in the Finance and Resources workforce plan. New accredited CMI qualifications and Graduate Level apprenticeships in Business Management and Civil Engineering and the Cross Organisational Mentoring programme will all provide improved opportunities to progress along career pathways. The service continues to support and develop employees through the people and management development provisions currently on offer.
FRSIP18.05.25	Implement Enterprise Resource Planning (ERP) / Business World		75%	31-Mar-2021	Business World went live for core users on Monday 1st October 2018 and self-service went live on Thursday 18th October 2018 for all services and partners

Action Code	Action	Status	Progress	Due Date	Update
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		75%	31-Mar-2021	Business World went live for core users on Monday 1st October 2018. Self-service went live on Thursday 18th October 2018 for all services and partners. A model for the support and development of Business World has now been proposed by the Head of ICT with the objective of delivering additional functionality from 2019 onwards.
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		5%	31-Mar-2021	Recruitment to the Digital First Team is progressing. Work is ongoing to create the roadmap for Digital First delivery, with tactical deployment of digital and automated processes in areas such as bookings and appointments being progressed
FRSIP18.05.28	Implement and deliver the Customer Strategy outcomes to agreed timescales, putting service users at the centre, ensuring equalities are considered when developing and designing services		10%	31-Mar-2021	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. Staff working on Digital First Projects have attended service design and digital masterclasses run by Scottish Government and academic institutions to support the development of user centric strategy and service design
FRSIP18.05.30	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme		65%	31-Mar-2019	The Council has moved away from the approach of implementing the Business Classification Scheme (BCS) across all systems and is now focussing on implementing it as and when identified as beneficial by departments. The BCS will be 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. Three of the five elements of the RMP that were set at amber (Assessment & Review, Audit and Destruction Arrangements) have now been assessed as Green by the National Records of Scotland following our updated submission.
FRSIP18.05.31	Support implementation of new corporate approach to self-assessment		15%	31-Mar-2020	The council's new approach to self-assessment will be piloted in December 2018. Finance and Resources SMT received a presentation on the new approach and appropriate services will be scheduled into the programme accordingly.
FRSIP18.05.32	Support the implementation of the recommendations from the Council's Best Value Assurance Report		100%	31-Aug-2018	Finance and Resources contribute to the Best Value Improvement Plan which is reported to the Leadership Board on a six-monthly basis.
FRSIP18.05.33	Implement ICT Strategy		40%	31-Mar-2020	The ICT Strategy 2017 – 2020 continues to be implemented following design principles such as 'right sourcing' (for example, Telephony as A Service).
FRSIP18.05.35	Monitor the impact of Brexit developments		100%	31-Mar-2020	The progress for this action is now 100% as developments are continually monitored.

Action Code	Action	Status	Progress	Due Date	Update
FRSIP18.05.36	Introduce NDR Revaluation appeals		10%	31-Oct-2020	'Blanket' appeal submitted – ongoing negotiations with Assessor
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		60%	31-Mar-2020	Training on fraud related issues continues as required. Co-ordination of the National Fraud Initiative (NFI) continues and is on target.
FRSIP18.05.38	Deliver the 2017/18 planned programme of internal audit assurance		100%	30-Jun-2018	Time for 100% completion has been included on the 2018/19 audit plan.
FRSIP18.05.39	Continue to assess and improve the suitability of office accommodation		30%	31-Mar-2021	Major works at Renfrewshire House and Abbey House are underway. All staff at Abbey House have been decanted to temporary accommodation.
FRSIP18.05.40	Implement a consistent approach to equality impact assessment to support members in their decision making and scrutiny		30%	31-Mar-2020	Equality Impact Assessments have been reviewed as part of the Fairer Scotland Duty. New guidance for staff will be implemented during the remainder of 2018/19.
FRSIP18.05.41	Develop a new Corporate Asset Strategy		100%	31-Dec-2018	Corporate Asset Strategy 2018-2021 approved by Finance, Resources & Customer Services Policy Board - 06 June 2018
FRSIP18.05.42	Successfully deliver the Better Council Change programme		30%	31-Mar-2019	There are 24 "live" projects in the current phase of the Better Council programme. These projects support the delivery of savings and efficiencies across the organisation and are managed in 5 key themes including: Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change. Within Finance & Resources, there are 8 projects which sit within the Customer Experience & Digital theme. These projects focus on developing customer service and delivering digital services. All projects are in delivery and progressing well.

Outcome 5 - Working together to improve outcomes – performance indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI01	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				95.96%	96%	96.05%	96%	32.76%	32.68%	60.27%	60.27%	Council Tax collection level with the equivalent position for 2017/18. More customers are paying over twelve months therefore collection will have increased by year end.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSCSU 03	% of calls answered by the Customer Service Unit within target (40 seconds)				52%	70%	69%	70%	57%	70%	68%	70%	A significant improvement on previous quarter performance with service level target being achieved in August and public holidays in Sept having only a slight impact on call handling performance.
FCSCO MPYR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)				92.36%	100%	96.5%	100%	100%	100%	97%	100%	79 Complaints were received in total (April - September (Qtr 2)). To date, 67 complaints have been completed within the required timescale. 10 complaints from September are still being followed up within timescale, and 2 complaints are still being followed up outwith timescale.
FRCMT1 4a	The proportion of operational accommodation in satisfactory condition.				90%	91%	92.24%	92%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	The 2017/18 measure of condition shows an increase to 92.24%, as new primary school developments are completed. e.g. St. Fergus Primary, St. Pauls in Paisley, Riverbrae Assisted Needs School Linwood, new joint campus at St. John Bosco and Bargarran Primaries in Erskine. Other factors which have had a positive impact on the performance of this indicator includes the demolition of former school buildings and the new Museum store in Paisley High Street. Furthermore, the maintenance budget will be used to prioritise statutory health and safety obligations and wind and watertight repairs.
FRCMT1 4b	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	The 2017/18 suitability measure has increased marginally to 94.7% for the 235 operational properties, as the continued investment in the primary schools' portfolio, with the opening of the new St. Fergus Primary, St. John Bosco & Bargarran Joint campus, St. Pauls Primary along with Riverbrae, Assisted Needs School at Linwood and the opening of the new museum store at 7-11 High Street Paisley come on stream. This confirms that a significant proportion, of the non-housing operational

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSCOR P01	Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure)				4.23%	-	-	-	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	estate is fit for purpose and suitable for service delivery. This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. The 2017/18 data is due to be published late in 2018.
FCSABS 01dii	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	It has been noted that absence is above target for Qtr 2. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information. Monitored through covalent process through HR Team. All absent statistics go through CMT and reported to Board.
FCSKPIO 03	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				97.01%	96%	96.58%	96%	96.3%	96%	95.75%	96%	At the end of Qtr 2 a total of 115,931 invoices were received of which 111,002 were processed within 30 days
FCSKPIO 08	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	This indicator reports on the cost of collecting Council Tax per chargeable dwelling: 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 £11.85 cost and primarily has arisen due to an increase in the number of dwellings and a small reduction in operating costs.
CSADIV 35MS	Number of Councillors with a Personal Development Plan in place				29	40	2	22	3	22	3	22	No further progress has been made over the quarter. Progress is dependent on participation by Councillors

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSCRE DALL01 f	% of invoices paid within 30 days - all services				92.22%	90.5%	95.68%	90.5%	96.3%	90.5%	95.38%	90.5%	During Qtr 2 69,911 invoices for all services were received and 66,678 invoices were processed within 30 days
FCSCRE DFCS01 f	% of invoices paid within 30 days - Finance & Resources invoices				99.44%	98%	99.5%	98%	99.62%	98%	100%	98%	During Qtr 2 1,802 invoices for Finance & Resources were received and processed within 30 days
FCSCSU 07	Customer Service Unit - % of calls answered				-	-	96%	90%	93%	90%	98%	90%	Target achieved for the quarter
FCSCSU ENQ01 c	Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative				100%	90%	100%	90%	100%	90%	100%	90%	100% of all customer enquiries are handled 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	Service has remained in target for the year.
FCSFOI0 7	% of FOI reviews completed within 20 days				100%	100%	92.8%	100%	84%	100%	100%	100%	13 reviews were received and all were responded to on time
FCSFOI0 8	% of Finance and Resources FOI requests completed within timescale				97.63%	100%	93.45%	100%	85%	100%	92.8%	100%	There were 125 enquiries due for responding solely by Finance and Corporate Services during 01/07/18 - 30/09/18. Only 9 of these requests missed the statutory deadlines giving a success rate of 92.8%
FCSICT0 01	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%	ICT identified that there was continuing problems in meeting the performance targets. To address the issue, ICT have recently completed an internal restructure and altered the staffing structure within the End User support team. These changes coupled with us starting to roll out a self-service portal will allow for more staff time to be available to resolve calls quicker. As these changes take effect we

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
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%	expect to see significant changes in performance over the next 3 quarters. ICT identified that there was continuing problems in meeting the performance targets. To address the issue, ICT have recently completed an internal restructure and altered the staffing structure within the End User support team. These changes coupled with us starting to roll out a self-service portal will allow for more staff time to be available to resolve calls quicker. As these changes take effect we expect to see significant changes in performance over the next 3 quarters.
FCSICT004	Percentage of uptime for key IT systems				99.95%	99%	99.99%	99%	99.98%	99%	99.99%	99%	Actual 99.99%, target 99%, 37 key systems are monitored, unplanned downtime totalled 3.00Hrs over 2 systems
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)				97.16%	97.27%	97.2%	97.27%	97.13%	97.27%	97.17%	97.27%	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 of the year (cumulative to date)				98%	98%	98.03%	98%	20.17%	19.46%	51.4%	51.27%	The 2018/19 collection figure for NDR is up by 0.13% on the equivalent position for 2017/18
FCSKPI133	Percentage of Audit Plan completed (cumulative)				91.8%	95%	93.2%	95%	24.3%	19%	45.9%	42.8%	Qtr 2 target has been achieved
FRCOM PFL	F&R Front Line complaints (Cumulative)				-	-	82.8%	100%	93.4%	100%	91%	100%	April - September we received 146 complaints. 132 have been completed within the timescale, 1 complaint for September is still being followed up within timescale.