

**To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD**

**On: 6 June 2018**

---

**Report by: DIRECTOR OF FINANCE AND RESOURCES**

---

**Heading: FINANCE AND RESOURCES SERVICE IMPROVEMENT – OUTTURN REPORT FOR 2017/18 -2019/20**

---

## **1. Summary**

- 1.1 The Finance and Resources Service Improvement Plan 2017/18 – 2019/20 was approved by the Finance, Resources and Customer Services Policy Board in June 2017.
- 1.2 The attached Service Improvement Action plan (Appendix 1) and Performance Scorecard (Appendix 2) show progress against the agreed priorities for the service which have been realigned against the 5 Strategic Outcomes approved by Council on 28 September 2017 in the Council Plan for 2017 – 2022.
- 1.3 This report contains details of Finance and Resources performance over the period 1 April 2017 to 31 March 2018. 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 2017-20 Service Improvement Plan; and
  - An assessment of performance in relation to the service scorecard of core performance indicators
- 1.4 Finance and Resources has continued to progress an ambitious programme of service development over 2017/18 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.
- 1.5 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 2017 to 2020 Service Improvement Plan in November 2017.

---

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- (i) Notes the progress that has been made by Finance and Resources with implementation of the 2017 to 2020 Service Improvement Plan actions and performance indicators as detailed in Appendix 1 & 2 and as specific to the areas of activity delegated to this Policy Board.

---

## **3. Background**

- 3.1 The Finance and Resources Service Improvement Plan provides 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 against the 2017-18 Plan actions and performance indicators.
- 3.3 In June 2017, Finance and Resources presented a Service Improvement Plan aligned to the then-current Council Plan, which was due to come to an end. A new Council Plan setting out 5 Strategic Outcomes was approved in September 2017 and consequently, service improvement plans have been realigned to reflect these outcomes. The Council Plan 2017-2022 strategic outcomes are:
- Outcome 1: Reshaping our place, our economy and our future
  - Outcome 2: Building strong, safe, and resilient communities
  - Outcome 3: Tackling inequality, ensuring opportunities for all
  - Outcome 4: Creating a sustainable Renfrewshire for all to enjoy
  - Outcome 5: Working together to improve outcomes
- 3.4 The action plan lies at the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the outcomes and measures against which progress can be assessed.
- 3.5 Appendix 1 to this report provides a summary of progress achieved on the Finance and Resources Service Improvement Plan Action Plan to the end of March 2018. It highlights areas where significant advances have been made and any actions that may have been reviewed or delayed.
- 3.6 Appendix 2 to this report details the performance on Finance and Resources strategic performance indicators.

- 3.7 The service improvement planning process is a key part of our Public Performance Reporting framework with additional public performance reports produced and further information available on our council web pages.
- 

#### **4. Summary of main achievements**

- 4.1 The key achievements of Finance and Resources for the year to 31 March 2018 delegated to this Policy Board are highlighted below. Full details of the progress in terms of implementing the actions outlined in the Finance and Resources Service Improvement Plan are detailed in Appendix 1 to this report.

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

- Supported the Council to deliver a balanced budget for 2018/19 providing short term financial stability whilst investing in key priority areas and progressed the medium term financial plan, maintaining the commitment to deliver financial sustainability in the Council's medium to longer term financial outlook.
- Provided ongoing professional support across all the Council's key infrastructure and regeneration programmes and priorities.
- Supported the Council and partners to deliver a high-quality Paisley 2021 bid for City of Culture and a funded legacy programme moving into 2018/19.

##### ***Strategic Outcome 2: Building strong, safe and resilient communities***

- The transfer of Clippens School and Carbrook Street sites has been approved for Community Asset Transfer highlighting the Council's Commitment to Community Empowerment as set out in the Community Empowerment Action Plan (CEAP) published by the Scottish Government;
- Supported the development of the School Estates Management Plan (SEMP) in conjunction with our colleagues in Children's Services;
- 2017 saw the opening of Riverbrae School, the refurbishment of Mossvale and St James Primaries, and the commencement of work on the new shared campus for Bargarran and St John Bosco Primaries, and at St Paul's Primary and Foxlea Pre- 5 Centre. Good progress continues to be made across all projects with St John Bosco / Bargarran scheduled to be completed in April 2018.

##### ***Strategic Outcome 3: Tackling inequality, ensuring opportunities for all***

- The successful provision of advocacy services to mitigate the impact of fuel poverty within households in Renfrewshire.
- An initial impact assessment of the Universal Credit on the Council was carried out to ensure that there is an action plan in place to mitigate and minimise the impact on the community, revenues and the workforce.

- Overseeing and undertaking the planning and preparations for the full rollout of the Universal Credit across Renfrewshire, which based on DWP plans is this September 2018. A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.
- Provision of advice from Claimant Support Officers across Renfrewshire's job centres. Since the start of 2017, over 2,000 claimants have been supported on a number of issues including Council Tax Reduction, Housing Benefit Advice, and signposting to other Council Services such as Development and Housing.
- Completion of, and opening of the museum store on Paisley High Street;
- Supported our colleagues in Children's Services to deliver a robust plan to increase the number of funded early years placements, providing specific support on capital investment requirement on pre-5 facilities, workforce planning arrangements and financial costings underpinning the planning arrangements. Further planning has been completed on the expansion of early learning and childcare from 600 hours to 1140 by 2020 which has subsequently been agreed with the Scottish Government and will support the growth in allocated resources in line the Council's costed plans over this period of phased delivery by 2020 and beyond.
- Successful delivery of counter fraud investigations resulting in cash savings and the recovery of property for the benefit of those citizens in the most need; and
- Programme management support to the delivery of the Tackling Poverty programme.

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

- There has been a significant reduction in CO2 emissions from public space lighting in 2016/17 due to the implementation of the LED replacement programme. This figure continues to show a significant improvement during 2017/18 through the energy usage compared to previous years. Early indications are that CO2 emissions have been reduced by 64%.
- The draft Renfrewshire Air Quality Action Plan containing action measures aimed at improving air quality within the three Renfrewshire Air Quality Management Areas was prepared and submitted to the Scottish Government starting the formal consultation process.
- We continue to provide an ongoing, sector leading programme of work around Carbon Reduction across a range of council assets and activity and an increased focus on carbon and financial standing through monitoring and targeting.

#### **Strategic Outcome 5: Working together to improve outcomes**

- In August 2017, the Best Value Assurance Report for Renfrewshire Council was published which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. An improvement plan to address the recommendations met has made significant progress.
- Successfully conducted and administered the General Election and Local Elections for Renfrewshire during 2017;

- Changes to governance structures were approved and implemented during May 2017;
- Developed the Corporate Council Workforce Plan and associated Action Plan which was approved by Board on 30 August 2017 and for which significant progress has been achieved in delivering key actions;
- We developed and are implementing the new Customer Strategy for the Council, focusing on using innovative technology and developing services that are based upon the needs of our customers.
- The Better Council Change Programme now has 34 projects split across 5 key themes including: Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change. Looking forward the team will look to develop proposals to support the delivery of savings and efficiencies for 2019 and beyond.
- Commenced the process of reviewing all Corporate People Development programmes and initiatives;
- Rollout of the ASPIRE, CMI and Leaders of the Future courses;
- Continuing our accreditation of the Disability Confident Level 2 Award;
- A number of key HR policies have been reviewed and refreshed including a new People, Performance and Talent Policy which has been developed and is presented to this Finance, Resources and Customer Services Policy Board for approval.
- We have delivered online access to over 30,000 customers in Renfrewshire through the MyAccount Online Customer Portal, and this continues to grow steadily with each passing week.

## **5. Areas where actions have been reviewed or delayed**

- 5.1 Since the publication of the Service Improvement Plan 2017-2020, most actions have been progressing in line with anticipated timescales. The most significant area of delay has been experienced in the implementation of Business World. A go-live readiness assessment commenced in the closing months of 2017 and which flagged up several areas of concern in relation to both the readiness of the Council to migrate to the new system, issues with the Business World system build that had been developed to date and issues with data to be transitioned from existing legacy systems. Detailed consideration and review of the issues identified concluded that further development was required prior to a go live transition to ensure a successful cut-over from existing systems and the delivery of the envisaged business benefits that are expected to be realised by the project. A detailed re-plan has been concluded and the go-live is scheduled for September 2018. Positive progress is now being delivered against the revised go-live date plan and within the envisaged timescales.
-

## **6. Progress against service scorecard**

- 6.1 The Finance and Resources performance framework has been realigned with the priorities set out in the 2017 Council Plan. Relevant operational performance is reported to each meeting of this Policy Board.
- 6.2 The Finance and Resources performance scorecard contains 32 indicators, of which 5 are for information only and have no target. Of those indicators with targets, 14 are performing strongly (Green), 6 are close to target (Amber) and will continue to be monitored and 7 are currently not achieving their target (Red). The full performance scorecard containing a detailed explanation of performance for each indicator is included at Appendix 2 of this report.
- 6.3 Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service released a validated version of the LGBF data for 2016/17 in February 2018. A summary of Renfrewshire Council's performance was reported to the Audit, Risk and Scrutiny Board on 19 March 2018.
- 6.4 Examples of good performance with particular relevance to the remit of this Policy Board include the following indicators which met or were well above target:
- The time taken for processing new housing benefit applications and change of circumstance up until the posting of notification of outcome of the application (cumulative);
  - 
  - The average speed of processing a Crisis Grant (Scottish Welfare Fund) as well as a Community Care Grant (Scottish Welfare Fund);
  - The percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date);
  - The percentage of calls answered by the Customer Service Unit and those answered within target (40 seconds);
  - The percentage of customer enquiries resolved at first point of contact by Customer Services advisor (cumulative);
  - The average waiting time of customers in the Customer Service Centre has consistently met and exceeded the 20-minute target each quarter of 2017/18; and
  - The number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative);
  - The percentage of Finance and Resources invoices paid within 30 days;
  - The percentage of IT incidents fixed within target fix time (annual cumulative to date figure).
- 6.6 Some examples of performance indicators that are currently performing below target that are of relevance to the remit of this Policy Board include:

- Sickness absence remains above the target of 1.82 days at 2.59 days. A deep dive of Sickness Absence has been conducted across the Council and new targets and interventions are being actioned;
- The number of Councillors with a Personal Development Plan in Place has consistently remained below target during 2017/18, but has recently increased to two councillors with a PDP in place and 11 councillors have requested and received access to the CPD online self-assessment questionnaire to help them develop their PDPs. Progress is dependent on participation by Councillors; and
- The percentage of Finance and Resources FOI requests completed within timescale has fallen to 71.4% in the last quarter of 2017/18 amid rising levels of requests;

---

## Implications of the Report

1. **Financial** – The Service Improvement Plan includes an analysis of financial position for 2017/18.
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Finance and Resources, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community Planning**

**Community Care, Health & Well-being** – the service promotes wellbeing to our employees through Workforce Development and our Corporate Health and Safety Policy.

**Empowering our Communities** – Finance and Resources is actively promoting community empowerment.

**Greener** – promoting carbon reduction through our Carbon Management Plan.

**Jobs and the Economy** –the service has a strong locust in supporting the local economy via welfare reform.

**Safer and Stronger** –none.
4. **Legal** – None.
5. **Property/Assets** –Finance and Resources supports the council's infrastructure and maintenance of council assets.
6. **Information Technology** – The Service Improvement Plan supports the implementation of the Enterprise Resource Planning System.
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 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. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.

8. **Health & Safety** – The Service Improvement Plan supports Finance and Resources commitment to ensuring effective Health & Safety management.
9. **Procurement** – None.
10. **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Finance and Resources Risk Register.
11. **Privacy Impact** – None.
12. **COSLA Policy Position** – Not applicable

---

**List of Background Papers:** None

---

**Author:** Gayle Fitzpatrick  
**Tel:** 0141 618 7184  
**e-mail:** [gayle.fitzpatrick@renfrewshire.gov.uk](mailto:gayle.fitzpatrick@renfrewshire.gov.uk)



## Appendix 1

### Finance & Resource Service Improvement Plan 2017-2020 Action Plan










Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

#### 01: Reshaping our place, our economy and our future




Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.01.01	Progress Community Asset transfer applications; this strategy supports the commitments contained in the Community Empowerment Action Plan (CEAP) published by the Scottish Government to establish community empowerment as an important means of supporting...		<div><div>33%</div></div>	31-Mar-2020	To date the Clippens School transfer and Carbrook Street sites have been approved. Other applications have been received and are being progressed through an established procedure.
FRSIP17.01.02	Deliver on 2021 Infrastructure programme		<div><div>33%</div></div>	31-Mar-2020	Work is ongoing to deliver the 2021 infrastructure programme. Suggested name change to Cultural Infrastructure Programme.

### 03: Tackling inequality, ensuring opportunities for all



Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.03.41	Provide professional Finance and Property support to Children's Services to deliver the 'early years' programme.		<div><div>10%</div></div>	31-Aug-2020	Costed plan now agreed with Scottish Government and confirmed funding provided moving forward through to 2020 and beyond.
FRSIP17.05.05	Deliver Advocacy Services to mitigate fuel poverty		<div><div>33%</div></div>	31-Mar-2020	Provision of future energy advocacy services now developed. During 2016/17 a total of 1,052 home visits were undertaken which resulted in annual savings to residents of £325,000
FRSIP17.05.06	Provide effective support to people affected by the introduction of Universal credit Full Service from May 2018 onwards		<div><div>80%</div></div>	30-Sep-2018	The Welfare Reform Group is overseeing the detailed planning and preparations required for the introduction of Universal Credit across Renfrewshire planned by DWP for September 2018. Detailed planning sessions have been progressed by council officers and with DWP.
FRSIP17.05.07	Monitor the progress of welfare reform and put in place effective controls to ensure the council is prepared for the impacts		<div><div>70%</div></div>	31-Mar-2020	The initial assessment carried out during 2017/18 continues to be updated as information on welfare changes becomes available, with mitigating actions considered and out in place to address any anticipated impact on council revenues and the workforce. Work is now focussed on defining the future operating model, considering the roll out of Universal Credit Full Service planned for September 2018.
FRSIP17.05.08	Continue to deliver effective support through the Claimant Support Officer and Energy Advice Tackling Poverty projects Renfrewshire		<div><div>100%</div></div>	31-Mar-2018	<p>Claimant Support Officers continue to provide advice on Council Services to Claimants from the three job centres in the area (Paisley, Renfrew and Johnstone). Since the start of the financial year, they have supported 600 claimants with issues ranging from Council Tax Reduction, Housing Benefit Advice and signposting to other council services e.g. housing.</p> <p>The team are now focused on working with DWP to define the future operating model, taking into account the roll out of Universal Credit in September 2018.</p> <p>Provision of future energy advocacy services now developed.</p>
FRSIP17.06.09	Support early learning and Childcare Workforce to increase funded placements by 2020/21		<div><div>50%</div></div>	31-Mar-2020	Children Services will be supported through the key actions of their workforce plans to support their Early Years workforce. Early Years expansion plans are well underway for the implementation of 1140 hours of free early learning and childcare by 2020, with a review of Early Years' management models, employment contracts and work patterns being considered. The service's plan for expansion has been submitted to Scottish Government and funding plans now agreed


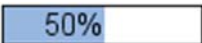



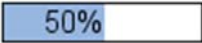



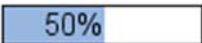

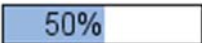
Action Code	Action	Status	Progress	Due Date	Update
					providing clarity on future funding support to the delivery and implementation plan including growth in the associated workforce.
FRSIP17.06.10	Provide professional Finance and Property support to deliver the School Estate Management Plan (SEMP)		<div><div>80%</div></div>	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; while the existing plan continues to be delivered and monitored.


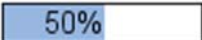



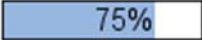

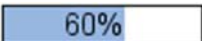

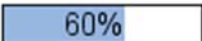
#### 04: Creating a sustainable Renfrewshire for all to enjoy


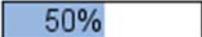

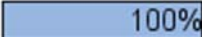

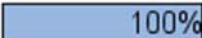

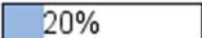



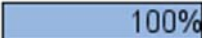




Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.04.03	Meet the Scottish Government's targets and expectation on Carbon Reduction measures		<div><div>33%</div></div>	31-Mar-2020	Work is ongoing to meet the targets on Carbon Reduction measures and targets have been set through the carbon management plan and are monitored annually through Pentana.
FRSIP17.04.04	Increase focus on Carbon and Financial standings through monitoring and targeting.		<div><div>33%</div></div>	31-Mar-2020	Work is ongoing to increase focus on carbon and financial standing through monitoring and targeting. An Energy Officers post has been created to provide focus on monitoring & targeting by meeting with building manager to discuss their progress against their energy target and provide additional support to enable them to achieve or better their target. This post is temporary until February 2019.
FRSIP17.04.40	Implementing the key actions in the Carbon Management Plan		<div><div>33%</div></div>	31-Mar-2021	The carbon management has currently achieved a 34.7% reduction against the 2012/13 baseline for 2016/17 compared to the target for this period of 7.9%. Annual updates are provided through Pentana and updated for all services.








#### 05: Working together to improve outcomes

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.05.42	Develop a new Corporate Asset Strategy		<div><div>80%</div></div>	31-Dec-2018	Report submitted to Finance and Resources Board in June 2018
FRSIP17.09.11	Introduce a corporate Workforce Plan and all service workforce plans for 2017/18 are implemented		<div><div>100%</div></div>	31-Mar-2018	The Council Workforce Plan and Action Plan was approved by Board on 30 August 2017. Regular updates on progress with implementation of the action plan is provided through Better Council change Programme reports to Board.


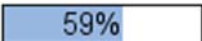


Action Code	Action	Status	Progress	Due Date	Update
					All workforce planning priorities are integrated and driven through the Service Improvement Plan progress and monitored through Pentana Performance system to ensure robust monitoring of progress and that workforce planning is not seen as a standalone activity.
FRSIP17.09.12	Develop a Talent Management strategy			31-Mar-2019	<p>The People, Performance and Talent Policy Guidance and Competency Frameworks is being presented to the Finance, Resources and Customer Services Board in June 2018 for approval.</p> <p>A Talent Planning approach will be embedded as part of the policy process across the workforce to support succession planning across the Council.</p>
FRSIP17.09.13	Introduce a new appraisal system to capture employee performance and continuous improvement			31-Mar-2019	<p>The People, Performance and Talent Policy Guidance and Competency Frameworks is being presented to the Finance, Resources and Customer Services Board in June 2018 for approval.</p> <p>A Talent Planning approach will be embedded as part of the policy process across the workforce to support succession planning across the Council.</p>
FRSIP17.09.14	Improve Learning and Development opportunities			31-Mar-2019	The Corporate People Development Review is nearing completion. Engagement and consultation has taken place with a range of stakeholders. As part of the review, 'Your Development, Our Future' People Development Survey was launched and results of the full review will be presented to CMT and 'Our Leaders Forum' in June 2018.
FRSIP17.09.15	Strengthen our work as a Disability Confident Employer			31-Mar-2018	The Council has continued its accreditation of the Disability Confident Level 2 Award which was achieved in September 2017.
FRSIP17.09.16	Workforce Redesign			31-Mar-2020	Workforce re-design is a key focus and action in the Council's recently approved workforce plan. HR & OD will work with all services to ensure workforce re-design is reflective of the future needs of the Council and its Services. Any workforce re-design activities will be conducted in consultation with the TU's.
FRSIP17.09.17	Support staff who are involved in a BCC programme to ensure resilience and capacity is at a suitable level			31-Mar-2019	Supporting the delivery of significant change projects is demanding for staff who retain operational responsibilities, and this continues to be monitored by line managers, SMT and the Better Council Change Programme Board to ensure appropriate supports are in place.

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.09.18	Review/identify opportunities to streamline current recruitment processes along with activity to promote Renfrewshire Council (including Finance and Resources) as an employer of choice			31-Mar-2020	A Recruitment Policy is near completion and will be presented to Finance, Resources and Customer Services Policy Board in June 2018. Work with CBS has commenced to develop Recruitment Guidance on the Recruitment Process to support the policy principles.
FRSIP17.09.19	Develop and introduce a service succession planning approach to provide structure and focus and key actions to mitigate associated risks			31-Mar-2020	An approach to succession planning is currently being scoped out in line with each service workforce plan.  The introduction of the new People, Performance and Talent Policy will support the service and other services to further develop their approaches to succession planning, which are detailed within all services workforce plans. These approaches are being continuously developed.
FRSIP17.09.20	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			31-Mar-2018	A generic skills profile has been developed for the Council and is currently out for consultation with key stakeholders. Progress will be reported in the 6 monthly Workforce Plan progress update report that will be presented to the Finance, Resources and Customer Services Board in June 2018.
FRSIP17.09.21	Develop career pathways and a learning and development plan for Finance and Resources			31-Mar-2019	Key workforce planning progress identified that Career pathways are in place across different divisions of the service and these are identified in the service workforce plan. This approach will continue to be developed to support divisions by identifying where career pathways can be implemented to build skills resilience in areas of need and where required.  As part of the Corporate People Development Review and the Finance and Resources Workforce Plan Actions, the OD & Workforce Planning Team is working with the divisions of the service to identify development needs across the FARS workforce and implement suitable interventions.
FRSIP17.10.22	Implement Business World			31-Dec-2017	A go-live readiness assessment commenced in the closing months of 2017 and which flagged up several areas of concern in relation to both the readiness of the Council to migrate to the new system, issues with the Business World system build that had been developed to date and issues with data to be transitioned from existing legacy systems. Detailed consideration and review of the issues identified concluded that further development was required prior to a go live transition to ensure a successful cut-over from existing systems and the delivery of the envisaged business benefits that are expected to be realised by

Action Code	Action	Status	Progress	Due Date	Update
					the project. A detailed re-plan has been concluded and the go-live is scheduled for September 2018 and positive progress is now being made in line with the revised go-live date.
FRSIP17.10.23	Implement 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			31-Mar-2020	Business World go live is scheduled for September 2018. A new dedicated ERP support function including ongoing development will be established pre- go live which will consider other phases and modules post go live. This new support function will be part of the corporate ICT service.
FRSIP17.10.24	Accelerate customer portal channel shift and deliver savings. Ensure equalities is considered in developing our digital channels			31-Mar-2018	There are over 30,000 customers in Renfrewshire with a MyAccount, and this continues to grow steadily each week. The main services available are Council Tax, Benefits, Housing Rent and Payments.  Work has been progressed with Environment & Communities staff and our customers to develop a new Special Uplift process through My Account. The process has been defined and as of March 2018 was live.
FRSIP17.10.25	Deliver new Customer Strategy for the Council, including accessibility for all customers			31-Oct-2017	The Council's Customer Strategy 2017-2022 was approved at Finance Resources & Customer Services Policy Board on 8 November 2018. The monitoring of actions to fully implement the strategy will be reported to Board every 6 months.
FRSIP17.10.26	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme			31-Mar-2019	Review of Records Management Plan (RMP) and first annual update to the Keeper  Progression of ICT arrangements in relation to the Business Classification Scheme (BCS)
FRSIP17.10.27	Support implementation of new corporate approach to self-assessment			31-Mar-2020	Work is currently underway by the Strategic Planning and Policy Development Team within Chief Executive's Service to develop a proposal for consideration by the Corporate Management Team.
FRSIP17.10.28	Deliver an induction programme for the new administration, actively preparing for potential changes emerging from the outcome of these election and implement any changes to governance structures			31-Jul-2017	Both aspects of this action have been completed i.e. the induction programme and the implementation of changes to the governance structure approved at the statutory meeting on 18 May 2017.
FRSIP17.10.29	Conduct and administer the General Elections for Renfrewshire			30-Jun-2017	Completed and no elections due until 2021
FRSIP17.10.30	Implement recommendations from the Council's Best Value Assurance Report			31-Jul-2018	The BVAR was approved by Council on 28 September 2017, with key actions being agreed which are being actively and positively progressed with regular updates provided to the policy board.

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.10.31	Implement ICT Strategy		<div><div>33%</div></div>	31-Mar-2020	Work continues at pace around the projects underpinning the 8 work streams including the roll out of Telephony As A Service(TaaS), Windows 10, etc. In addition, the migration from Lotus Notes to Microsoft Office 365 is now complete.
FRSIP17.10.32	Lead on Better Council Programme projects phase 3		<div><div>55%</div></div>	31-Mar-2019	The projects in the Customer Experience/digital theme are progressing well from development of the business cases into delivery. Automated processes continue to be developed and deployed in Customer & Business Services and the streamlined, on-line Special Uplift process is now live. Opportunities for improving processes in schools are underway and paperless working is being progressed with the CMT.
FRSIP17.10.33	Monitor the impact of Brexit developments		<div><div>25%</div></div>	31-Mar-2020	A Brexit monitoring group involving key stakeholders (UWS, NHS GGC, Chamber of Commerce, WCS) from across Renfrewshire has been set up and meets regularly to discuss developments as they unfold and the potential impact on residents, businesses and public organisations. Professional advice to the group is provided by KPMG.
FRSIP17.10.34	Introduce NDR Revaluation appeals		<div><div>33%</div></div>	31-Oct-2020	The Council has lodged a block appeal of 100% of its non-domestic assets. Appeals are heard by the Joint Valuation Board, who determine what Assets they wish to discuss at Boards. The Joint Valuation Board have verbally advised that they have until the 31 December 2020 to settle all appeals.
FRSIP17.10.35	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 (NIF)		<div><div>80%</div></div>	31-Mar-2020	Many reports received as a result of the NFI have now been completed. An ilearn fraud awareness course is still being developed. Meetings have been held with many Council Officers to discuss the best way to deal with potential fraud cases within different areas. Fraud referrals meriting further investigation are taken forward by the Council Fraud Officers.
FRSIP17.10.36	Deliver the 2017/18 planned programme of internal audit assurance		<div><div>93%</div></div>	30-Jun-2018	As at 31 March 2018 93.2% of the audit plan was complete against a target of 95%. The shortfall relates to reduced resources due to a vacancy within the team and service unavailability at the year-end due to other service commitments.
FRSIP17.10.37	Respond to New Social Security Powers for Scotland and the impact on the Council		<div><div>25%</div></div>	31-Mar-2020	Senior officers continue to contribute discussions with Scottish Government and COSLA on the new powers and how the agency and the benefits it will provide will integrate with existing welfare support provision. An initial meeting has been arranged with Scottish Government officers to consider how the local agency presence might operate in Renfrewshire.



Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.10.38	Continue to improve the suitability of office accommodation			31-Mar-2020	Work is ongoing, Members Accommodation and Second Floor south works have been completed, as well as accommodation for Business World Team
FRSIP17.10.39	Implement a consistent approach to equality impact assessment to support members in their decision making and scrutiny			31-Mar-2020	Following the equalities work over 2017, there continues to be some improvement in understanding and application of the Equality Impact Assessment process. The Fairer Scotland duty requirements (released in March 2018) will now require to be included in the impact assessment process. The need continues for further emphasis on this area of work to ensure that impact assessment write ups are completed consistently, including the new requirements, and considered by decision makers.



## Appendix 2







### Finance & Resources Service Improvement Plan 2017-2020 Outturn (Qtr4)












#### Local Outcome 03: Tackling inequality, ensuring opportunities for all
















Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					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)				23.53	24	24.3	24	24.04	24	23.2	24	Processing speed for New Claims was within target for the 2017/18 year.
FCSKPI005c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)				5.21	10	6.87	10	7.87	10	6.98	10	Processing speed for Change of Circumstances was within target for the 2017/18 year.
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				1	2	1	2	1	2	1	2	Crisis Grants were processed well within target for the 2017/18 year.
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				11	15	10	15	13	15	12	15	Community Care Grants were processed well within target for the 2017/18 year.

























## Local Outcome 04: Creating a sustainable Renfrewshire for all to enjoy













Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FRCMT24	Total CO2 emissions (tonnes) from public buildings								Not measured for Quarters				The 2017/18 figure will not be available until mid July.
FRSIP22	% Reduction in overall CO2 emissions for Renfrewshire Council (CMP 2014-2020)								Not measured for Quarters				The 2017/18 figure will not be available until mid July.



















## Local Outcome 05: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		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)				32.68%	32.54%	60.27%	59.84%	88.32%	87.99%	96.05%	96%	Council Tax collection was 0.05% up on the year-end target position for 2017/18.
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)				69%	70%	62%	70%	74%	70%	71%	70%	Target met for Quarter 4.
FCSCOMPYPYR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)				91.43%	100%	90.32%	100%	95.1%	100%	96.5%	100%	By the end of Quarter 4, 144 Complaints were received in total (April - March). To date, 137 complaints have been completed within the required timescale. 1 complaint for December and 1 for February are still being followed up within timescale. 1 complaint from April 1 from July and 2 from November and 1 for December were completed outwith timescale.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		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)								Not measured for Quarters				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.
FCSCOR P02	Cost of Democratic Core per 1,000 of Population								Not measured for Quarters				This was an LGBF indicator and the Improvement Service decided to no longer gather this data.
FCSABS 01 dii	Average number of work days lost through sickness absence per employee (F&R) (FTE)				2.29	1.32	2.16	1.47	2.2	1.79	2.59	1.82	It has been noted that absence is above target for Quarter 4. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information.
FCCKPI03	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				97.48%	96%	97.57%	96%	97.2%	96%	96.58%	96%	Monitored through pentane processes through HR Team. All absent statistics go through CMT and reported to Board.  At the end of Quarter 4 a total of 285,896 invoices were received of which 276,108 were processed within 30days  Was previously reported as 96.69%.
FCCKPI08	Cost of collecting council tax per chargeable dwelling								Not measured for Quarters				This indicator reports on the cost of collecting Council Tax per chargeable dwelling:  b) Total cost of collecting Council Tax = £1,020,000 c) Number of properties = 86,093 a) Cost of Collecting Council Tax per chargeable dwelling = £1,020,000 / 86,093 = £11.85

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSPERS OD08	% of managers, in the 360° process, with completed reports				93%	100%	93%	100%	93%	100%	93%	100%	The 360 process is being reviewed with a view to making changes during 2017/18 to complement the roll out of the Aspire & Leaders of the Future programmes.
FCSPERS OD09	% of employees having completed IDPs (from MDP/MTIPD) cumulative to date				66%	100%	72%	100%	71%	100%	N/A	100%	The service-wide figure for Q4 2017/18 will be available mid-June.
CSADIV 35MS	Number of Councillors with a Personal Development Plan in place				0	22	0	22	0	22	2	22	Two Councillors now have a PDP in place and 11 Councillors have requested and received access to the CPD online self-assessment questionnaire to help them develop their PDPs. Progress is dependent on participation by Councillors.
FCSCRE DFCS01f	% of invoices paid within 30 days - Finance & Resources invoices				99.78%	98%	99.45%	98%	99.47%	98%	99.31%	98%	During Quarter 4 1,870 invoices for Finance & Resources were processed within 30 days from a total of 1,883.
FCSCSU 07	Customer Service Unit - % of calls answered				96%	90%	95%	90%	97%	90%	96%	90%	Target achieved for the quarter.
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%	The advisers in the CSU do not need to call for back office support as we handle all enquiries first time.
FCSCSU SAT09	Average waiting time of customers in the Customer Service Centre				14.6	20	17.25	20	12.33	20	15.21	20	Service has consistently met target this quarter.
FCSCSU SAT10	Customer satisfaction rating for services delivered by the Customer Service Unit				Not measured for Quarters								This PI is measured monthly and annually, and achieved 77.43% - this is an improvement on 74.9% which was achieved in 2016/17.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSFOIO7	% of FOI reviews completed within 20 days				100%	100%	100%	100%	100%	100%	71.4%	100%	5 out of 7 reviews received were responded to on time.
FCSFOIO8	% of Finance and Resources FOI requests completed within timescale				95.5%	100%	99.6%	100%	88.4%	100%	90.3%	100%	There were 113 enquiries due for responding solely by Finance and Corporate Services during 01/01/18 - 31/03/18.  11 of these requests missed the statutory deadlines. Giving a success rate of 90%.
FCSICTO01	Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)				91.4%	85%	89.6%	85%	90.8%	85%	90.8%	85%	There has been a range of additional pressures on the ICT service this year which has increased the volume of support calls as well as diverting staff to work on development projects (e.g. rollout of O365 and Windows10). A new structure has been implemented in the last quarter of the year for front line support and work is now underway on streamlining processes to ensure that service is improved during 18/19.
FCSICTO02	Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)				76.1%	85%	74.3%	85%	73%	85%	72.5%	85%	There has been a range of additional pressures on the ICT service this year which has increased the volume of support calls as well as diverting staff to work on development projects (e.g. rollout of O365 and Windows10). A new structure has been implemented in the last quarter of the year for front line support and work is now underway on streamlining processes to ensure that service is improved during 18/19.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSICT004	Percentage of uptime for key IT systems				99.99%	99%	99.98%	99%	99.98%	99%	99.99%	99%	This performance indicator has met and exceeded target.
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)				97.04%	97.27%	97.09%	97.27%	97.16%	97.27%	97.2%	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)				19.46%	16.12%	51.27%	54.16%	78.26%	80.2%	98.03%	98%	This indicator has met target.
FCSKPI133	Percentage of Audit Plan completed (cumulative)				23%	19%	41.4%	42.8%	66.5%	66.5%	93.2%	95%	This was due to a vacancy during the year and the availability of services to accommodate audits in latter part of the year.
FRCOMPFL	F&R Front Line complaints (Cumulative)				90.3%	100%	79.18%	100%	81%	100%	82.8%	100%	April to March 494 complaints received and 409 answered within the timescale.
FRGPG01	Councilwide - % gender pay gap between average hourly rate of pay for male and female employees				Not measured for Quarters								An Equal Pay Audit was undertaken in January 2018 which highlighted the pay gaps between male and female employee across the Council.  The pay gaps were calculated using the difference between men and women's average hourly pay which excludes overtime.  The 2018 audit highlighted a 4.59% pay gap in favour of males.