

To: Finance, Resources & Customer Services Policy Board

On: 6th June 2018

Report by: Director of Finance and Resources

Heading: **Annual Efficiency Statement 2017/18**

1. Summary

- 1.1. Scottish Councils have agreed to publish an Annual Efficiency Statement which reports the council's efficiency projects and activities, and seeks to quantify the level of efficiencies achieved. The attached Annex A identifies the efficiencies achieved in 2017/18.
- 1.2. Efficiencies should comply with the definition adopted by the Scottish Government. There is also an expectation the Statement will be published on the Council website.

2. Recommendations

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

- 3.1 Renfrewshire Council has a strong record of achieving and reporting efficiencies, as evidenced by the annual Efficiency Statements published by the Council over the past number of years.
- 3.2 The format of the template for the Efficiency Statement, as requested by COSLA and the Scottish Government remains unchanged from previous years, with the template summarising efficiencies achieved.
- 3.3 The Scottish Government definition of an efficiency is "where a body manages to deliver services or functions that can be shown to result in a broadly similar (or improved) level of outcome for a lower unit input than previously, an

efficiency saving has been made". The efficiencies outlined in the Council's statement have been considered in light of the above definition.

- 3.4 The 2017/18 statement highlights that efficiencies totalling £3.116m were achieved. These efficiencies have been analysed as:

Workstream	Saving
Procurement	£0.101 million
Shared Services	£0.070 million
Asset Management	£1.400 million
Other Efficiencies	£1.545 million
Total	£3.116 million

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

Implications of the Report

1. **Financial** - This statement will provide a local and national audience with information regarding the council's efficiency programme.
2. **HR & Organisational Development** - None
3. **Community Planning** – None
4. **Legal** – None
5. **Property/Assets** – The statement highlights the total efficiencies attributable to improved asset management
6. **Information Technology** - None
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required, following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - None

9. **Procurement** - The statement highlights the total efficiencies attributable to improved procurement practice.
 10. **Risk** - None
 11. **Privacy Impact** – None
 12. **COSLA Impact** – COSLA act as the co-ordinating body in collating all Scottish Council's Efficiency Statements and therefore will require a copy of this submission by August 2018
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CONFIRMATION OF EFFICIENCIES DELIVERED IN 2017-18

1	Local Authority Name	Renfrewshire Council
2	Total cash efficiency achieved for 2017-18 £'000	£3.116m
3	<p>Summary of efficiency activity e.g.</p> <p>The main initiatives the local authority has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas.</p> <p>The main information that the local authority uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year.</p> <p>Specific steps the local authority has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved.</p>	<p>Renfrewshire Council has a strong commitment to efficient government. The Corporate Management team (CMT) undertakes a strategic overview of savings workstreams, via the "Better Council Change Programme"</p> <p>Workstreams progressed in 2017/18 include:</p> <ul style="list-style-type: none"> • Energy efficiency measures to reduce the councils carbon footprint and limit the consumption of energy. • Better Council – review of sales, fees and charges in conjunction with a Scotland wide benchmarking review. • Improved Facilities Management arrangements resulting in reduced costs. • Better Council - Overtime cost reductions. • Better Council – Improvements in the customer digital portal. <p>The Council has a robust performance management in place, which ensure that performance is monitored rigorously by corporate and service level management teams and scrutinised by elected members through governance mechanisms. SPI and LGBF Returns are now submitted and reported to the Improvement Service over a phased timeline. To ensure the reliability of the indicators a standardised verification procedure is in place.</p> <p>The performance of councils services, based on considerations such as quality, cost and satisfaction of service users is monitored through a number of mechanisms including: external validation of services through for example inspections of schools, pre 5 establishments and registered care services; 6 monthly reporting to the Leadership Board on progress relating to the implementation of the Council Plan; quarterly performance reports scrutinised by the Corporate Management Team; 6 monthly reports to relevant policy boards in relation to Service Improvement Plans and related performance scorecards; detailed consideration of aspects of performance such as complaints handling by the relevant policy board or Audit, Risk and Scrutiny Board; and operational performance reporting at a service level, including business plans monitored by policy boards.</p> <p>The Local Government Benchmarking Framework (LGBF) brings together performance indicators covering information about a wide range of key services such as education, housing and adult social care.</p> <p>In February 2018, the validated 2016/17 LGBF data was formally published. There are 75 indicators within the LGBF suite of performance indicators. Of these 64 national indicators (where current data is available)</p> <ul style="list-style-type: none"> • 44 indicators (69%) have improved since last year or have remained relatively unchanged (39 improved, 5 remained the same); and • 20 indicators (31%) have declined in performance. <p>Renfrewshire Council received their Best Value Assurance</p>

		<p>report in August 2017. It commended the Council on:</p> <ul style="list-style-type: none"> • Progress since the previous Best Value Audit; • Evidence of improving service performance; and • Effective financial plans and a record of sound financial management. <p>Renfrewshire Council actively participates in shared service arrangements e.g. Waste Facilities and a shared Civil Contingencies Service as well as progressing major collaborative infrastructure investment opportunities through the Glasgow and Clyde Valley City Deal.</p> <p>Statutory Performance Indicators, for each service's improvement plan and the CMT Quarterly Scorecard.</p> <p>Audit activity undertaken by Audit Scotland and other scrutiny organisations as part of the council's shared risk assessment has resulted in the Local Scrutiny Plan, which highlights no significant risks.</p>
4	Breakdown of efficiency saving by Procurement, Shared Services or Asset Management £'000 (only where relevant – not all efficiencies will fall into these categories, so the figures here do not have to match the overall total).	Procurement = £101k
		Shared Services = £70k
		Asset Management = £1,400k
5	Evidence: What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?	See comments above. Renfrewshire Council has a suite of Statutory Performance Indicators associated with each of it's service department's Service Improvement Plans and the CMT Quarterly Scorecard which reflects Council priorities.

Signed (Chief Executive or equivalent)

Signed (if applicable)..... (Council Leader or equivalent)

Date