

Item 5

3rd September 2013



Glasgow City Council

Public Petitions and General Purposes Committee

Report by Executive Director of Financial Services

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Financial Services Annual Service Plan and Improvement Report (ASPIR) 2012-2015

Purpose of Report:

The ASPIR, which is attached, provides details of the performance of Financial Services for the period 2012 to 2013 and presents the budget proposals and performance targets for 2013 to 2015. The ASPIR also reports on Strategic Plan priorities for which the service has the lead responsibility.

Copies of the ASPIR are available in the Members' Library.

Recommendations:

The committee is asked to:

- Note the Annual Service Plan and Improvement Report 2012-2015 for Financial Services.
- Note that the report has informed the writing of the council's Annual Performance Report (APR).
- Consider the report as a baseline for service performance monitoring during 2013-2015.

Ward No(s):

Citywide:

Local member(s) advised: Yes No consulted: Yes No

Council Strategic Plan Implications

Economic Impact: Not applicable

Sustainability: Not applicable

Financial: Not applicable

Legal: Not applicable

Personnel: Not applicable

*Sustainable
Procurement and Article
19:* Not applicable

Financial Services

Annual Service Plan & Improvement Report

2013/14

Director's Message

The professionalism, commitment and dedication of the staff in Financial Services ensure that the Council has sound finances. This provides a foundation for colleagues across the Council family to deliver services for the benefit of all those who visit, live, work and study in Glasgow.

The scale of the financial responsibility of the department is significant – an annual budget of £2.1billion, collection of £250million of council tax and £300million in non-domestic rates and the payment of over £300million in benefits to our most vulnerable citizens. The department has overseen a capital programme that has delivered a number of new assets including Kelvingrove Art Gallery & Museum, the Riverside Museum, the Emirates Arena including the Sir Chris Hoy Velodrome, care homes for children and older people and new schools. Over the next four years another £700million will be spent in the City, the majority on Glasgow's schools.

The Strathclyde Pension Fund saw its assets rise in value to a record breaking £13billion and provided an excellent service to its 200 employers and 190,000 members.

This has all been achieved against a background of reducing resources, both financial and in terms of workforce, but the hard work of staff has meant that targets have been met or exceeded and once again the in-year collection of Council Tax has increased. The effort involved from staff has been reflected in the need for improvement identified in the staff survey and the Leadership Team of the Department is committed to responding positively to staff concerns.

Looking ahead, the Department will seek to respond to the further challenge of Welfare Reform including the anticipated introduction of Universal Credit. This will see partners working across the City to respond to the changes. Within the Council, the Tomorrow's Support Services Programme will ensure staff from Revenues & Benefits are not disadvantaged by changes in workforce arising from the introduction of Universal Credit.

The Department will continue to play an integral part in contributing financially to the Commonwealth Games in Glasgow in 2014.

The Department, through its staff, has delivered consistently for the Council and is focussed on how it can best support the ambitions of the City, both in 2013/14 and beyond.

Jim Brown

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SECTION 1: STRATEGIC PLAN COMMITMENTS

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 that can deliver on the commitments of the Council Strategic Plan and deliver a balanced revenue budget. Through its range of services it is the aim of Financial Services to provide sound financial stewardship of the Council's resources to ensure that the Council's budget strategies can be delivered and that the limited resources are directed to the areas of highest priority.

The council's strategic plan sets out our priorities for the next five years, and explains how the council intends to achieve them.

The plan identifies five priority themes. These are:

- Economic Growth
- A world class city
- A sustainable city
- A city that looks after vulnerable people
- A learning city

In order to deliver these priorities in the current economic climate, the Strategic plan identifies that it is essential that the council as an organisation makes the best use of its resources. Financial Services has a key role in ensuring that the council meets that objective as well as ensuring that we can deliver an effective and efficient service to our customers.

This section of the report details how Financial Services will support the delivery of the Council Strategic Plan priorities by making the best use of our resources over five headings of Finance, Service Reform, Our People, Assets and Process.

MAKING THE BEST USE OF OUR RESOURCES

Finance

Financial Services has responsibility for ensuring the proper financial stewardship of the Glasgow Council Family budgetary resources and also Strathclyde Pension Fund. Our aim is to ensure that the council maintains strong financial management underpinned by effective financial controls. We also provide advice and guidance on financial matters to Elected Members and Services. We are also responsible for local taxation assessment, billing and collection which significantly support the overall funding of the council and progressing financial inclusion in the city.

Service Reform

The Service Reform programme is an integral part of how Financial Services will meet the challenges of our financial constraints whilst fulfilling our key priorities. Tomorrow's Support Services programme is a Service Reform initiative which will change the way we deliver our clerical and administrative activities across the council, and will identify opportunities within services for improved standards and development. A Service Transition Board has been established in Financial Services to help support this programme and deliver the changes. Financial Services managers will work with the programme team from Customer and Business Services to review the processes and functions in their areas. These activities commenced in the Revenue and Benefits division and the Insurance and Claims Team in April 2013, and will progress in our remaining service areas in February and May 2014.

Our People

Financial Services, is committed to providing our skilled workforce with the learning and development required to provide an excellent and sustainable level of service. A representative from all service areas sits on the Financial Services Occupational Development Board.

The training needs of our workforce are constantly identified and addressed, and we ensure that:

- All newly recruited staff will receive induction training

- Staff transferred to other duties are equipped with the relevant skill set for that post
- Opportunities to access learning and development are open to all staff
- Managers encourage and direct their staff to self develop.

Each division within Financial Services has provided its own specific learning and development strategy that meets the needs of its workforce and fits with the overall Financial Services strategy. We continue to support the delivery of both the Council's Commonwealth Apprenticeship Initiative and the Council's Internship Programme.

Assets

The department is actively involved in a number of corporate initiatives aimed at improving our use of assets across property, ICT and information. Further details on these initiatives are contained in Section 4D of the report.

Process

Financial Services is continually reviewing processes to identify improved ways of working, including learning from comments from our customers. We are working in partnership with the rest of the council and other city agencies to improve customer care. This includes

- Introducing a new complaints handling system
- Exploring the options of developing a contact service which links services, agencies and citizens.
- Reviewing services from a customer perspective to streamline delivery of services

Each of the Council's priority themes contains a number of commitments. Detailed below are the commitments which Financial Services will be progressing.

SP No.	Strategic Plan Priority	How we will progress
2.16	<p>A WORLD CLASS CITY</p> <p>We will provide information on how residents can access and use low cost ethical lenders such as credit unions. At the same time we will ensure we are using our enforcement powers against loan sharks and other high interest lenders in local areas.</p>	<p>As part of the Financial Inclusion contract we encourage service delivery which lifts vulnerable groups out of financial exclusion and avoids the 'revolving door' experience. We;</p> <ul style="list-style-type: none"> • Have a planned coherent programme of financial education for 3-18 yrs in accordance with a Curriculum for Excellence. • Promote access to affordable credit and savings through collaboration with the city wide Credit Union Strategy. • Have developed Scotcash to provide access to affordable credit, savings, bank accounts and financial capability advice to vulnerable groups. • Offer early support and advice for vulnerable veterans, their families and carers through continued development of Glasgow's Helping Heroes.
4.04	<p>A CITY THAT LOOKS AFTER VULNERABLE PEOPLE</p> <p>We will work in partnership with the Health Board to tackle health</p>	<p>Financial Services are part of the Joint Officers Group on Health Improvement. Representation on this group will ensure Financial Services led projects including</p>

	<p>inequalities. The Director of Public Health will lead work to identify priority issues where we can make the most impact. This will include the areas we have been addressing in partnership including tobacco, alcohol, obesity, mental health and physical activity. By December 2012 we will identify those areas where we can make the greatest impact and bring forward proposals for action.</p>	<p>Long Term Conditions and Macmillan Services, Glasgow's Helping Heroes, Improving the Cancer Journey and the Financial Inclusion Strategy can inform proposals for action in priority areas.</p>
<p>4.05</p>	<p>A CITY THAT LOOKS AFTER VULNERABLE PEOPLE</p> <p>We are developing a planned response with our partners to the national welfare reforms taking a strategic view on how it impacts on the city and quality of life for individuals and families. We will reform our services to meet the requirements to deliver new benefits and plan for how they impact on the city. Early emerging issues are the impact on vulnerable people, jobs and the economy and housing and homelessness.</p>	<p>The Executive Director of Finance is leading the corporate Welfare Reform group. The group is responsible for dedicated work streams to ensure the council has an informed and coordinated approach to working across organisational boundaries. This enables the council and its partners to respond to and mitigate where possible the impact of welfare reform. This approach enables us to deal with key emerging issues for our vulnerable citizens, including, the impact on employment, housing and homelessness in partnership.</p>

4.06

**A CITY THAT LOOKS AFTER
VULNERABLE PEOPLE**

Our Financial Inclusion Strategy sets out how we will ensure that our most vulnerable citizens can access advice and information to prevent them being financially excluded and enable them to fully contribute and participate in the social and economic life of the city. Some specific approaches include:

- our Helping Heroes campaign which ensures veterans, their families and carers receive local access to a range of services including financial, employability and housing advice and health. We will also work to ensure we meet the commitments of the Armed Forces Community Covenant to which Glasgow were the first local authority to sign in November 2011.

Our MacMillan and Long Term Conditions project, which provides

The Financial Services Service Development Team are responsible for the delivery of these projects, and will continue to develop these projects, in particular they are

- Developing a new service with the aim of Improving the Cancer Journey for individuals diagnosed with Cancer, their families and carers.
- Launching the Glasgow Veterans employment project to help veterans secure employment

	<p>targeted early intervention and support to ensure that poverty and broader social exclusion are not the consequence of a diagnosis of cancer or other long term health condition. Over the life of the Plan, we will ensure that this service reaches even more people.</p>	
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SECTION 2: SINGLE OUTCOME AGREEMENT (SOA)

This section details where Financial Services are responsible for contributing to the delivery of a SOA priority activity.

The priorities of the SOA are:

- Youth employment
- Alcohol
- Vulnerable people

SOA THEME - YOUTH EMPLOYMENT				
SOA Ref	How we will contribute	Proposed Measure	Existing Baseline Performance	Proposed Future Targets
	We continue to support the delivery of the Council's Commonwealth Apprenticeship Initiative. The department is supporting 12 places throughout Finance, eight in their first year and four in their second year. In addition Financial Services is also fully supportive of the Council's Internship programme and supported four interns in 2012-13. Both of these initiatives support the current administrations priority area of training and skills for employment and the economy	Numbers of apprentices/interns employed	2012 – 11 apprentices 2012 – 3 Interns	2013 – 10 apprentices 2013 – 3 Interns

SOA THEME – VULNERABLE PEOPLE				
SOA Ref	How we will contribute	Proposed Measure	Existing Baseline Performance	Proposed Future Targets
	<p>To build on the success of the Long Term Conditions and Macmillan Service which has delivered in excess of than £26 million in additional benefits for more than 9000 of the cities most vulnerable customers diagnosed with cancer, heart disease, stroke and respiratory disease. Financial Services are developing a new service with the aim of Improving the Cancer Journey for individuals diagnosed with cancer, their families and carers. This aims of this service are to provide a single point of contact leading to increased understanding of cancer journey for individuals, families, carers and professionals who deliver services. Provide better information and knowing where to access this and with improved signposting and integrated access to other services as required which will lead to improved coordination of care, less isolation and more support for individuals, their families and carers, and enable people to live independently for longer. We will work in partnership with Social Work and Cordia to deliver proactive and supported self management which will deliver improved</p>	<p>Number of clients assisted</p>	<p>Total number of clients assisted by the Long Term Condition Macmillan Service from April 2012 until March 2013 was 2540.</p> <p>Total client financial gains for this period are; £ 5.4million.</p>	<p>Total client financial gains of £5million (which is lower due to impact of welfare reform)</p> <p>2500 clients assisted</p>

	outcomes for people with cancer their families and carers.			
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SOA THEME – VULNERABLE PEOPLE				
SOA Ref	How we will contribute	Proposed Measure	Existing Baseline Performance	Proposed Future Targets
	Through our Financial Inclusion Strategy we will continue to ensure that our most vulnerable citizens can access advice and information to prevent them being financially excluded and enable them to fully contribute and participate in the social and economic life of the city.	Monitoring of the Financial Inclusion Contract	Total Financial Benefits £57,682,240 Total cases 93291	To Be Confirmed
	We will continue to deliver our Helping Heroes project which ensures veterans, their families and carers receive local access to a range of services including financial, employability and housing advice and health. We will also work to ensure we meet the commitments of the Armed Forces Community Covenant to which	Monitoring of the Employment, housing and financial outcomes of Glasgow's Helping Heroes project.	Financial outcomes 2012/13 £327,736 (Cumulative £605,000) Housing 2012/13 118 (Current cumulative	Financial Outcomes £300,00 Housing 50 assisted

	Glasgow were the first local authority to sign in November 2011.		237) Employment 2012/13 31 (Current cumulative)	Employment 50
	We will continue to deliver our MacMillan and Long Term Conditions service, which provides targeted early intervention and support to ensure that poverty and broader social exclusion are not the consequence of a diagnosis of cancer or other long term health condition. Over the life of the Plan, we will ensure that this service reaches even more people	Monitoring of the Long Term Conditions project with regard to number of clients assisted and the financial value of the clients' gain.	No of clients assisted 2012/13 2540 Clients financial gain 2012.13 £5.4 million	Clients assisted 2500 Clients financial gain £5 million
	We will develop and deliver a new service to improve the cancer journey for individuals diagnosed with cancer and their families.	Number of clients assisted	n/a	Targets to be developed and approved
	We will launch the Glasgow Veterans employment project to help veterans secure employment, access training and provide apprenticeship opportunities. Launch date will be 1 July 2013.	Number of jobs secured for veterans	n/a	Targets to be developed and approved

	We will work in partnership with Glasgow Life to develop a digital inclusion service. This will provide digital access to all citizens to enable universal credit and other benefits to be claimed online.	Number of clients assisted	n/a	Targets to be developed and approved
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SECTION 3: SERVICE PRIORITIES

3A: PROGRESS REPORT ON MAINSTREAM ACTIVITIES AND SERVICE PRIORITIES

This section describes the key activities for Financial Services which are mainstream priorities for our service; it also describes any additional key activities we will be progressing this year where these activities have not been specifically identified as Strategic Plan or SOA commitments.

Financial Services provides the following range of services;

Revenues & Benefits The Revenues and Benefits division collect council tax and non domestic rates revenues, pay housing benefit and council tax reduction. The Service aim is to maximize collection and to help break the cycle of debt by ensuring access to Housing Benefit and Council Tax Reduction, actively promoting these benefits, council tax exemptions and discounts, as well as various business rates reliefs, and collecting monies due within the terms of the Council's Corporate Debt Policy, that reflects the ability to pay.

We strive to administer these benefits promptly and accurately to ensure assistance to those who are most in need. Likewise to maximise collection of monies to provide the resources required to contribute to the council's key objectives.

The service annually

- Manages £414.5 million of payments of Housing Benefit and Council Tax Reduction to 108,000 recipients
- Manages collection of £261 million of Council Tax income from 301,000 charge payers

- Manages collection of £329 million of Non-Domestic Rates income from 25,000 local businesses

**Assessors &
Electoral
Registration
Office**

The Assessors Office 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). Following the 2010 Revaluation, 10,848 appeals were lodged which must be disposed of by 31 December 2013. In addition there have been 11 814 Running Roll appeals received since 2010, which must be disposed of within the statutory deadlines.

The Electoral Registration Office ensures citizens, who register, have the right to take part in the democratic process. This involves compiling and maintaining a complete and accurate electoral register and postal voter list, on an annual basis.

The Assessors office works closely with the Revenues and Benefits service to ensure the efficient administration of the process from valuation to the eventual billing of the Council Taxpayer or Ratepayer. This means the public receives notification of any change in liability as quickly as possible, and helps to ensure council tax benefit is paid out promptly.

The service manages:

- The valuation of 25,000 Non-Domestic properties on the Valuation Roll
- 470,000 entries on the Electoral Register

- 48,000 Postal votes
- The valuation of 301,000 domestic subjects on Council Tax List

**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 over 200 other large and small employers. The Council fulfils this responsibility through the Strathclyde Pension Fund Office (SPFO).

SPFO aims to; deliver a professional high-quality pensions service; be accountable to all stakeholders; and work with stakeholders to improve accuracy and efficiency.

The service:

- Manages £13,400 million of Investments for the Strathclyde Pension Fund
- Collects around £ 440 million of pension fund contributions from more than 200 employers, and
- Pays out around £350 million of Pensions to 69,000 retired employees and a further £180 million to 19,000 pensioners in the unfunded Police, Fire and Teachers schemes which is recovered directly from employers.

**Audit &
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 audit function to many of the Council's

Arms Length External Organisations (ALEOs).

The Head of Audit & Inspection provides elected members with an annual assurance statement on the adequacy and effectiveness of the Council's internal control arrangements including the arrangements in subsidiary bodies incorporated in the Council's group accounts.

The monitoring, reporting and reclaiming of VAT is a function carried out within Internal Audit but it remains the responsibility of officers throughout the Council and its ALEOs to keep the VAT Officer informed of changes to processes or service delivery which could impact upon the Council's ability to fully recover VAT.

The Revenues and Benefits Benefit Counter Fraud Unit moved to the Audit & Inspection service in April 2011. The Benefit Counter Fraud Unit investigates allegations of Housing and Council Tax Benefit fraud.

**Corporate
Finance**

Corporate Finance activities include preparation of the Council's statutory accounts, completion of the Council's revenue budget, regular financial monitoring reporting to committee through the year and Treasury Management activities. The division also provides advice and guidance on any financial management issues raised by Members and Services. Corporate Finance also supports the financial management of the Council's significant investment programme. This is focused on delivering the key elements in support of the 2014 Commonwealth games. The Emirates Arena was completed during 2012 with the remaining venues of Tollcross Pool and Glasgow Green Hockey Centre due for completion this financial year. In addition priority areas including the pre 12 Strategy, older people and children's residential care home strategies also form part of the overall programme.

The division has a key role in supporting the Council's service reform agenda by providing detailed financial planning advice and support for all of the major development projects within this programme.

The service manages:

- £2,304 million of expenditure and £748 million of budgeted income
- £711 million of expenditure through the council's investment programmes

Insurance & Claims

The Insurance Section manages and administers the Council's general insurance provisions. This mainly covers the areas of property, public and employer's liability and motor insurance.

It is important that the Council takes all necessary steps to prevent injury to our citizens or staff or damage to our own and others assets as result of our actions/failure to take action. In the event that such events do occur the Council needs protection from significant financial loss.

The Claims Section manages and advises on all types of general liability claims made against the Council, primarily in the areas of public, employers and Motor Liability.

Service Development

There are two strands to the Service Development Team; Service Development and Financial Inclusion.

The Service Development part is responsible for challenging existing service delivery arrangements, providing performance management

information, managing projects across the range of department's activities, developing collaborative and partnership arrangements for service delivery and leading on Tomorrow's Councils projects on behalf of Financial Services. Examples of activities include leading on the Tomorrow's Office and Service Desk projects, creating Financial Services Learning and Development strategy, service planning, facilitating service self assessment, and providing web design services.

The Financial Inclusion part manages the Financial Inclusion and Housing Information Advice Services Contract. The contract is based on three lots delivering 'core services' (consistent with the Council's three strategic planning areas of South, North East and North West). a prevention of homelessness contract and a free phone helpline contract. The advice services provided are delivered under the brand name of GAIN (Glasgow Advice and Information Network). The team also develop a programme of financial education, provide targeted support for vulnerable groups and increase access to affordable credit.

**Elected
Members
Finance
Team**

The Members Support Team within Financial Services provides a full and comprehensive financial service to the Council's 79 Elected Members. The Team ensure full legislative and procedural compliance in relation to Elected Members remuneration arrangements which includes salaries, receipted expenses, travel on Council business and training and development. This comprehensive financial service has recently been extended to include Elected Members serving on the boards of external organisations of the Council.

The Members Support Team also undertakes extensive research activities in order to respond to Freedom of Information requests.

Additional activities we will progress during 2013/14 which have not been specifically identified as strategic plan or SOA commitments are noted in the table below:

All Financial Services		
Ref	Service Activity, Project or Programme	Target, Measure or Milestone
1	Tomorrow's Support Services implementation (details on page 8)	Implement within agreed corporate timescales
2	Implementation of the Livelink Electronic Document management System(EDRMS) (details on page 38)	Implement within agreed corporate timescales

Assessors & Electoral Registration Office		
Ref	Service Activity, Project or Programme	Target, Measure or Milestone
1	Implementation of Individual Elector Registration	Compliance with Cabinet Office project plan timescales
2	Absent Vote Signature refresh	Compliance with legislatives timescales

3	Digitisation of commercial property files	1 linear metre per scanner per day
4	Creation of Young Electors Register for Referendum	Compliance with legislative requirements

Revenue and Benefits		
Ref	Service Activity, Project or Programme	Target, Measure or Milestone
1	A number of the UK Government's Key Welfare Reform changes come into effect during April 2013. The Revenues and Benefits division will continue to pro-actively monitor and measure the impact on our customers with a view to delivering the Housing Benefit and Council Tax reduction schemes in line with customers needs while contributing to the wider council discussions	Performance tracked and monitored via the Balanced Scorecard and Work Planner Progress reported four weekly to Corporate Welfare Reform groups and to committee as required.
2	The Revenues and Benefits service will continue to utilise the latest technology available to promote delivery of services to people in a way convenient to them and to maximise productivity by delivering streamlined, automated processes where practicable. Examples during 2013/14 will be the introduction of easier on-line authentication for customers and a streamlined on-line application process that will allow quicker and easier Housing Benefit and Council Tax Reduction applications	Ongoing review and implementation of opportunities to improve efficiency and customer service through enhanced technology. Increased usage of on-line self service facilities

3	<p>The Revenues and Benefits service will continue to maximise the opportunities for joint-working with partners such as the Glasgow Housing Association and other Registered Social Landlords via co-location and sharing of resource where appropriate.</p> <p>Similarly we will continue top work with our Debt Management Partners (DMP) to maximise income in challenging times.</p>	<p>Monitor the success of the ongoing co-location pilots with a view to identifying future opportunities.</p> <p>Improved DMP performance against targets.</p>
4	<p>Work will continue to ensure the requirements identified from the Audit Scotland Risk Assessment of the benefits service in Glasgow and the visit from the Department for Work & Pensions Performance Development Team (PDT) are taken forward.</p>	<p>Continue to provide assurance to Audit Scotland that the Benefits service is robust and demonstrates good practice in service delivery and legislative compliance.</p> <p>Continue to steam-line process to ensure PDT requirements are delivered.</p>
5	<p>Preparation for a council tax Single Persons Discount review will take place to ensure that discounts are being awarded to those who are entitled with a view to undertaking the review early in 2014.</p>	<p>Plans to be in place to initiate review in early 2014.</p>

SPFO		
Ref	Service Activity, Project or Programme	Target, Measure or Milestone
1	Investment priorities	Implementation of changes to strategy and structure agreed following three yearly annual review completed in 2011/12
2	Continued improvement and efficiencies in service delivery	Develop an implementation plan for a comprehensive system upgrade, communication strategy, complete the service reform

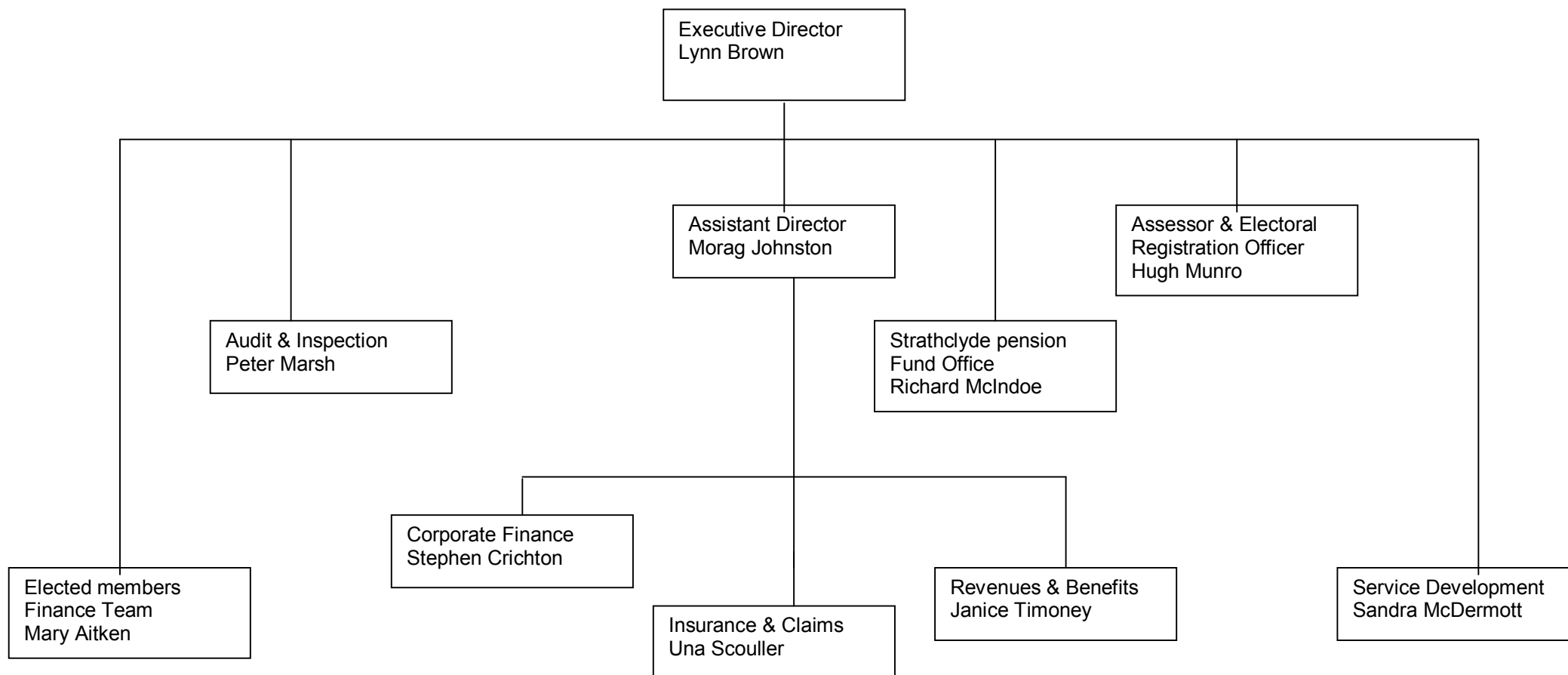
		and implement Annual Allowance and Auto enrolment procedures to comply with new legislation
3	Financial priorities to manage the Funds rapidly changing cash flow profile	Develop cash forecasting models and review the strain on the fund invoicing arrangements
4	Governance arrangements in light of 2012 council elections	Review governance arrangements in the light of the council 2012 elections

Service Development		
Ref	Service Activity, Project or Programme	Target, Measure or Milestone
1	Assist service areas in EDRMS migration, and assume responsibility for governance of EDRMS access permissions.	Ensure migration takes place within agreed project timescales and develop robust governance procedures
2	Introduce new complaints handling process	From June 2013, we will change the way we deal with the customer complaints across the Glasgow Family. We will ensure all Financial Services staff are aware of this and that the relevant staff are trained and monitor compliance.
3	Staff survey action plan	Implement staff survey action plan
4	Manage the departments relationship with ACCESS, and develop an ICT strategy for the department aligned to departmental priorities	Regular meetings with ACCESS to ensure delivery of priorities against ICT action plan.

SECTION 4: RESOURCES AND ORGANISATION

4A: SERVICE STRUCTURE AND STAFF RESOURCES

Financial Services is organised into eight service areas. The department structure is shown below



The chart below provides further detail on the staff employed with Financial Services as at April 2013

Financial Services As At 17/04/13														
Grades FTE	MALE		FEMALE		WHITE		MINORITY ETHNIC		ETHNICITY NOT DECLARED		DISABLED		TOTAL	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%
1 to 4	87.39	13.45%	267.65	41.19%	307.36	47.30%	9.47	1.46%	38.20	5.88%	12.57	1.93%	355.04	54.63%
5 to 7	80.30	12.36%	154.21	23.73%	225.51	34.70%	2.00	0.31%	7.00	1.08%	10.77	1.66%	234.51	36.09%
8	10.00	1.54%	14.00	2.15%	24.00	3.69%	0.00	0.00%	0.00	0.00%	1.00	0.15%	24.00	3.69%
9 to 14	14.00	2.15%	11.30	1.74%	25.30	3.89%	0.00	0.00%	0.00	0.00%	1.00	0.15%	25.30	3.89%
Non WPBR	4.00	0.62%	7.00	1.08%	2.00	0.31%	0.00	0.00%	9.00	1.38%	0.00	0.00%	11.00	1.69%
Totals	195.69	30.11%	454.16	69.89%	584.18	89.89%	11.47	1.77%	54.20	8.34%	25.34	3.90%	649.85	100.00%

4B: FINANCIAL RESOURCES

Budget Impact and Changes

This section summarises Financial Services budget for 2012-13 and 2013-14. The Financial Services approved budget for 2012-13 and 2013-14 is shown below.

2012-13 Approved Budget	2013-14 Approved Budget
£18,253,200	£91,005,700

The 2012-13 figures exclude all expenditure and income related to Housing and Council Tax Benefits.

In 2013-14, the Department of Work and Pensions Council Tax Benefits Scheme was replaced with the Council Tax Reduction Scheme, funded partly by the council and partly by the Scottish Government. The increase to the 2013-14 Financial Services budget reflects this change, with the related external funding now forming part of the Central Government Grant.

A subjective and objective analysis of the approved budget is provided below.

Revenue Budget: Subjective analysis

£	Expenditure	£
<u>2012/13</u>		<u>2013/14</u>
24,452,500	Employee costs	21,225,500
2,289,600	Premises costs	2,174,800
1,517,100	Transport and plant	1,519,600
4,152,000	Supplies and services	4,137,300
72,500	Third party payments	84,500
335,884,200	Transfer payments	338,857,200
338,000	Membership subscriptions	338,000

806,600	External audit fees	758,500
1,285,600	Payments to other bodies	1,285,600
2,228,700	Members' allowances and expenses	2,156,200
-207,100	Transfer to Capital	-209,200
372,819,700	Direct Departmental Expenditure	372,328,000

2,702,200	Central Charges	2,237,800
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375,521,900	Total Expenditure	374,565,800
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Income

342,480,300	Other grants, reimbursements and contributions	269,026,100
9,730,900	Customer and client receipts	9,644,400
5,057,500	Inter departmental trading income	4,889,600
357,268,700	Direct Departmental Income	283,560,100

18,253,200	Net Expenditure	91,005,700
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Revenue Budget: Objective analysis

£	Expenditure	£
<u>2012/13</u>		<u>2013/14</u>
1,197,600	Financial Management and Administration	926,100
5,112,200	Support Services	6,508,200
1,428,900	Audit and Inspection	1,443,700
6,765,000	Fund Management	6,272,700
18,429,000	Revenues and Benefits Administration	16,481,800
331,830,900	Benefit Payments	332,317,700
3,397,200	Assessor and Electoral Registration Office	3,046,300
4,658,900	Finance Miscellaneous	5,331,500
372,819,700	Direct departmental expenditure	372,328,000
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2,702,200	Central Charges	2,237,800
375,521,900	Total expenditure	374,565,800
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	Income	
1,420,400	Financial Management and Administration	902,600
5,600	Support Services	488,500
102,000	Audit and Inspection	102,000
8,303,000	Fund Management	8,052,700
13,483,200	Revenues and Benefits Administration	12,792,200
333,923,500	Benefit Payments	261,160,300

0	Assessor and Electoral Registration Office	0
31,000	Finance Miscellaneous	61,800
357,268,700	Direct departmental income	283,560,100
<hr/>		
18,253,200	Net expenditure	91,005,700

2012-13 Probable Outturn

It is forecast that the Financial Services account will be under spent by approximately £100,000 in 2012-13. This under spend has been achieved by not filling vacant posts, and the freeze on non essential spend.

4C: STAFF DEVELOPMENT

Staff Survey

- Between 2 February and 23 March 2012, 69% of Financial Services staff completed the third universal staff survey conducted by IPSOS Mori.
- The Financial Services Staff survey results were analysed for each service area and all Heads of Service were briefed on the results for their own service areas.
- Following the recognition by the Financial Services Leadership Team that the 'one size fits all' solutions typically fails to appreciate the different challenges and barriers presented by local conditions, it was agreed that localised area action plans will be created to address this.
- Prior to the creation of these action plans it was decided to create three work streams under which to address the issues emerging from the staff survey and to use as a framework for our employee engagement activities. (These also tie in with the findings of the EFQM assessment see Section 5 of ASPIR). These streams of work are;

- Leadership- How staff perceive their leadership, at corporate, senior manager and immediate manager level, and do staff feel informed, inspired, supported and motivated by them.
 - People- How staff feel about working for Glasgow City Council, do they feel engaged and satisfied in their jobs.
 - Customers- How staff feel about the quality of service we provide for our customers.
- We engaged with the Financial Services Staff Focus Group in the development and implementation of these emerging action plans.
 - We commenced employee engagement activities in January 2013 at a localised level, starting in the Revenues and Benefits local area offices.
 - The key emerging themes from the staff survey form the basis of the Financial Service's Tomorrow's Glasgow event scheduled for 2 May 2013

Training and Development

Each division within Financial Services has provided its own specific learning and development strategy that meets the needs of its workforce and fits with the overall Financial Services Learning and Development strategy.

Training Course	
First Line Management	63 staff or 10% of Grade 3-6 have completed
Delivering Tomorrow's Council	78 staff or 75% of Grades 7 & 8 have completed
Leading with Impact	23 staff or 77% of Grade 9 & above have completed
GOLD Courses	11,021 GOLD Courses have been completed

Shaping the future for Tomorrow's Glasgow

This took place on 2 May 2013 and with attendance targeted at middle and senior managers. The purpose of this event was to address the outcomes of the 2012 staff survey and introduce the Council's new strategic plan. It also addressed our delivery of the Strategic Plan Commitments.

PDP Performance as at 31 March 2013

The Personnel Development Plan (PDP) is the process the Council uses to discuss, agree, record and review staff personal development. The PDP aims to raise aspirations and support achievement within all our staff. Through the PDP we continue to give staff a structured and supported process to take responsibility for their own learning and development needs, and to progress their professional development. At the 31 March 2013 98% of staff had a live PDP.

Attendance Management

For 2012/13 Financial Services achieved an attendance management performance of 5.46 days lost through sickness absence. Although above our target of 5 days, this is an improvement on last years out-turn of 6.2 days. In striving to achieve our targets we continue to work closely with Corporate Human Resources to continue to promote the Corporate Attendance Management Action Plan which is being implemented to support managers in applying council absence management policy.

We also continue to promote both the Employee Assistance Programme (EAP) to staff, and the 'manager assist' product with Work Place Options to support managers who need advice on how to deal with difficult workplace situations, such as handling an absence interview.

In 2012, Financial Services offered flu vaccinations to all staff; 202 staff (25%) took up this offer. The services of our Long term Conditions service has been made available to all staff within the council and the council family to ensure employees with long term illness are provide with the support this service offer.

Work life balance Provision

Financial Services support the work life balance options offered by the council. Each application is carefully considered by the appropriate service area taking account of their service delivery requirements.

Staff Health Initiatives

The Staff Health Strategy for 2011-2014 was approved by the Council's Executive Committee in January 2012. This is a three year plan for improving the health of the Council's workforce. The new Staff Health Strategy is based on a significant process of employee engagement that included an electronic staff health survey, which received over 3,000 responses, and staff focus groups.

The new Staff Health strategy states six priority areas, which are:

- Alcohol – providing help for staff if they have alcohol-related problems and promoting information about the importance of reducing alcohol consumption.
- Obesity – supporting staff to reach and stay at a healthy weight, particularly through opportunities for active living and healthy eating.
- Mental Health and Wellbeing – developing a new mental health policy, which will help both managers and staff to recognise the importance of good mental health in the workplace.
- Tobacco – renewing our efforts to help staff give up smoking and keep off cigarettes.
- Communication and Engagement – working harder to engage with those staff who have traditionally not taken part in health activities and to provide targeted opportunities for them.
- Healthy Working Lives – The Council have achieved the silver Healthy Working Lives (HWL) status during 2012.

The Strategy also had a role to play in realising the significant improvement in staff attendance levels.

Staff across the Council have access to BUPA Positive Health. BUPA Positive Health is an interactive, proactive health and well-being programme for staff to use online. The service is designed to help staff assess and improve their lifestyle via health

assessments and guidance for improving health and changing your lifestyle for example, reduce stress levels and improve sleep quality.

4D: ASSET MANAGEMENT

This section outlines the key activities that Financial Services are progressing to ensure that we are making the best use of our assets.

Property - Financial Services have worked closely with ACCESS to relocate more than 300 staff to new offices within the Council estate, and have, by embracing flexible working practises and modernising business processes reduced the amount of office space we use. Although the office rationalisation programme ended in 2012, we continue to work closely with ACCESS to review our current workspace requirements in response to staff leaving the service under ER/VR.

Through our improved energy management we are working alongside the rest of the Council to reduce our carbon emissions.

Information Management Strategy – The Council’s Information Strategy will enable us to effectively manage our information effectively and efficiently whilst being compliant with legislative requirements. This strategy is being implemented through the Information Management Strategy Programme which consists of six projects, one of which is the implementation of the Livelink Electronic Document Management System (EDRMS) and Financial Services are currently involved in this implementation.

The Assessors and Electoral Registration Office piloted this project in 2010 and now continue to refine and improve upon their current file structures. Prior to their move to 220 High Street they scanned in excess of 250 linear metres of domestic house files to EDRMS, and are continuing to scan commercial files.

All other service areas have appointed Local Information Managers, who have developed file structures in preparation for migration to EDRMS within the allocated timeframes. Work has commenced with the Corporate Business Engagement team to ensure a smooth transition to the new environment for all other service areas, and the Service Development Team have assumed responsibility of the overall governance of EDRMS after transition has been completed.

SECTION 5: PERFORMANCE AND FUTURE TARGETS

5 A: SUMMARY OF SERVICE PERFORMANCE 2012/13

This section reports on the progress that has been achieved in delivering Financial Services priorities during 2012 - 2013 against the Council Plan's 2008 - 2011 key objectives which were as follows:

- Improving the efficiency and effectiveness of our services
- Increasing access to lifelong learning
- Making Glasgow a cleaner, safer city
- Building a prosperous city
- Improving health and wellbeing

Financial Services has five service objectives which have contributed towards the delivery of these Council objectives. These five objectives are listed below:

- Provide an effective and responsive Financial Service
- Support and advise officers in their operational roles
- Maintain strong financial management, underpinned by effective management controls
- Contribute to corporate management and leadership
- Support and advise elected members

Over the life span of the 2008 -2011 Council Plan, Financial Services has made significant progress towards the key objectives/targets for which the service has a significant responsibility.

Financial Services had three such targets in this Council Plan, all of which were located under objective 1 – improving the efficiency and effectiveness of our services.

Progress against these three targets has been detailed below, however Financial Services has also contributed directly and indirectly towards the other key objectives and themes in the Glasgow City Council plan and Single Outcome Agreement and these are also detailed below:

KEY TARGETS - Council Key Plan Objectives

Council Plan Key Objective 1 : Improving the efficiency and effectiveness of our services		
Ref	Key Council Plan Targets	Progress Commentary
1	Keep any yearly increase in Council Tax over lifetime of Council Plan to below inflation but ideally with no increase	<ul style="list-style-type: none"> • Council policy during the lifespan of the Council Plan was to keep any annual increase in Council Tax to below inflation, but ideally with no increase. Accordingly this was the working assumption for all the annual budget calculations. • The two year concordant agreement between the Scottish Government and all 32 Scottish local authorities, which led to a national council tax freeze ended in 2010-11 and was replaced by a local government settlement commitment. Under this settlement all Scottish local Authorities agreed to maintain a Council Tax freeze.
2	Achieve the Council Tax Collection target of 93% for 2012-13	<ul style="list-style-type: none"> • The Council has made significant improvement in council tax collection over recent years, increasing collection from 88% in 2007-08 to 92.3% in 2010-11. This improvement in collection exceeded the Scottish average collection increase. In 2011-2012 the collection target was exceeded by 0.1% achieving a council tax collection of 92.6% against a target of 92.5%. • The target for Council tax collection in 2012-2013 was 93%. This target was set against the context of the economic climate prevailing at the time, the impact of welfare reform on the citizen's of Glasgow, and the staffing reduction within the department. The actual collection rate achieved was 93.1%.

3	Continue to work towards the approved policy of holding reserves equivalent to 2% of net expenditure or £32 million over the medium term.	<ul style="list-style-type: none"> We are still on target in working towards the approved policy of holding reserves equivalent to 2% of net expenditure or £32 million over the medium term.
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Progresses on departmental activities against the 2008/11 Council Plan objectives which are not being carried forward into the 2012/15 Strategic Plan or SOA Commitments are noted below;

Council Plan Key Objective 1 : Improving the efficiency and effectiveness of our services		
Ref	Service Activity, Project or Programme	Progress Commentary
1.	Revenues and Benefits working from home pilot	A pilot with 23 Revenues and Benefit staff was undertaken during 2012/13. The results were positive and this initiative is now being progressed as part of Tomorrows Support Services.
	City Centre Service Desk	The City Centre Service Desk opened on the 29 th August 2012. The successful implementation facilitated the closure of 18 public counters and provided a more effective operational service delivery model from one location. This provides Glasgow City Council customers and staff with a venue and working environment that is modern and efficient for delivering face-to-face services now and for the future.

Council Plan Key Objective 2: Increasing access to lifelong learning

Ref	Service Activity, Project or Programme	Progress Commentary
1.	Electoral Registration Office – Election Education	This project was nominated for a Flourish Award in 2012, and the department continues to support schools in the facilitation of school elections and citizenship within the Curriculum for Excellence
2.	Financial inclusion – Financial Education	We are supporting a Financial Education Development Officer to implement teacher support activities, we have increased Glasgow Advice and Information Network (GAIN) agency input to schools through class teaching and school events, we have engaged with the Personal Finance Education Group (PFEG) as partner to increase capacity and resources, and we support the national Financial Education conference.

Council Plan Key Objective 4: Building a prosperous city

Ref	Service Activity, Project or Programme	Progress Commentary
1.	Corporate Finance supports the financial management of the Council's investment programme. This is focused on delivering the key elements for the 2014 Commonwealth games, in addition priority areas including the pre 12 strategy, older people and children's residential strategies form part of this investment programme	Corporate Finance continues to provide robust financial management to ensure these projects are delivered on budget.

This section of the report details how Financial Services has performed during 2012-13 against a range of national, council and service targets and sets out targets for 2013-14. Where available the Scottish Council Average performance figures are provided.

Key Performance Data

Measure & Links	2010-2011 Actual	2010-11 Scottish Council Average	2011-2012 Actual	2011-12 Scottish Council Average	2012-2013 Target	2012-13 Actual	2013-2014 Target
COUNCIL TAX							
Council tax increases	0%	0%	0%	0%	0%	0%	0%
Cost of collection per dwelling	£16.76	£13.81	£17.47	£13.15	£16.00	£16.27	£16.00
Income collection during year of billing	92.3%	94.4%	92.6%	95.1%	93%	93.1%	93.1%
NON DOMESTIC RATES							
Cost of collection per chargeable property	£44.01	£29.92	£43.36	£29.48	£40.00	£41.75	£40.00
Income collection during the year of billing	94.3%	96.89%	95.4%	97.10%	96%	96%	96%
HOUSING BENEFIT AND COUNCIL TAX REDUCTION (from 1 April 2013)							
New Claims – Processing Times	19 days	24 days	23 days	25 days	23 days	25 days	25 days
Change in circumstances – Processing Times	11 days	9 days	14 days	10 days	17 days	15 days	15days
Administration cost per benefit case	£46.07	£45.28	£41.80	£42.96	£41.00	£38.17	£41.00
ASSESSOR S & ELECTORAL REGISTRATION OFFICE							
% rate of return of electoral registration forms	90%	n/a	92%	n/a	92.5%	92%	92.5%
AMENDMENTS TO THE VALUATION ROLL UNDERTAKEN WITHIN							

0-3 months	98%	n/a	96%	n/a	94%	97.5%	95%
3-6 months	1%	n/a	3%	n/a	5%	2%	4%
Over 6 months	1%	n/a	1%	n/a	1%	0.5%	1%
NEW ENTRIES TO COUNCIL TAX LIST UNDERTAKEN WITHIN							
0-3 months	91%	n/a	92%	n/a	92%	94%	93%
3-6 months	5%	n/a	5%	n/a	6%	4%	6%
Over 6 months	4%	n/a	3%	n/a	2%	2%	1%
STRATHCLYDE PENSION FUND OFFICE							
Annualised three year investment returns	5.4%	n/a	14.2%	n/a	5.7%	7.0%	5.7%
Retirals – turnaround times	4 days	n/a	6.9 days	n/a	10 days	n/a	85% within 10 days
Retirals – customer satisfaction	90%	n/a	89.9%	n/a	90%	90.8%	90%
Member data - completeness	97%	n/a	97.9%		98%	97.8%	98%
FINANCIAL SERVICES SICKNESS ABSENCE							
Days lost through sickness absence	6.3 days	10.8 days	6.2 days	10.3 days	5 days	5.46 days	5 days

5 B: DETAILS OF EFQM ASSESSMENT

This section of the report provides additional narrative on EFQM self assessment carried out in 2012.

During October 2012 Financial Services completed an internal self-assessment using the Glasgow model of Excellence, which is based on the European Foundation for Quality management (EFQM) Model. It is an evidence based assessment tool to help us gauge our performance; identify examples of best practise and areas for improvement. Data to inform our assessment was gathered during a series of focus group meetings attended by representatives from all service areas of the department. Our completed assessment was submitted to Corporate Policy on 28 November 2012 for review and an overview of our assessment was received from Corporate Policy on 2 April 2012.

Following receipt of this, and taking into account the outcome of our self assessment, an improvement action plan was devised.

The improvements have been divided into three distinct areas;

- Leadership – These improvements relate to the leadership of the managers in our organisation and how they inspire and drive employees, and focuses on what they can do to visibly demonstrate their commitment to excellence and continuous improvement.
- Customers – These improvements focus on what we can do to improve the satisfaction of our customers.
- People – These improvements look at the management of our employees, and what we need to do to harness their full potential in order to improve our performance. They also look at what we need to do to improve the satisfaction of our employees.

It has been decided that the resultant improvement plan be combined with any improvement actions identified from the recent Financial Services staff survey, to avoid any overlap or duplication.

5C: DETAILS OF HEALTH INEQUALITIES IMPACT ASSESSMENT (HIIA)

An Integrated Health Inequalities Impact Assessment was carried out in 2011 on our Financial Inclusion Strategy. The 13 identified recommendations which are contained in the action plan will continue to be implemented during 2013/14.

5D: VALUE FOR MONEY (VfM) INDICATORS

Effective corporate performance management is one of the key requirements in terms of Best Value. Each service has an agreed set of VfM indicators that it will report on annually in the ASPiR. It is the intention that the use of these indicators is developed as trends emerge over time and also as a means of comparison with other local authorities to highlight possible opportunities for efficiencies. Many of the movements between 2011-12 and 2012-13 have been influenced by the reduction in staffing numbers through Workforce Planning and it is expected that this trend will continue into 2013-14.

The agreed set of Financial Services VfM indicators are shown on the following table:

Value for Money (VfM) Indicators	2011/12 Actual	2012/13 Actual
Cost of the Finance function as a percentage of organisational running costs	3%	2.40%
Professionally qualified finance staff as a percentage of total finance staff (FTEs) undertaking reporting controls and decision support processes (i.e excludes staff involved in transactional processes)	56.7	50.4
Cycle time in working days from date of year end to submission of audited accounts	65	50
Cycle time in working days from period end closure to the distribution of routine financial reports to all budget managers, overseeing boards and committees	1	1
Internal Audit staff (excluding fraud team) FTE per £500m total cost	8.75	7.50
Revenue and benefits staff per £500m of the aggregate of Council tax, NDR , Housing & Council tax Benefit paid	253	250

Average number of cases per benefits administrative staff	314	327
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SECTION 6: SERVICE REFORM, BUDGET CHANGE AND INVESTMENT

This section summarises the achievement of FS in relation to the service reform programme for 2012/13. It also provides information about the service reform programme and budget proposals for 2013 – 2015 focusing on the impact of any significant budget changes or savings requirements.

The service achieved savings to the value of £871,000 in 2012/13. The detail of the savings is shown below:

- Reductions in fees and subscriptions £49,000
- Non-essential spend efficiencies £136,000
- Review of Service Development £263,000
- Workforce planning initiative Phase 2 £245,000
- Workforce planning initiative Phase 3 £28,000
- Staffing Restructure £150,000

Service Budget Change Summary 2013 - 15: Service Reform

Budget Change Summary: Service Reform							
Ref	Title of Proposed Service Change	Reason for Change (e.g. Savings Proposal/Service Reform/Income Generation etc)	Council Strategic Plan Priority/ SOA Theme Link	Financial Impact (£000)		Personnel Implications	
				2013/2014	2014/2015	2013/2014	2014/2015
	Workforce planning initiative Phase 2	Service Reform		448,000			
	Productivity	Service Reform		250,250			
	Review of Service Development	Service Reform		235,000			
	Management of Vacancies	Savings Proposal		78,000			
	Legal Expenses	Service Reform		198,000			
	Bill Payment collection fees	Service Reform		30,000			
	Premises Costs	Savings Proposal		45,000			
	Non essential spend savings	Savings Proposal		94,000	20,000		
	Review of recharges to the Pension Fund	Income Generation		50,000	50,000		
	Review of training and conference attendance	Savings Proposal		20,000			
Total				1,448,250	70,000		
NET BUDGET CHANGE (£)				1,448,250	70,000		