



Financial Services

Annual Service Plan and Improvement Report (ASPIR)

2018/2019

Contents

Message from the Executive Director

Section 1 - Resources and Organisation

Section 2 - Strategic Plan Commitments

Section 3 - Service Priorities

Section 4 - Benchmarking, Inspection and Equalities

Section 5 - Past Performance

Message from the Executive Director

I'm delighted to be presenting my first ASPIR for Financial Services after taking up my new post of Executive Director in May 2018. I also feel privileged to be taking the helm of a very successful, skilled and hardworking service that is consistently recognised as such both within and outside of the council. My role is to support all staff to do the best job possible for Our City, and to continue to build on and develop what we currently do.

In the coming twelve months there will be a continued focus on our key priorities including supporting the council to ensure we are A Well Governed City that Listens and Responds, promoting strong financial management underpinned by effective financial controls, striving towards a Fairer and More Equal Glasgow by progressing Financial Inclusion and Tackling Poverty strategies and at all times delivering a professional business support service to customers.

In 2017/18 Financial Services once again achieved high profile external recognition for delivering innovative approaches, and the following provide just a flavour of our successes.

In September Customer and Business Services (CBS) picked up the Gold award for 'Delivering Better Services' at the COSLA Excellence Awards in recognition of the role that our Tomorrow's Support Services programme played in transforming how we deliver services for Glasgow.

At the same event, the Improving the Cancer Journey team received a Bronze Award in the category of Achieving Better Outcomes in Partnership for delivering improved outcomes for people affected by cancer.

CBS was also successful at the 2017 Institute of Revenues, Rating and Valuation (IRRV) Performance Awards winning both the Scottish and UK Performance Awards for partnership working and promotion of social inclusion in some of the city's most deprived areas.

Strathclyde Pension Fund Office (SPFO) won three of the 2017 Pension Scheme of the Year awards in recognition of performance, the 'For the Future' campaign and innovation in areas including our investment strategy, responsible investment and digital communications. Delivering an effective digital strategy has provided members with online access to manage their pension and keep them informed thereby improving the overall customer experience.

Operationally, we delivered on our core priorities and in many key areas we not only matched but improved on the previous year's performance. We continue to see an increase in the value of the Strathclyde Pension Fund to another 'highest ever' level of £20billion. Council Tax collection once again surpassed the previous year and achieved a collection level of 95% in the year of billing. The Improving the Cancer Journey service that supported 1,100 clients in the City last year is now being expanded across Scotland, and the Glasgow's Helping Heroes service was relaunched and a new Veteran's Champion appointed. The Assessors and Electoral Registration Office (AERO) ensured the register of electors was in place for three elections in 2017, one of which required the service to respond at short notice.

I now look forward to working with my new colleagues in Financial Services, meeting the teams, gaining an insight into the services that we provide, but overall, and in keeping with the council's new strategic themes, ensuring that we deliver finance and business services for a City that is 'innovative, plans for the future and lives within its means'.



Section 1

Resources and Organisation

1. Service Structure and Resources

1.1 Financial Services has a key role in ensuring that the financial resources of the council are managed robustly and that the council has a financial strategy to deliver on the commitments set out in the Council Strategic Plan 2017 to 2022.

1.2 We are also responsible for all aspects of strategic and operational management of the Strathclyde Pension Fund Office (SPFO), Customer and Business Services (CBS), Financial Inclusion/Improving the Cancer Journey (FICJ), Internal Audit and Inspection and the Assessor and Electoral Registration Office (AERO).

1.3 The service has responsibility for delivering the following statutory duties:

- Chief Financial Officer (Section 95)

The Executive Director of Finance is also the Council's Chief Financial Officer which is a statutory appointment under Section 95 of the Local Government (Scotland) Act 1973. This states that every local authority shall make arrangements for the proper administration of its financial affairs and shall ensure that one of its officers has responsibility for the administration of these affairs.

- Assessor and Electoral Registration Officer

Since the enactment of the Lands Valuation (Scotland) Act 1854, Assessors have been responsible for the valuation of all heritable properties for local taxation purposes within their respective valuation areas, and the City Assessor is responsible for the valuation of all heritable properties within Glasgow.

The Assessor is also the Electoral Registration Officer for Glasgow. This involves maintaining the Electoral Register, the record of all people who are eligible to vote.

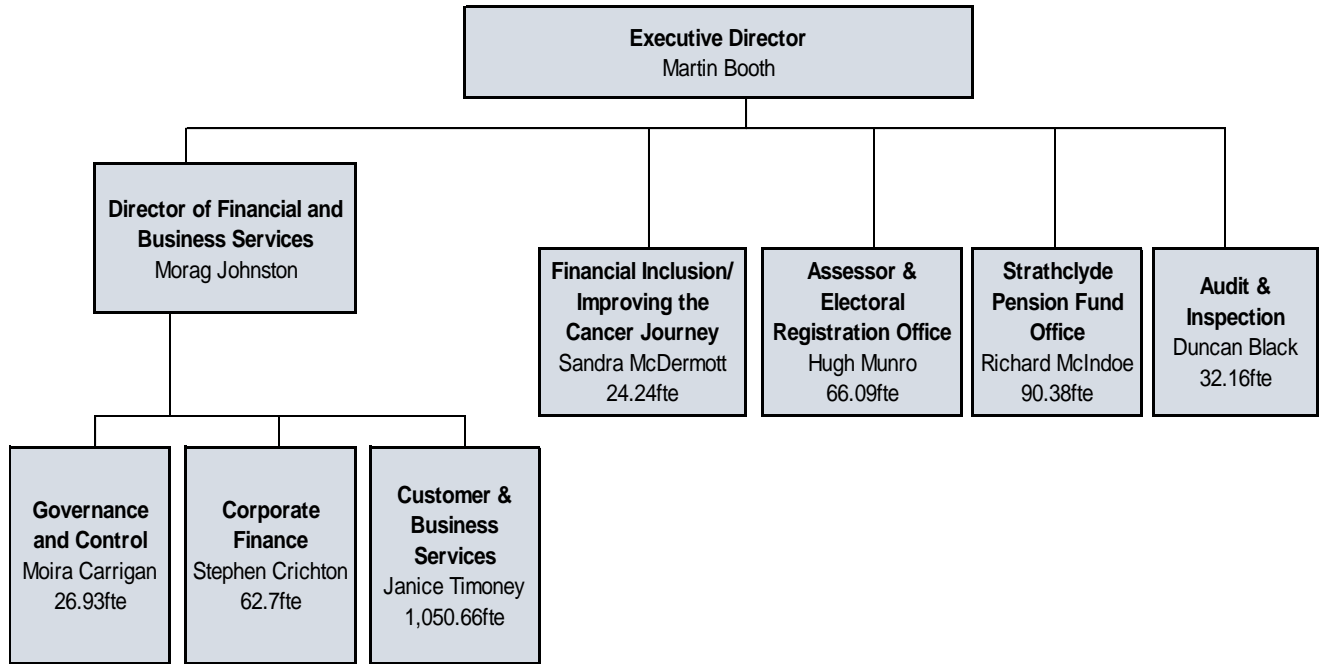
- The Strathclyde Pension Fund

Glasgow City Council has statutory responsibility for the administration of the Local Government Pension Scheme in the West of Scotland in accordance with the Local Government Pension Scheme (Scotland) Regulations which are statutory instruments made under the Public Service Pensions Act 2013.

1.4 The Executive Director is also the lead officer with responsibility for delivery of the Council Strategic Theme of '**A Well Governed City that Listens and Responds**', with monitoring delivery across the council family the joint responsibility of Financial Services and the Chief Executive's Department.

1.5 Staffing Structure

1.5.1 As at May 2018 Financial Services employs 1,491 staff (1,355.1fte) across seven operational areas: AERO, SPFO, Audit and Inspection, Governance and Control, Corporate Finance, CBS and FICJ structured as follows:



31st March 2018		The number and percentage of staff that are:											
Grade (s) Headcount	Male		Female		White		Ethnic Minority		Disabled		Total		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
1 to 4	202	22.2	707	77.7	759	83.5	35	3.9	43	4.7	909	60.9	
5 to 7	106	23.1	352	76.9	433	94.5	8	1.7	22	4.8	458	30.7	
8	15	38.5	24	61.5	37	94.9	-	-	3	7.7	39	2.6	
9 to 14	27	60	18	40	44	97.8	-	-	1	2.3	45	3.1	
Non PGS*	18	45	22	55	28	70	6	15	3	7.5	40	2.7	
Totals	368	24.7	1,123	75.3	1,301	87.3	49	3.3	72	4.8	1,491	100	
*Non Pay and Grading Structure e.g. Modern Apprentice								Ethnicity Not Declared		141	9.5%		

This second table reflects the service at 31st March 2017

31st March 2017		The number and percentage of staff that are:											
Grade (s) Headcount	Male		Female		White		Ethnic Minority		Disabled		Total		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
1 to 4	285	11.5	1,510	61.1	1,471	59.5	55	2.2	70	2.7	1,795	72.7	
5 to 7	116	4.7	434	17.6	522	21.1	9	0.4	24	0.8	550	22.3	
8	16	0.6	28	1.1	42	1.7	0	0	4	0.1	44	1.8	
9 to 14	28	1.1	19	0.7	46	1.9	0	0	1	0	47	1.9	
Non PGS*	11	0.4	23	0.9	28	1.1	1	0	4	0.1	34	1.3	
Totals	456	18.4	2,014	81.6	2,109	85.4	65	2.6	103	4.2	2,470	100	
*Non Pay and Grading Structure e.g. Modern Apprentice								Ethnicity Not Declared		296	12%		

1.6 Financial Resources

- 1.6.1 Financial Services' objective and subjective budgets for 2017/18 and 2018/19 are detailed below. The net budget increase of £25.5m reflects a reduction in central charges as a result of staff moving back to services.
- 1.6.2 The financial outturn position for the service for 2017/18 will not be available until June 2018.

2017/18 Budget £000	Subjective Analysis	2018/19 Budget £000
	Expenditure	
63,492	Employee Costs	46,244
2,094	Premises Costs	2,140
1,557	Transport and Plant	1,542
6,255	Supplies and Services	6,620
2,390	Third Party Payments	2,256
399,949	Transfer Payments	409,629
-233	Transfer to Capital	-264
£475,504	Direct Departmental Expenditure	£468,167
-54,896	Central Charges	-22,324
£420,608	Total Expenditure	£445,843
	Objective Analysis	
	Expenditure	
8,006	Finance Strategy and Management	8,642
1,475	Financial Inclusion	1,511
1,225	Audit and Inspection	1,258
3,085	Strathclyde Pension Fund Office	3,146
397,492	Benefit Payments	406,630
2,964	Assessor and Electoral Registration Office	2,887
55,999	Customer and Business Services	38,543
5,258	Support Services	5,550
£475,504	Direct Departmental Expenditure	£468,167
-54,896	Central Charges	-22,324
£420,608	Total Expenditure	£445,843
	Income	
7,408	Finance Strategy and Management	7,119
777	Financial Inclusion	843
180	Audit and Inspection	172
4,037	Strathclyde Pension Fund Office	4,283
321,347	Benefit Payments	321,347
563	Assessor and Electoral Registration Office	451
9,984	Customer and Business Services	9,861
2,639	Support Services	2,565
£346,935	Direct Departmental Income	£346,641
£73,673	Net Expenditure	£99,202

Section 2

Strategic Plan Commitments

- 2.1 The Council's Strategic Plan 2017 to 2022 was approved in November 2017 and will be delivered across seven cross cutting themes, namely:
- A Thriving Economy
 - A Vibrant City
 - A Healthier City
 - Excellent and Inclusive Education
 - A Sustainable and Low Carbon City
 - Resilient and Empowered Neighbourhoods
 - A Well Governed City that Listens and Responds
- 2.2 Financial Services plays a key role in ensuring that the council meets these objectives as well as ensuring that we can deliver an effective and efficient service to our customers. Reference is made throughout this document to how the service will support the delivery of both the Strategic Plan themes and the new Community Plan priority areas notably the Glasgow Community Planning Partnership (GPP) commitment to A Fairer and More Equal Glasgow.
- 2.3 A Well Governed City that Listens and Responds**
- 2.3.1 The Executive Director of Finance is the lead officer with responsibility for delivery of the theme of '**A Well Governed City that Listens and Responds**', a city that is innovative, plans for the future and lives within its means. This includes a responsibility to plan for the financial challenge ahead and ensuring the council develops services with citizens and partners fit for the 21st century.
- 2.3.2 Fifteen specific priorities have been identified within this theme, and monitoring delivery across the council family is the joint responsibility of Financial Services and the Chief Executive's Department. Financial Services has specific responsibility for:
- Ensuring we deliver our transformation programme to support our financial framework and forecast, encouraging staff ideas on how to reform and improve our services
 - Establishing a Veteran's Champion liaising with veterans on services and supporting their needs
 - Supporting local businesses by paying our bills on time
 - Reviewing our financial inclusion strategy
- 2.3.3 A number of priorities have already been delivered including;
- The appointment of the Armed Forces and Veterans Champion in October 2017
 - Publication of the Glasgow Community Action Plan 2018 to 2020 that supports the implementation of the Glasgow Community Plan
- 2.3.4 Financial Services approach to ensuring that the council family 'lives within its means' and that we plan for the financial challenge ahead will build on our core principles for service delivery notably:
- Ensuring the council maintains strong financial management underpinned by effective financial controls
 - Providing advice and guidance on financial matters to Elected Members and services/ALEOs

- Providing assurance that service levels and standards are maintained for local taxation assessment, billing and collection, which significantly support the overall funding of the council
- Progressing Financial Inclusion and Tackling Poverty strategies and partnerships in the city, to reduce poverty and promote inclusion
- Identifying opportunities for improving standards and development whilst monitoring performance to ensure that the strategic aims, council policies and legislative compliance continue to be delivered against Financial Services' activities

2.4 Strategic Plan Commitments

2.4.1 Updates and targets for Financial Services' contribution to the delivery of specific Strategic Plan commitments in 2018/19 are as follows:

Strategic Council Plan Commitments		
Commitment	Actions	Target 2018/19
<p>Theme: A Thriving Economy</p> <p>Council Priority No. 7: Explore the feasibility of a universal income for Glasgow, in partnership with those in national government</p>	<p>A business case has been developed by the four local authorities and NHS Scotland that make up the Citizens Basic Income Model (CBIM) Steering Group (Glasgow, Edinburgh, Fife and North Ayrshire) to secure funding offered by the Scottish Government to support research, modelling and public consultation. This has been submitted to the Scottish Government and we await approval.</p> <p>Subject to business case approval, the steering group will meet to agree and finalise the tasks and processes for taking the feasibility study forward, including contacting interested parties to assist in the study and setting timescales for tasks and agreeing responsibilities.</p> <p>An update report will be provided to the Council's CBIM Elected Member Group</p>	<p>If business case approved, carry out mid-level review April 2019</p>
<p>Theme: A Healthier City</p> <p>Council Priority No. 47: 1. Review the provision of benefits, welfare and other advice to continue to identify opportunities to integrate and maximise support for people affected by welfare reform, or long term conditions</p> <p>2. Work with partners to expand the range and level of services to ensure it meets</p>	<p>Continue to deliver and expand the Long-Term Conditions and Macmillan Service to include Glasgow Royal Infirmary (GRI)</p>	<p>New service in GRI live by June 2018</p>
	<p>Further develop the Improving the Cancer Journey Service within Glasgow</p>	<p>Ongoing</p>
	<p>Lead on the roll out of Improving the Cancer Journey to Greater Glasgow and Clyde NHS (GGCNHS)</p>	<p>Commencement for West Dunbartonshire Nov 2018</p>
	<p>Continue to work in partnership with Pollok Credit Union to develop and support the Wee Glasgow Loan (WGL) as an alternative</p>	<p>Ongoing</p>

Strategic Council Plan Commitments		
Commitment	Actions	Target 2018/19
the needs of citizens across the city	payday lending product to high cost credit. Also assisting in the development of the marketing for a relaunch later in 2018	
	Work in partnership to develop financial and digital inclusion services and support to assist with the full roll out of Universal Credit in Glasgow in 2018	Support services to be in place for roll out planned for Glasgow in Sept 2018
3. Review and strengthen welfare support to ensure people are not made homeless due to benefit issues	Develop a common “support package” for new tenants to address the wider financial challenges they face with an aim of reducing rent arrears and homelessness Baselining exercise currently underway to measure impact	Ongoing
Theme: Excellent and Inclusive Education Council Priority No. 32 Review the current secondary school PPP contract and look for opportunities to improve value for money and greater use of the school estate for communities	Undertake detailed investigation of financial structures and framework	Ongoing
Theme: A Well Governed City that Listens and Responds Council Priority No. 100 1. Establish a Veterans’ Champion liaising with veterans on services and support their needs 2. Consult with veterans’ organisations on the quality and range of services provided	Continue to commit to the terms of the Armed Forces Community Covenant (AFCC) by consulting with veterans organisations via the Firm Base Group to work in partnership to develop services to meet the complex needs of veterans	Firm Base meetings ongoing Engage with city RSLs to ensure housing regulations for veterans are recognised and implemented
Council Priority No. 103 1. Support local businesses by paying our bills on time 2. Ensure that the City Government pays bills on time, in line with Scottish Government guidance	Ensure that the council, on receipt of correct billing information, pays bills within 30 days in line with Scottish Government practice or within alternative terms specifically agreed with suppliers. <ul style="list-style-type: none"> • Design best practice guidance for suppliers to help expedite correct billing • Explore opportunities for earlier payment options in line with procurement 	Target 90%

Strategic Council Plan Commitments		
Commitment	Actions	Target 2018/19
	guidance and principles	
Council Priority No. 104 Review the Financial Inclusion Strategy	In consultation with stakeholders, develop the new Financial Inclusion Strategy	Ongoing

2.5 Glasgow Community Plan

- 2.5.1 The Glasgow Community Plan was published in October 2017 by the GCPP. The Plan identifies the shared priorities for the city and sets out where the partners plan to make improvements for the city, its services and the lives of people who live and work here. The partners have identified three focus areas: Economic Growth, Resilient Communities and A Fairer and More Equal Glasgow. Specific actions against each have been identified for the individual partners.
- 2.5.2 The focus area of **A Fairer and More Equal Glasgow** recognises that the city has a lot to gain from tackling fairness and equality and ensuring that everyone benefits from the city's success, and the GCPP has committed to adopting the People Make Glasgow Fairer Strategy and supporting the delivery of its aims.
- 2.5.3 Financial Services (Financial Inclusion) has responsibility for delivering the council's contribution to A Fairer and More Equal Glasgow. Three priority areas have been identified: development of a People Make Glasgow Fairer Hub, enhancing Corporate Citizenship, widening access to Financial Inclusion support. Planned actions and priorities for 2017/18 are included in the Community Action Plan and are detailed below:

Priority Theme: A Fairer More Equal Glasgow		
Priority	Action	Milestone 2018/19
People Make Glasgow Fairer Hub	Resources will be allocated by partners to develop the existing model of housing support for families affected by the Welfare Benefit Cap who live in the Private Rented Sector (PRS) into a multi-disciplinary team. The initial aim is to support the remaining 200 families in the PRS who have been identified as being most severely affected by the benefit cap. This will test a new joined up way of working for partners with an aspiration to extend this model as the people Make Glasgow Fairer Hub to support other disadvantaged families at the earliest point of intervention with integrated holistic support. Extend provision of support to 10,000 families who are claiming housing benefit and council tax reduction to reduce risk of sanctions in preparation for full rollout of Universal Credit in Glasgow	Service to be operational by <i>date to follow</i>
Corporate Citizenship	Partners will develop specific 'asks' for Glasgow's business community as a key part of Corporate Citizenship	Glasgow Economic Board

Priority Theme: A Fairer More Equal Glasgow

Priority	Action	Milestone 2018/19
	Specific 'asks' to be presented to the Glasgow Economic Board in April 2018	to respond by Summer 2018
Financial Inclusion	<p>Partners will provide access to Financial Inclusion support (direct and online) to employees and service users within their organisations. Support will focus on three aspects:</p> <ul style="list-style-type: none">• In-work poverty, in particular removing debt/money issues which act as a barrier to moving into employment• Financial capability support, providing good money management skills• Digital skills to reduce risk of sanctions in preparation for the full rollout of Universal Credit in Glasgow	Support services to be in place for full roll out planned for Glasgow September 2018

2.6 Revenue Budget Changes for 2018/2019

- 2.6.1 As part of the 2018/19 revenue budget setting process, the Council approved an investment of £0.1million for Financial Services to develop options to provide support to families unable to meet funeral costs.
- 2.6.2 The aim of this funding is to provide a financial contribution to those families struggling to meet the costs of a funeral and who are unable to access financial assistance from other sources. Rather than create new administrative procedures, in May the Trustees agreed that funds can be disbursed through the Lord Provost's Trust Funds for Vulnerable Citizens. It is envisaged that processes in place for the Scottish Welfare Fund could be applied to ensure that public money is being used to support those most in need of assistance.
- 2.6.3 Revenue savings of £2.26million were also approved and these are included in the service budget and outlined below. Progress against the delivery of these savings will be reported as part of the standard revenue budget monitoring process throughout the financial year.

Revenue Budget Change Summary				
Ref	Title of Budget Change	Reason for Change	Council Strategic Plan Theme	Financial Impact
				2018/19
18FS11&18FS15	Lean	Service Review	A Well Governed City that Listens and Responds	-£862,000
18FS12	Customer First			-£300,000
18FS13	Grant Funding			-£35,000
18FS14	Recharge to Small Bodies	Income Maximisation		-£25,000
18GF23	Cost Recovery			-£80,000
18GF22	Pricing			-£56,000
18FS10	Council Tax Empty Property Relief			-£1,000,000
18FS37	Support for Funeral Costs	Revenue Investment	Resilient and Empowered Neighbourhoods	£100,000
Total (£)				-£2,258,000
NET BUDGET CHANGE (£)				-£2,258,000
NET BUDGET CHANGE (%)				- 3%

Section 3

Service Priorities

3. Division/Section Priorities

3.1 This section outlines the key activities undertaken by the main operational areas within Financial Services, together with priorities for 2018/2019.

3.1.1 Assessors and Electoral Registration Office

Assessor Valuation Functions

The Assessor has responsibility for the valuation of all properties for local taxation purposes. All rateable properties are shown in the Valuation Roll and domestic subjects are contained within the Council Tax List. These documents form the basis for charging Non-Domestic Rates (Valuation Roll) and Council Tax (Council Tax Valuation List).

Maintaining the Valuation Roll and Valuation List requires monitoring of all proposed and in-progress developments to ensure timely updates to each.

It is key to the efficient functioning of any tax system and to the strategic vision of the council that all interested parties feel empowered to make representations and are informed in an open and transparent manner as to the reasoning behind their tax liability.

Proprietors, tenants and occupiers of property all have the right to appeal their valuation. The Assessor must dispose of all appeals within statutory timescales and provide evidence to judicial bodies if required.

The Glasgow Assessor is committed to implementing the Barclay Review Implementation Plan and continuing to engage at local and national levels with all stakeholders to ensure we provide a modern and responsive valuation service that commands the confidence of tax payers and all levels of government.

Electoral Registration Functions

In order to vote, a person's name must be included in a register of electors. The ERO has a duty to maintain a register of parliamentary electors, a register of local government electors, as well as a register of relevant citizens of the European Union.

In addition, the ERO has a statutory duty to ensure all eligible citizens are registered and a duty to process absent vote applications, maintain absent vote records and produce a list of absent voters for an election.

Research has shown that when communities feel empowered there is greater participation in local democracy. Central to the council's aim to create a world class city with a thriving and inclusive economy where everyone can flourish and benefit from the city's success, is the commitment to empower their citizens by giving them a say in what happens in their local communities. Key to this is to ensure all eligible citizens are registered to vote.

3.1.2 Audit and Inspection

Internal Audit is an independent assurance function established by the council to examine and evaluate financial controls as well as governance arrangements and to contribute advice at an early stage in the implementation of any developments or amendments to processes.

Internal Audit also provides an internal audit function to most of the council's arms-length external organisations (ALEOs), the Glasgow City Health and Social Care Partnership and the Glasgow City Region City Deal Cabinet.

The Corporate Fraud and Investigations team is responsible for investigating and helping to prevent fraud in the council family, including the investigation of data matching reports such as the National Fraud Initiative.

The Executive Compliance Unit (ECU) falls within Audit and Inspection. The ECU ensures compliance with Elected Members remuneration legislation and relevant council policies and procedures for senior officers across the council family. The ECU also undertakes research activities in order to respond to complex Freedom of Information requests.

Audit Glasgow is the commercial arm of Internal Audit, providing audit services to external organisations and generating income to the Council. Audit Glasgow will continue to pursue income generating opportunities which arise in 2018/19, however, the primary focus will continue to be the provision of an internal audit function to the council family.

3.1.3 **Customer and Business Services (CBS)**

CBS comprises the following key functions:

- **Finance Services**, which includes accounts payable, accounts receivable, revenues and benefits and insurance claims, has responsibility for:
 - Processing 810,000 payments to citizens, suppliers and community groups with a value of £2.2bn a year
 - Managing the collection of sundry debt through issuing 240,000 invoices per year on behalf of the council family
 - Managing 310,000 council tax records and collecting in excess of £220m in Council Tax each year, administering £396m of Housing Benefit and Council Tax Reduction and collecting £370m from 27,000 Non-Domestic Rates customers
 - The administrative process and decision making for the high volume and variety of insurance claims made against the council each year
 - Providing a managed service for the administration of over 200,000 parking and bus lane contraventions for Glasgow, East Renfrewshire and East Dunbartonshire councils. The team respond to over 70,000 appeals per annum and process 14,322 residential and business permits for the city alone
 - Providing transactional finance services for around 330 head teachers, monitoring establishment expenditure and purchasing, which equates to approximately £35m per annum
 - Administering integrated grant funding which supports local communities with approx. £30m of funding per annum and the Apprenticeship Guarantee fund, paying £6m in grants to support young people into employment across the city
 - Following the LEO transformation project, providing a fully managed finance service for Glasgow Life, Cordia, Glasgow Community Safety Services and City Property
- **Customer Services**, which includes Scottish Welfare Fund, Social Care Direct, Customer Contact Centre and the Service Desk. This team handles over 2 million telephone calls per annum. In addition, the Council's front facing Service Desk receives around 200,000 face to face enquiries every year.
- **Business Services** provides administrative services to Education, Social Work, Development and Regeneration Services, Land and Environmental Services and to the ALEOs. These are mainly back-office services delivered in location or from central locations. The team also provides support to Elected Members and secretariat support across the Council Family.

- **Employee Services**, including payroll, recruitment and training and events. Salary payments for 34,000 employees across the Glasgow family are processed, and over 40,000 employee enquiries are dealt with.
- The **Change** team deliver significant business change services through the transformation programme, including the Lean and Customer First programmes.

3.1.4 **Corporate Finance**

Corporate Finance is responsible for:

- The preparation and consolidation of all core financial information including annual estimates, financial monitoring and annual accounts and all statutory financial returns and statistical information. This includes the financial management of the council's £1.5bn net revenue expenditure, £1.74bn approved investment programme, £4.6bn asset base as well as overseeing financial performance and reporting across the council family
- Management of the council's day to day cash flow including the £1.7bn debt portfolio and £0.1bn investment portfolio
- The financial administration and management of the Strathclyde Pension Fund with net assets of over £20bn
- Providing advice and guidance on all aspects of council finance particularly in relation to the development of business cases for major projects, financial frameworks, option appraisals and the council's transformation programme

3.1.5 **Financial Inclusion and Improving the Cancer Journey**

The team manages the Financial Inclusion Strategy under a partnership arrangement. The Financial Inclusion Partnership (FIP) is a broad framework to develop financial inclusion services to meet the needs of the people of Glasgow and includes the advice sector, Greater Glasgow and Clyde NHS and the Wheatley Group.

Key responsibilities and priorities include;

- Developing a programme of financial inclusion services, financial capability and education, provide targeted support for vulnerable groups and increased access to affordable credit
- Implementing and co-ordinating the actions of the People Make Glasgow Fairer Strategy for the city
- Working in partnership to develop financial and digital inclusion services and support to assist with the full roll out of Universal Credit in Glasgow in 2018
- Delivering the Improving the Cancer Journey, Long Term Conditions and Macmillan services
- Expanding the Improving the Cancer Journey model across the local authority areas that cover Greater Glasgow and Clyde NHS
- Providing strategic support to the Helping Heroes Service, and supporting veterans in Glasgow gain employment via the Glasgow Veterans Employment Programme

3.1.6 **Service Development, Governance and Control**

The Service Development, Governance and Control Team provides support across all areas of Financial Services including:

- Managing and monitoring risk to provide confidence and assurance in the services that we deliver. This involves taking a lead role in a number of areas including information

management and security, business continuity, risk management, health and safety, ensuring service readiness for General Data Protection Regulation (GDPR) and ensuring compliance with and tracking of audit actions identified

- Day-to-day banking services for the council family including reconciliations, balance monitoring and clearing
- Monitoring and providing assurance on the integrity of finance systems and the SAP ledger through our ledger control function
- Ensuring compliance by providing assistance and guidance to Social Work Services in accordance with financial regulations
- Providing insurance advice and guidance across the council family and liaising with the council's insurers
- Support for the delivery of the Transforming Glasgow programme including sponsoring the implementation of a new income management solution across the council family

The priorities for the Team will be to continue to promote a culture of effective management and control, ensuring the principles of strong governance are applied in all areas of service delivery.

3.1.7 Strathclyde Pension Fund Office

Glasgow City Council has statutory responsibility for the administration of the Local Government Pension Scheme in the West of Scotland, both on its own behalf and in respect of the other 11 local authorities in the former Strathclyde area, and around 170 other large and small employers.

The main functions are management and investment of scheme funds and administration of scheme benefits. These functions are carried out in accordance with the Local Government Pension Scheme (Scotland) Regulations which are statutory instruments made under the Public Service Pensions Act 2013.

The service manages over £20bn of investments, collects over £550m of pension fund contributions each year, and pays out over £500m of pensions to over 80,000 retired employees.

Glasgow carries out its role as administering authority via:

- the Strathclyde Pension Fund (SPF) Committee, to which the council has delegated power to discharge all functions relating to its role as administering authority
- the Strathclyde Pension Fund Pension (SPF) Board which assists the committee with compliance
- the Strathclyde Pension Fund Office (SPFO), a division of the council's Financial Services; and
- the Strathclyde Pension Fund (the Fund)

3.2 Service Priorities

- 3.2.1 The following represent service priorities not specifically identified as Strategic Plan or Community Plan commitments but are major priorities for the service with an outcome delivery focus for 2018/19.

Service Priorities	Actions	Target 2018/19
Assessors and Electoral Registration Office		
Electoral Registration Transformation Programme	<p>We will continue to participate in the Cabinet Office (CO) Electoral Registration Transformation Programme (ERTP). This is a programme of public service reform, driven and delivered by Electoral Registration Officers (EROs) and supported by the government. The purpose of this programme is to make permanent change to the current system of electoral registration which will financially benefit all local authorities.</p> <p>The programme comprises the following work streams - improvements to processes, reduced cost and reduced prescription, improvements to data, performance management, maximising Registration, improving the digital system, improving security and minimising fraud.</p>	May 2019
UK Parliamentary Boundary Review 2018	Preparatory work for the Boundary Review	Ongoing
ERO - Improved Use of Data Sets	<p>We will continue to improve our use of Council Tax, Education Services and university data by automating our current processes, and improving data matching capabilities.</p> <p>This will allow us to become more efficient in identifying potential electors and electors no longer eligible to remain registered, thereby improving the completeness and accuracy of the register.</p> <p>We will identify additional national data sources to further identify potential electors.</p>	Ongoing
ERO - Partnership Working	<p>Since 2017 we have been working in partnership with Social Work Services to improve registration levels amongst citizens who had been homeless.</p> <p>As part of their exit interview from their temporary accommodation service users fill out a registration form when moving into their new accommodation.</p> <p>Historically this group of citizens have been difficult to reach as they have low response levels to invitation to register letters.</p> <p>Due to the success of this project we will replicate this process and work with Registered Social Landlords (RSLs) in Glasgow, to have registration applications filled in as part of their new tenancy interview.</p>	Ongoing
ERO - Collaborative Working	We will continue to design and produce the annual canvass advertising campaign on behalf of all Scottish EROs, to ensure we secure the most cost	July/August 2018

Service Priorities	Actions	Target 2018/19
	<p>effective advertising rates and deliver a consistent message nationally.</p> <p>This will include radio, press and social media.</p> <p>We will evaluate the effectiveness of this campaign to ensure we are targeting through the correct mediums</p> <hr/> <p>We will design and produce on behalf of all Scottish EROs the television advert for National Democracy Week.</p>	
Revaluation Appeal Disposal (3 year timeframe)	The Assessor has 3 years to cite, negotiate and dispose of circa 12,000 revaluation appeals.	4,500 cited and disposed
Barclay Review Implementation	Engage with the council, Scottish Assessors Association (SAA), Scottish Government and representative bodies in preparation for delivering the Barclay Review Implementation Plan.	Ongoing
Amendments to the Valuation Roll Undertaken Within:	0-3 months	85%
	3-6 months	10%
	Over 6 months	5%
New Entries to the Council Tax List Undertaken Within:	0-3 months	90%
	3-6 months	7%
	Over 6 months	3%
Audit and Inspection		
Completion of Annual Assurance Statement	Complete all required fieldwork to prepare the Annual Assurance Statement that is necessary to inform the council's Annual Governance Statement	May 2018
Quality Assurance	Average client survey score	3
	Maintain BSI accreditation	Accreditation Feb 2019
	Internal and External quality assessments against Public Sector Internal Audit Standards (PSIAS)	Full compliance through annual self-assessment Nov 2018
	Audit Scotland annual review of Internal Audit against Public Sector Internal Audit Standards	Continued reliance by Audit Scotland March 2019
Completion of Corporate Fraud Workplan	Corporate Fraud and Investigations team – cover all key areas of the Corporate Fraud Workplan and report through Annual Assurance Statement	May 2018

Service Priorities	Actions	Target 2018/19
Customer and Business Services		
Delivery of Platinum Services (processes with the highest priority for our clients)	% of customers seen or answered within agreed service levels	85%
	% of customers satisfied in relation to Revenues and Benefits, Customer Contact and Service Desk enquiries	95%
	% of staff paid on time	99.5%
	Accounts payable paid on time	90%
	Accounts Receivable paid within 30 days (collectable debt)	85%
	Corporate banking reconciliations	95%
	Members Liaison Unit (All) - % forwarded to client within 2 working days	95%
	Public Processions (CS) - % of confirmation letters to be sent 7 days before procession	95%
	Placing requests responded to within timescale	95%
	Committees (Corporate Services) - % of papers to be issued 3 working days before Committee	100%
Revenues and Benefits	Council Tax - Cost of Collection per Dwelling	£TBC
	Council Tax – Income Collection in year of billing	95%
	NDR – Cost of Collection per Chargeable Property	£TBC
	NDR - Income Collection in year of billing	97.63%
	Processing Housing Benefit and Council Tax Reduction – New Claims	21 days
	Processing Housing Benefit and Council Tax Reduction – Change in Circumstances	11 days
	Processing Housing Benefit and Council Tax Reduction – Administration Cost per Case	£TBC
Corporate Finance		
Annual Accounts	Completion of the 2017/18 unaudited annual accounts by statutory deadline	30 June 2018
	Completion of the 2017/18 audited accounts including a clean audit certificate by statutory deadline	30 Sept 2018

Service Priorities	Actions	Target 2018/19
Annual Estimates	Completion of a balanced annual estimate for 2019/20 by statutory deadline	11 March 2019
Service Development, Governance and Control		
Banking Services	Complete the retendering of the council's banking services contract	July 2018
	% corporate banking reconciliations completed on time	100%
	Rationalisation of council bank accounts held	Oct 2018
Information Security	Complete roll out of Protective Marking across the service	Sept 2018
	Ensure Financial Services is compliant with the requirements of the General Data Protection Regulation (GDPR)	May 2018
Business Continuity	Undertake Desktop Exercises across business areas to ensure new council Business Continuity Management Strategy is consistently implemented	Sept 2018
Income Management Transformation Project	Progress implementation of a new income management solution (Pay360) across the council family during 2018/19	March 2019
	Maximum % Sundry Debt outstanding after 90 days	6%
Insurance	Implement procedures to recover the costs of damage repair caused by third parties	July 2018
	Successfully re-tender for the Property and Ancillary Insurance policy for a minimum of three and maximum of seven years	Oct 2018
Strathclyde Pension Fund Office		
Cash-flow modelling	Develop a more detailed cash flow model, particularly for investment income.	Sept 2018
Investment Strategy	Review of investment strategy and structure including developing an investment structure which is consistent with the Alt 2 strategy.	March 2019
Direct Investment Portfolio	Review of the Direct Investment Portfolio arrangements and capacity	Dec 2018
No.3 Fund	Review of investment strategy including possibility of insurance buy-in arrangement	March 2019
Property Valuer	Review of arrangements for independent valuation of the UK property portfolio	March 2019

Service Priorities	Actions	Target 2018/19
Custody Tender	Commence review of global custody arrangements and associated services including cash management, performance measurement, securities lending and currency management	March 2019
GMP equalisation	Implement integrated solution for Guaranteed Minimum Pension (GMP) reconciliation and remediation project	March 2019
Pensions System	Review Altair system provision contracts with Heywood.	March 2019
Secure Portal for Data	Investigate options for secure portal for exchange of data with employers	Sept 2018
Digital Communications	Continue implementation of digital communications strategy including: complete employer self-service rollout, further on-boarding of employers to i-connect, and re-launch Member Self Service with upgraded functionality	March 2019
Performance Indicators	Annualised Three Year Investment Returns	3.5%
	Retirement lump sums paid on retirement date	95%
	Turnaround Times within 20 days - Provisional Retirals	80%
	Customer Satisfaction - Retirals	90%
	Customer Satisfaction - Refunds	80%
	Contributions income received on due date	100%
	Member Data - Completeness	>98%
	www.spfo.org weekly visitors	5,000
	SPFOnline members registered	67,000
Corporate Scorecard		
A Healthier City	Child Poverty indicator to be drawn from People Make Glasgow Fairer Action Plan when available. The report is to cover actions developed and delivered in the period 1st April 2018 to 31st March 2019 that deliver on the Scottish Government Tackling Child Poverty Delivery plan to reduce child poverty in line with the statutory targets set by the Child Poverty Act by 2030.	Report to be produced by April 2019
A Well Governed City that Listens and Responds	Percentage savings forecast for delivery	100%
	Revenue Budget Monitoring - % actual expenditure against budget	100%

Service Priorities	Actions	Target 2018/19
	% of income due from council tax for the year	95% (as above)
Financial Services		
Attendance Management	Days lost through sickness absence	6.6 days
Performance Coaching and Review (PCR)	Completion of employee PCR meetings – two per annum	85%

3.3 People Engagement and Development

3.3.1 Financial Services is committed to investing in its staff as its key asset by supporting development and the wellbeing of all staff throughout their career.

3.3.2 Accessed through a dedicated area on Connect, Financial Services 'Staff Zone' ensures important information on communication, involvement and development can be easily located by staff. From here staff can use the links provided to gain information on key strategies and to participate in others including:

- **Employee Voice**, the online forum that allows staff to share and develop ideas about ways in which we can improve how we work. Employee Voice (EV) was introduced across the service as part of our Lean strategy and the forum allows staff to **share** ideas and concepts with the EV community, to **discuss** these ideas with colleagues, to **vote** for ideas and to **communicate** their status. In 2017/18 almost 200 ideas were posted by Financial Services staff on EV.
- We continue to work to embed a culture of **Lean** and to promote training opportunities and the benefits of the programme to staff. Lean Champions are in place and are responsible for the delivery of Lean in their operational areas, for empowering staff to drive and implement change and to work with operational managers to identify and deliver Lean events. Local Lean teams review ideas and suggestions on EV, promote the use of EV, take forward and implement ideas where possible and build and develop their own skills in Lean and continuous improvement. Local success stories are showcased online and in the service newsletter Teamtalk.
- We recognise and thank our people who demonstrate excellence performance at work, and staff are encouraged to recognize their colleagues by nominating them for **Employee of the Month** where individuals have excelled in the categories of performance, quality and continuous improvement; customer care/service; teamwork or; openness to change. Our staff forums review the nominations received and select the winner.
- Our bi-monthly staff newsletter **Teamtalk** is issued to all staff and staff are asked to highlight any areas they would like featured of if they would like the work of their team to be showcased.
- We continue to support the council's **Performance Coaching Review (PCR)** programme, with 82% of employees participating in 2017/18. The objective of the PCR process is to help maximize employee performance and increase engagement. The framework supports the delivery of our goals and objectives, as well as those of each member of staff and the wider council. It is the responsibility of all managers to conduct PCRs for each member of their team twice per annum.

- The service introduced **Bitesized Learning** options in 2016. These are face-to-face training sessions delivered by subject matter experts and lasting between 15 and 60 minutes. Some are suitable for all staff, such as sessions on EV and Microsoft Excel, others are specific to certain Financial Services teams, for example 'tips to reduce call handling time' is a course specifically designed for and delivered by Contact staff.
- The Bitesized Learning options are featured in our online **Training and Development Catalogue** together with links to view training options including face to face, GOLD, free online resources such as Ted Talks and Future Learn, and other development opportunities including MCR Pathways and Career Ready mentoring and job shadowing. In October 2017 CBS launched their specific **Job Shadowing Guide** highlighting the benefits of this and what it involves.
- Financial Services also supports staff to work towards gaining external qualifications such as Chartered Institute of Public Finance and Accountancy (CIPFA) and Foundation Degree in Payroll Management.
- The service spent over £50,000 on staff training in 2017/18 in addition to supporting staff to access free or in-house learning.

3.3.3 Staff Wellbeing

Financial Services' aim is to promote staff wellbeing through a range of initiatives and training:

- We promote the council's **Building Personal Resilience Toolkit** that is designed to support staff and help them to either accept or influence situations by adjusting thinking, behaviours and actions.

The toolkit includes the **Conversations that Count** programme that brings together middle managers in large groups from across the council family to share knowledge and experience using in-house facilitators. Eight half day sessions are scheduled for 2018 on topics including 'Managing Under Pressure', 'Motivating Teams' and 'Coaching Conversations'. The sessions provide managers with the opportunity to share experiences, develop confidence and network with colleagues and reach a common understanding on key issues and promote best practice.

- We encourage staff to take advantage of the free flu vaccinations each year and continue to promote healthy initiatives such as the Cycle Challenge, Walking and Jogging groups, and Weigh in at Work.
- Our popular **Financial Wellbeing Roadshow** provides staff with the opportunity to review their finances and be signposted to organisations that can offer help, advice and guidance on financial matters. In addition to council services, a range of external organisations had a presence at the roadshow including Glasgow and Pollok Credit Unions, Money Advice Centre, G-HEAT, Home Energy Scotland (HES), Glasgow Disability Alliance and Skills Development Scotland.

We also continue to positively promote **work life balance options** and have staff carrying out their duties via home working, mobile working, compressed hours, term time working, part time working, flexible retirement, shift work, career breaks and flexible working arrangements.

In addition, 29 members of staff are on career breaks and 684 who have purchased additional annual leave.

Section 4

Benchmarking, Inspection and Equalities

4.1 Financial Services is committed to delivering Best Value and adopting the principles of self-assessment. We consider benchmarking to be a vital tool that offers insight to help drive improvements and deliver value for money.

4.2 Benchmarking

4.2.1 Local Government Benchmarking Framework (LGBF)

The LGBF provides a comparison of Glasgow's performance using a range of indicators and forms part of the suite of performance indicators used by the council and by Audit Scotland to consider how it is performing in its duty to deliver value for money. Financial Services reports on four of the indicators and performance for 2016/17 (the most recent data available nationally) is reported below. The comparison information is used to inform service delivery and highlight specific areas for continued improvement such as Council Tax collection % targets.

Description	Glasgow	Scottish Average
How much does my council spend on collecting council tax per household	£8.72	£8.98
How much of my councils total running costs is spent on administrative support services	4%	5%
How efficient is my council at collecting council tax *	95%	96%
How efficient is my council at paying invoices on time	95%	93%
<i>*Figures reported with no decimal point</i>		

4.2.2 Benchmarking – Other

Strathclyde Pension Fund Office participates in benchmarking as part of the CIPFA Pensions Administration Benchmarking Club and the Pensions & Investment Research Consultants Ltd (PIRC) Local Authority Universe with the information for 2016/17 reported as follows:

Performance Description	Glasgow	Scottish Average
CIPFA Pensions Administration Benchmarking Club – cost per member	£18.20	£20.14
PIRC Local Authority Universe – annualised 3-year investment performance	12.6% per annum	11.2% per annum

Financial Services participates in a range of forums that undertake benchmarking and sharing of good practice including:

Description	Who is involved	Why
Financial Inclusion and Improving the Cancer Journey		
Universal Credit	Local authorities	Impact of universal credit

Description	Who is involved	Why
ESF (Poverty & Social Inclusion) Project	Local authorities benchmark against Glasgow's Financial Inclusion Team	In relation to automation of education benefits
Automate Benefit Entitlement	Presented to Scottish Parliament	Glasgow's approach to making best use of data to automate benefit entitlement
Improving the Cancer Journey	Local Authorities and health boards from across the UK	Glasgow's improving the Cancer Journey model identified as a model of best practise in the Cancer Plan for Scotland and funding from Scottish Government and Macmillan secured to roll out across Scotland
Internal Audit and Inspection		
Audit Core Cities Group	Internal Audit and Inspection and the Heads of Audit Core Cities Group	Figures have been submitted and work is ongoing to refine the data. The purpose of the benchmarking will be to ensure we are as efficient and effective as possible through comparing what we do and the way we do it with other comparable large city authorities.
Service Development and Control		
Income Benchmarking exercise	24 Scottish local authorities participated facilitated by PricewaterhouseCoopers (PwC).	The exercise benchmarked 97 individual fees and charges levied by councils within 11 different categories. Opportunities to increase charges were identified in 26 areas and this information was used to inform the 2018/19 budget setting process

4.3 EFQM (European Foundation for Quality Management)

- 4.3.1 In 2016 the council initiated a self-assessment exercise to identify strengths and areas of improvement using the principles of EFQM. Three priority areas for improvement emerge – people, data and information and tackling poverty and inequality.
- 4.3.2 The Executive Director of Finance is the sponsor for tackling poverty and inequality. Improvement actions and milestones have been identified as follows:

Area for Improvement	Milestone	Outcome 2017/18
Addressing Poverty and Inequality Action: Consider how taking poverty and	Further develop the improving the cancer journey (ICJ) service. Deliver recommendations from Napier University interim research	Pharmacy pilot for lung cancer patients in the South of Glasgow to provide pharmacy reviews in partnership with Acute NHS, Community Prescribing Pharmacists and ICJ is operational. ICJ In partnership with Macmillan and the HSCP has commissioned research to

Area for Improvement	Milestone	Outcome 2017/18
inequality can be embedded in our customer result		<p>establish gaps in Palliative care in Glasgow.</p> <p>ICJ is working in partnership with NHS and HSCP to ensure the support ICJ provides carers meet the requirements in the new Carers Act</p> <p>ICJ has seconded a Housing Professional into ICJ from the Wheatley Group to develop strategic housing proposals to maximise housing support across the RSL and HSCP networks for people and families affected by cancer and other long term health conditions.</p> <p>The impact on all of the above will be evaluated as part of the Napier University evaluation of ICJ.</p>
	Develop and launch welfare benefit and support service in Glasgow Royal Infirmary to support people with long-term health conditions in the North East of Glasgow	Developed in partnership with NHS and Macmillan cancer Support. This service is due to be operational in July 2018

4.4 Inspection

- 4.4.1 The service is extensively reviewed by both internal and external audit bodies and scrutiny agencies. In addition to a range of Internal Audits carried out in 2017/18, external scrutiny was carried out in the following areas:

Description	Outcome	Action Plans	Hyperlink to Document
Customer and Business Services			
Audit Scotland Internal Controls - part of the interim audit work in support of the 2016/17 annual accounts.	Four improvement actions identified	All have been actioned	http://www.glasgow.gov.uk/councillorsandcommittees/viewSelectedDocument.asp?c=P62AFQDNDNNTZLZ3NT
Internal Audit and Inspection			
Public Sector Internal Audit Standards Annual Self-Assessment 2017	Compliant	Quality Assurance & Improvement Programme	http://www.glasgow.gov.uk/councillorsandcommittees/viewDoc.asp?c=P62AFQDNDNUT81NTUT

Description	Outcome	Action Plans	Hyperlink to Document
British Standards Management Standard ISO 9001:2008	Compliant		
Audit Scotland annual review of Internal Audit	Continued reliance		http://www.glasgow.gov.uk/councillorsandcommittees/viewDoc.asp?c=P62AFQDN2U2U81NTDN
Strathclyde Pension Fund Office			
Compliance with the Markets in Financial Instruments Directive	Control environment satisfactory	1 recommendation: low priority	http://www.glasgow.gov.uk/councillorsandcommittees/submissiondocuments.asp?submissionid=87172
Audit of Annual Report and Accounts	Unqualified	3 recommendations	https://www.spfo.org.uk/index.aspx?articleid=21693

4.2 Equalities

4.2.1 Financial Services continues to support the council's Equality Outcomes for 2017 to 2021 approved in March 2017. Fourteen outcomes have been identified, structured around four improvement aims, developed from feedback received through focus groups and consultation carried out during 2016. The four aims are to:

- Improve economic outcomes for people with protected characteristics
- Increase people's knowledge about equality and fairness
- Improve access to Council Family services by people with protected characteristics
- Promote and support respect for equality and diversity

4.2.2 Tackling poverty and increasing economic growth remain key priorities to address the inequality that is often compounded by a person's socio-economic status. The council is committed to removing the barriers that socio-economic circumstances may place on someone, and Financial Services has a lead role in addressing this by developing a programme of financial inclusion services, financial capability and education, providing targeted support for vulnerable groups and increasing access to affordable credit.

4.2.3 Financial Services also provides targeted support for people with long-term health conditions to reduce associated negative consequences such as poverty and social exclusion through the Long Term Conditions and Macmillan Service. Offering a single point of contact, the partnership delivers support including co-ordinated specialist financial advice for customers with long-term health conditions. In addition to maximising income, increasing benefit uptake, reducing debt, and providing financial capability support, the service helps to protect customers from the risk of homelessness and establishes referral pathways to ensure that wider social care needs are met.

4.2.4 We also administer the Scottish Welfare Fund (SWF) which provides a safety net for vulnerable people on low incomes. There are two types of grants:

- Crisis Grants to help people on a low income who are in crisis because of a disaster (such as a fire or a flood) or an emergency (such as where money has been lost or an

unexpected expense has arisen)

- Community Care Grants to help vulnerable people set up home or continue to live independently within their community. They are specifically aimed at supporting families under exceptional pressure, people following a period of care or homelessness, helping people to live independently where there's a risk of care or homelessness and to meet additional costs associated with looking after someone on temporary release from prison or a young offenders' institution.

In 2017/18 27,000 grants were awarded to a value of £6.8million.

4.3 Equality Impact Assessments (EQIA)

As part of the 2018/19 annual budget setting exercise EQIAs were carried out for all the approved budget options highlighted in the table at 2.6.2 above and can be accessed via the following link: [Budget Equality Impact Assessments](#)

In addition, the following EQIAs were carried out in 2017/18:

- Budget Option to raise Council Tax payable by 3% - no equalities impact
- Strathclyde Pension Fund – Communications Policy. One recommendation re availability of communications in braille and languages other than English

The following are currently planned for 2018/19:

- Development of the new Financial Inclusion Strategy – March 2019

Section 5

Past Performance

- 5.1 The service reports its operational performance to Committee under the theme of 'A Well Governed City that Listens and Responds' led by Martin Booth, Executive Director as theme lead. The service is also required to report on its performance annually as part of this report so that members and others have oversight of how it has delivered on its statutory duties and previous year's commitments.
- 5.2 The detail of performance indicators for 2017/18 is summarised as follows, with the detail provided below:

Performance to Target	2017/2018	
	Number	%
Green	67	93%
Amber	4	6%
Red	1	1%
Report Later	5	
Total indicators	77	100%

Key Performance Monitoring:

Green	A green rating indicates performance has exceeded target, met target or is no more than 2.49% outwith target
Amber	An amber rating indicates performance is between 2.5% and 4.99% outwith target performance
Red	A red rating indicates performance is 5% or more outwith the target Performance
Report Later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached. These will be reported when available.

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
Council Strategic Plan 2017 to 2022 Priorities:					
A Thriving Economy Council Priority No: 7 Explore the feasibility of a universal income for Glasgow, in partnership with those in national government	Engagement session with citizens and other key stakeholders for a Basic Income model that could be suitable for Glasgow	New	Held during the summer 2017	Target achieved	Green
	Hold a Sounding Board panel with national organisations including Big Lottery, COSLA and STUC around the relationship between Basic Income and their areas of expertise.	New	Sounding board panel held June and July 2017	Target achieved	Green
	Royal Society of Arts (RSA) to draft a report with the findings and recommendations from the engagement sessions and present to Committee.	New	Report to Cross Party Working Group Dec 17 Working Group established with three local authorities	Target achieved	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
A Healthier City Council Priority No: 42 Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, addressing emerging issues such as child hunger and period poverty Deliver the People Make Glasgow Fairer Strategy	Poverty Leadership Panel to agree key priorities.	New	Complete	Key priorities of People Make Glasgow Fairer Strategy agreed - Child Poverty, Welfare Reform and Universal Credit, Housing & Homelessness and Employment and Skills	Green
Council Priority No: 47 Work with partners to expand the range and level of services to ensure it meets the needs of citizens across the city	Evaluation of Wee Glasgow Loan (WGL) pilot complete. Reviewed WGL product to be introduced 1 st December 2017	WGL 2016/17 Approved: 563 loans Value: £0.22million	Target achieved	Year 1 will be used along with evaluation of pilot for ongoing development and reporting	Green
	Deliver the Improving the Cancer Journey (ICJ), Long Term Conditions and Macmillan services	LTC Macmillan 2016/17 2,821 people supported £8.3m financial gains	Target achieved	LTC Macmillan 2017/18 2,935 people supported £5.6m financial gains ICJ – 2017/18 1,111 people supported 621 Holistic Needs Assessments carried out £0.66m financial gains	Green
Theme: Excellent and Inclusive Education Council Priority No. 32 Review the current secondary school PPP contract and look for opportunities to improve value for money and	Undertake a high level assessment of the financial structure of the PPP arrangements in conjunction with colleagues from CIPFA	New	Ongoing	CIPFA resource now procured and detailed investigation of financial structures and framework now underway	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
greater use of the school estate for communities					
A Well Governed City that Listens and Responds Council Priority No: 100	Establish an independent Veteran's Champion for the Council	New	Independent Champion appointed	Champion leads Firm Base group to co-ordinate veterans support services across the city	Green
Establish a Veterans' Champion liaising with veterans on services and support their needs	Continue to commit to the terms of the Armed Forces Community Covenant (AFCC) by consulting with veterans organisations via the Firm Base Group to work in partnership to develop services to meet the complex needs of veterans.	<p>Provided support to more than 1,700 veterans</p> <p>Assisted with housing for 1,118 veterans with a tenancy sustainment rate of 96%</p> <p>Helped 1,039 veterans gain employment or training opportunities</p> <p>Supported over 478 veterans access Health and Addiction services</p> <p>Delivered £1.82million in financial gains for veterans and their families.</p>	Target achieved	Relaunch Glasgow's Helping Heroes (GHH) Relocate GHH to the Pearce Institute Govan 2017/18 figures not yet available	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
Strategic Priorities					
Provide support to the delivery of the £1.13billion City Deal investment programme	Ensure robust financial management in place and regular reporting to committee	Achieved	Achieved		Green
Financial Services leads the Corporate Welfare Reform Group. This enables the council and its partners to respond to, and mitigate where possible, the impact of welfare reform	Council can deal with key emerging issues for our vulnerable citizens, including the impact on employment, housing and homelessness	Group met throughout 2016/17 as planned	Ongoing	The group continues to share responses to key areas affected by Welfare Reform including Housing Costs, Council Tax Reduction (CTR), Scottish Welfare Fund, Housing and Homelessness, Engagement	Green
Through the Poverty Leadership Panel (PLP) each individual panel member and their organisation will be provided with the opportunity to contribute to our Poverty Leadership Panel Action Plan and its goals	To complete a feasibility study on the basic income model and report findings Summer 2017	PLP met throughout 2016/17 as planned	Feasibility study completed	Target achieved	Green
Assist clients through Improving the Cancer Journey service.	Sustain Outcomes	Achieved	Achieved	ICJ model of support for people affected by cancer now being expanded to Scotland. GCC Head of Financial Inclusion and ICJ responsible for extending the ICJ service to the local authorities who make up Greater Glasgow & Clyde NHS	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
Assist clients through the Financial Inclusion Strategy	Strategy to be reviewed and updated by March 2018		Financial Inclusion Strategy reviewed and updated	Key priority was to ensure appropriate and effective Financial & Digital Inclusion is available in every community in advance of the full rollout of Universal Credit in Glasgow in Sept to Dec 2018 A report on the detail of this development will be prepared for the City Administration Committee in June 2018	Green
Tackle poverty and deprivation and provide relevant and affordable services for all our citizens	Ongoing	Planned Outcomes Achieved	Planned Outcomes Achieved	Following evaluation it has been agreed to relaunch the WGL in the summer of 2018, specifically to the low paid sector in an effort to provide them with affordable credit for those times of crisis.	Green
Through the Poverty Leadership Panel we will engage with public, private and third sector organisations as well as representatives from communities living in poverty to develop and deliver an action plan for change that will link to the new Tackling Poverty Strategy which is currently in development	Disability Workstream priorities to be confirmed by June 2017	Ongoing	Achieved		Green
We will educate students to change behaviours towards	Students continue to be provided with £10 donation	Ongoing	Ongoing		Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
non-standard lending through the Future Savers Project					
In line with the priorities set out in the Strategic Plan, continue to deliver on the budget we have set for 2017/18 and setting the strategy for 2018/19	Ensure robust financial management in place and regular reporting to committee	Regular reporting to committee. Budget for 2017/18 set	Regular reporting to committee. Budget for 2018/19 set	The Council agreed its budget for 2018/19 on 22nd February 2018	Green
Promote the sharing of services to ensure the Glasgow Family adopt effective and efficient back office processes	Ongoing	Ongoing	Ongoing	CBS continue to centralise common tasks and processes that can be delivered from core centres and hubs. A second CBS Hub was opened in the Olympia Building in Bridgeton, to deliver common Education support tasks	Green
CBS are developing a model of service delivery to make best use of the available property portfolio.	Ongoing		Ongoing	Regular property related meetings held with Property and Landlord Services	Green
Implement the Customer First programme in line with the strategic business case.	Ongoing	Ongoing	Ongoing	In 2017/18 over 122,000 reports/ requests were made using online forms and the MyGlasgow app, an increase of 18% on last year, and call volumes have reduced by 27% for LES and 32% for Council Tax.	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
Service Priorities					
Assessors & Electoral Registration Office (AERO)					
Scottish Local Government Elections - Preparation of a Register of Local Government Electors for use at the election	May 2017	N/a	Achieved		Green
UK Parliamentary General Election - Preparation of a Register of Parliamentary Electors for use at the election	June 2017	N/a	Achieved		Green
UK Parliamentary Boundary Review 2018 – preparatory work	Ongoing	N/a	Achieved		Green
Revaluation 2017 Appeals	All appeals acknowledged and cited in line with statutory requirements	N/a	Achieved	11,667 Appeals received by submission deadline 30 th Sept 2017	Green
Amendments to the Valuation Roll Undertaken within:					
0-3 months	90%	84%	93%	Target achieved	Green
3-6 months	8%	7%	6%		
Over 6 months	2%	9%	1%		
New Entries to the Council Tax List Undertaken Within:					
0-3 months	90%	84%	98%	Target achieved	Green
3-6 months	8%	15%	2%		
Over 6 months	2%	1%	0%		

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
Audit and Inspection					
Average client survey score	3	<i>To follow</i>	Report Later	Final average score will be reported in Annual Report in June. Current actual 3<.	
Maintain BSI accreditation	Compliant	Compliant	Compliant	BSI inspection completed April 2018. Final report confirmed fully compliant	Green
Internal and External quality assessments against Public Sector Internal Audit Standards	Compliant	Compliant	Compliant	Self-assessment completed November 2017 and confirmed compliant Last external assessment was 2016 and confirmed compliant (only due every 5 years)	Green
Audit Scotland annual review of Internal Audit against Public Sector Internal Audit Standards	Continued reliance	Continued reliance	Continued reliance	2017/18 Audit Scotland plan (March 2018) confirmed continued reliance	Green
Corporate Fraud and Investigations team	Break even or better	N/a	Report Later	Will be calculated and reported in Annual Report (June 2018). Mid-year performance report confirmed on track to at least break even	
Customer and Business Services (CBS)					
% of customers seen or answered within agreed service levels	85%	95%	91%	Target achieved	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
% of customers satisfied in relation in revenue and benefits customer contact and service desk	95%	New	100%	Target achieved	Green
% staff paid on time	99.5%	New	100%	Target achieved	Green
Accounts Payable paid on time	90%	94%	94%	Target achieved	Green
Accounts Receivable paid within 30 days (collectable debt)	85%	87%	90%	Target achieved	Green
Committees (Corporate Services) - % of papers to be issued 3 working days before Committee	100%	100%	100%	Target achieved	Green
Education placing requests responded to within timescales	95%	95%	100%	Target achieved	Green
% of Criminal Justice reports lodged with court on due date	95%	95%	N/a	Removed due to transition of process back to Social Work Services	
Council Tax - Cost of collection per dwelling	£10.00	£8.72	Report later	Information not available until June 2018	
Council Tax - Income collection during year of billing	94.95%	94.92%	95.00%	Target achieved	Green
NDR - Cost of collection per chargeable property	£20.00	£18.58	Report later	Information not available until June 2018	
NDR - Income collection during the year of billing	97.45%	96.84%	97.63%	Target achieved	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
Housing Benefit And Council Tax Reduction - New Claims	21 days	18 days	18 days	Target achieved	Green
Housing Benefit And Council Tax Reduction - Change in circumstances	11 days	8 days	8 days	Target achieved	Green
Housing Benefit And Council Tax Reduction - Administration cost per case	£34.00	£33.54	Report later	Information not available until June 2018	
Corporate Finance					
Completion of the 2016/17 unaudited annual accounts by statutory deadline	30 June 2017	N/a	Achieved		Green
Completion of the 2016/17 audited accounts including a clean audit certificate by statutory deadline	30 Sept 2017	N/a	Achieved		Green
Completion of a balanced annual estimate for 2018/19 by statutory deadline	11 March 2019	N/a	Achieved		Green
Service Development, Governance and Control					
Ensure the successful retendering of the council's banking services contract	March 2018	N/a	Formal contract extension granted to January 2019 to reflect potential mobilisation period if awarded to non-incumbent supplier	Working towards new target date	Amber

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
% Corporate banking reconciliations completed on time	100%	100%	100%	Target achieved	Green
Complete roll out of Protective Marking across the service	Dec 2017	N/a	Delayed implementation across the council due to the rollout of Office365. Timescale revised to September 2018	Working towards new target date	Green
Ensure Financial Services is compliant with the requirements of the General Data Protection Regulation (GDPR)	March 2018	N/a	On track for delivery in line with regulatory timeframe - May 2018	On track to deliver May 2018	Green
Implement revised guidelines for the invoicing and collection of sundry income across the council	March 2018	N/a	Guidelines prepared and cascade completed	Target achieved	Green
Implement revised monitoring framework for the collection of sundry income across the council	March 2018	N/a	Framework in place and targets set	Target achieved	Green
Implement revised monitoring and reporting framework for insurance claims across the council family	August 2017	N/a	Four weekly reporting in place	Target achieved	Green
Strathclyde Pension Fund Office					
Formation of new Committee, Board and Sounding Board	June 2017	N/a	Achieved	First meetings of Board and Committee took place in June. Composition of	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
after council elections in May 2017				Sounding Board agreed and first meeting took place in August.	
Induction and ongoing training plan for new SPF Committee and SPF Board members	June 2017	N/a	Achieved	Training plan approved at June committee. Induction training sessions delivered for both Committee and Board.	Green
Completion of actuarial valuation as at 31 st March 2017 including review of Funding Strategy Statement and engagement with employers	March 2018	N/a	Achieved	Draft results reported to Committee in Dec 2017. Reports on completion of process and No.3 Fund valuation received at Feb 2018 Committee meeting	Green
Review of investment strategy and structure using risk-based framework and including asset liability modelling based on cash flows from actuarial valuation. Re-visit Alt 2 and subsequent phases of strategy route-map	March 2018	N/a	Achieved	Scope of review agreed at May 2017 meeting of Investment Advisory Panel. Papers on investment options for infrastructure, short term enhanced yield and currency hedging considered at August IAP meeting. Currency hedging strategy agreed by Committee at September meeting. Asset Liability Modelling reviewed at November IAP meeting. Report with proposals for completion of the review agreed at February 2018 Committee meeting	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
Review and manage consequences of possible re-classification as retail investor under MiFID II	Jan 2018	N/a	Achieved	Final FCA policy statement and rules issued in July. Standard process and documentation for opting up to professional investor developed in August. Process completed with all investment managers by end December 2017	Green
Review of pension fund legal services provision	April 2017	N/a	Achieved	Pinsent Masons appointed for external counsel on Scots law and overseas jurisdictions using LGPS national framework.	Green
Review transition management arrangements and requirements	Dec 2017	N/a	Achieved	LGPS national framework went live in December. Will be used for mini-competition or direct call-off as required	Green
Prepare and submit complete download of member and employer data to actuary for input into 2017 actuarial valuation. Address and remedy data queries.	Aug 2017	N/a	Achieved	Data submitted to actuary using Hymans Robertson proprietary secure dataPortal	Green
Complete Reconciliation and develop plan for Remediation phase of GMP equalisation project	Mar 2018	N/a	Achieved	Committee agreed integrated project plan at December 2017 meeting. Implementation underway	Green
Review and refine arrangements for auto enrolment including	Dec 2017	N/a	Achieved	Initial engagement with employers completed by	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
engagement with major employers				September 2017. c.2,500 new members auto-enrolled	
Review Altair system provision contract with Heywood	Dec 2017	N/a	one year extension of contract agreed	Target achieved	Green
Continue implementation of digital communications strategy including employer self-service rollout, further on-boarding of employers to <i>i-connect</i> , upgrade of member self-service functionality	Mar 2018	N/a	Target achieved	ESS launched Nov 2017 and actively being used by all major employers Continuing engagement with employers to agree go-live plans Functionality live on SPFO system	Green
Annualised Three Year Investment Returns	4.9%	12.6%	10.0%	Target achieved	Green
Retirement lump sums paid on retirement date	95%	New	92%	Other priorities resulted in some slippage against target	Amber
Customer Satisfaction - Retirals	90%	88.6%	89.6%	Fractionally below target. Related to slight slippage above	Green
Customer Satisfaction - Refunds	80%	82.8%	84.6%	Target achieved	Green
Contributions income received on due date	100%	99%	100%	Target achieved	Green
Member Data - Completeness	>98%	98.2%	98.3%	Target achieved	Green
www.spfo.org weekly visitors	5,500	4,987	4,892	Consistently fewer visitors than anticipated	Amber
SPFOnline members registered	53,000	51,917	63,617	Target achieved	Green

Indicator/ Outcome/ Strategy	Milestone/ Target 2017/18	Year End Actual 2016/17	Year End Actual 2017/18	Performance Note	RAG
Financial Services					
Completion of employee Performance Coaching and Review (PCR) meetings – two per annum	85%	91%	82%	While this is a relatively healthy figure, refresh training is being delivered to Managers with increased monitoring and reporting, both in terms of completion rates and quality of conversations.	Amber
Attendance Management - days lost through sickness absence	6.6 days	7.6 days	8.3 days	While exceeding target, FS reported below GCC's average of 8.9 days and the latest average public sector figure of 8.5 days.	Red