



Financial Services

Annual Service Plan and Improvement Report ASPIR

2017/18

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Message from the Acting Executive Director

I am privileged to present the ASPIR for Financial Services for 2017/18. The past year has brought significant change to the organisational structure of Financial Services and the services we deliver, but throughout, our staff have continued to provide a professional service to customers and ensured the council's finances remain robust and secure.

We provide a diverse range of services, and continually review how we work and how we are organised to meet the needs of our internal and external customers. For example, in the past year we have worked closely with Glasgow Life to introduce a Revenues and Benefits service in five libraries located across the city and we continue to champion the council's digital strategy, moving more services online and encouraging customers to Save Time Go Online.

We have received external awards for our innovative approaches. Highlights include our Audit Team winning the CIPFA Scotland Public Finance Team of the Year 2017 in recognition for their work providing audit services to other public sector organisations, and Tomorrow's Support Services and Improving the Cancer Journey (ICJ) Service teams winning national awards at the prestigious MJ Local Government Awards

Customer and Business Services (CBS) were runners up at the national ICiPS Continuous Improvement Awards in the Education Category for the delivery of our comprehensive Lean training package. CBS was one of the first areas in the council to introduce Lean and we have shared our successes and lessons learned with others to help roll out Lean across the council family as part of Transforming Glasgow. Lean involves staff coming up with ideas to streamline processes and improve how we work, generating efficiencies, delivering savings, and improving customer service. In the last year we have had themed events such as 'Spring Lean' and 'HallowLean' that encourage ideas to help to achieve our overall savings target.

The Transforming Glasgow Leaner Enabling Operations (LEO) project has had a significant impact in 2016/17, with LEO Finance bringing council family finance functions under one management structure for the first time. This provides the opportunity to strengthen the finance function and establish a more resilient service to meet the needs of the council family.

The Strathclyde Pension Fund has once again seen its value increase to its highest level ever of over £19bn, providing an excellent service to its 180 employers and 215,000 members. The Fund was awarded Professional Pensions Public Sector Scheme of the Year 2016.

Council Tax collection also achieved its highest ever level of 94.92% in the year of billing. The Assessor and Electoral Registration Office completed the 2017 Revaluation of 27,200 Non-Domestic properties, with a total Rateable Value of over £1bn and supported two Electoral events in 2016 - the Scottish Parliamentary Election and the EU Referendum.

During the year ahead, our focus will be on ensuring Financial Services continues to play a key role supporting the council family to deliver on its priorities within available budget resources. We will make sure the right people are in the right place, where their skills and services are needed the most, shaping the shared services model that will continue to deliver savings and better outcomes for Glasgow.

Morag Johnston

Section 1

Resource and Organisation

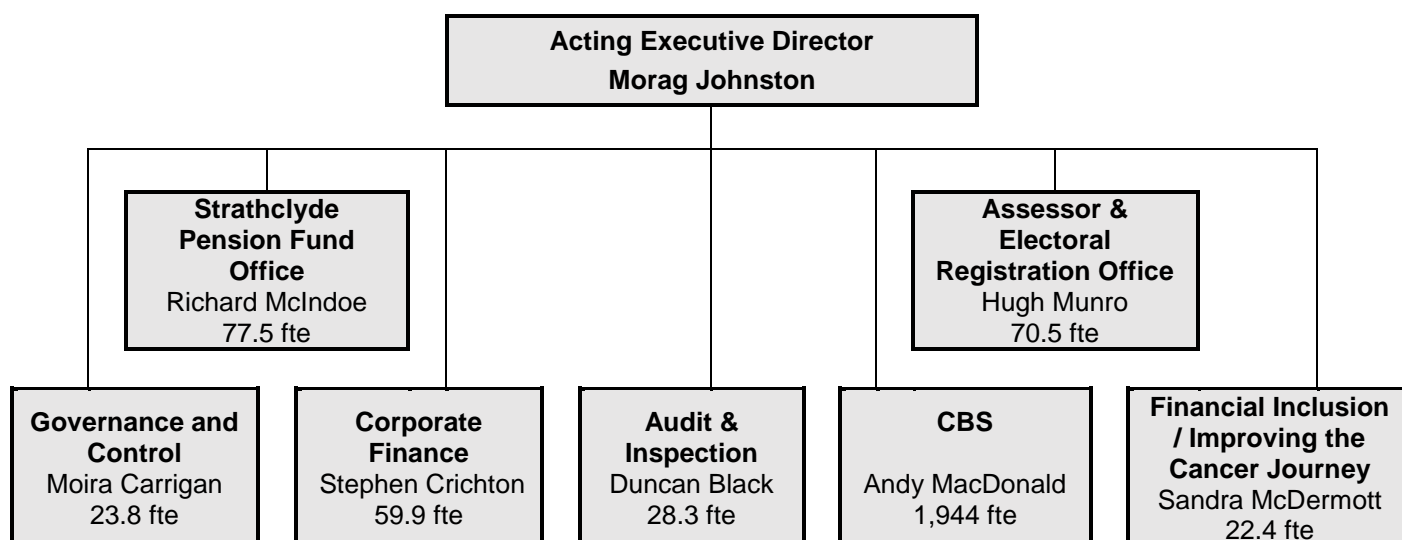
1. Service Structure and Resources

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 commitment of the refreshed Council Strategic Plan 2015-2017 to deliver a balanced revenue budget.

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

1.3 Staffing Structure

1.3.1 The service employs 2,227.4 fte staff, organised into seven operational areas/divisions:



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											Ethnicity Not Declared		296	12%

1.4 Financial Resources

1.4.1 Financial Services' objective and subjective budgets for 2016/17 and 2017/18 are shown below. The net budget decrease of £27.718m reflects the realignment of Customer and Business Services' central charges and the allocation of 2017/18 transformation savings.

1.4.2 The draft unaudited outturn position for Financial Services for 2016/17 is showing a £2.363m underspend. This underspend is primarily due to a lower amount awarded for Council Tax Reduction compared to budget and also the non-filling of vacant posts.

2016/17 Budget £000	Subjective Analysis	2017/18 Budget £000
	Expenditure	
61,859	Employee costs	63,492
1,946	Premises costs	2,094
1,559	Transport and plant	1,557
6,687	Supplies and services	6,255
2,380	Third party payments	2,390
406,116	Transfer Payments	399,949
-	Transfer to Capital	-233
480,547	Direct Departmental Expenditure	475,504
-32,221	Central Charges	-54,896
448,326	Total Expenditure	420,608
	Objective Analysis	
	Expenditure	
6,290	Finance Strategy and Management	8,006
3,056	Financial Inclusion	1,475
1,331	Audit and Inspection	1,225
3,028	Strathclyde Pension Fund Office	3,085
403,486	Benefit Payments	397,492
2,024	Assessor and Electoral Registration Office	2,964
56,220	Customer and Business Services	55,999
5,112	Support Services	5,258
480,547	Direct Departmental Expenditure	475,504
-32,221	Central Charges	-54,896
448,326	Total Expenditure	420,608
	Income	
6,004	Finance Strategy and Management	7,408
779	Financial Inclusion	777
132	Audit and Inspection	180
3,817	Strathclyde Pension Fund Office	4,037
322,999	Benefit Payments	321,347
-	Assessor and Electoral Registration Office	563
2,712	Customer and Business Services	9,984
9,916	Support Services	2,639
346,359	Direct Departmental Income	346,935
101,967	Net Expenditure	73,673

Section 2

Strategic Plan Commitments

2.1 The original and refreshed Council Strategic Plans set out the council's priorities, identifying six priority themes to ensure Glasgow has:

- economic growth; and is
- a vibrant city
- a sustainable city
- a city that looks after vulnerable people
- a learning city
- making best use of our resources

2.2 Financial Services continues to play 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.

2.3 Making Best Use of Our Resources

2.3.1 The Acting Executive Director of Financial Services is the lead officer responsible for delivering on the theme of 'making best use of our resources', and it is the aim of Financial Services to ensure that the council delivers all services within budget and that best use is made of our resources by directing them to the areas of highest priority.

2.3.2 Specific actions identified in the Strategic Plan to deliver against this theme include:

1. Revising our financial strategy and budget process to plan for and anticipate a significant reduction in resources across all of our services and ALEOs
2. Agreeing our approach to service reform by developing a Transformation Strategy for the council family group and with our community planning partners
3. Revising our workforce plan to tightly manage and achieve the right number of staff for our organisation, to ensure they can work flexibly across the organisation and that they are trained and equipped to deliver the high quality services we need
4. Reviewing how our assets, including ICT, data and digital can support our Transformation Programme; and
5. Exploring additional and enhanced opportunities for income maximisation.

2.3.3 Actions 2, 3 and 4 above are addressed separately in the ASPIR for the Chief Executive's Department.

2.3.4 Financial Services' approach to delivering on this theme will be to ensure our key strategies include

- 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

- producing and maintaining the Register of Electors which contains details of everyone who is entitled to vote
- reducing the percentage of council spend on support services
- 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 Financial Services contributes to the delivery of Strategic Plan Commitments as follows:

Strategic Council Plan		Strategic Council Plan Commitments
Commitment	Actions	Target 2017/18
Theme 1 Economic Growth	Provide support to the delivery of the £1.13billion City Deal investment programme	Ensure robust financial management in place and regular reporting to committee
Theme 4 Vulnerable People	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
	Through the Poverty Leadership Panel 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
	Assist clients through Improving the Cancer Journey service. We launched the Improving Cancer Journey to improve the cancer journey for individuals diagnosed with cancer, their families and carers. This ground-breaking service has made Glasgow the first place in the UK where all cancer patients are automatically offered financial, emotional and practical support.	Sustain Outcomes
	Assist clients through the Financial Inclusion Strategy 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: <ul style="list-style-type: none"> • Our Helping Heroes campaign ensures veterans, their families and carers receive local access to a range of services including financial, 	Strategy to be reviewed and updated by March 2018

Strategic Council Plan		Strategic Council Plan Commitments
Commitment	Actions	Target 2017/18
	<p>employability, housing advice and health. We are working to ensure commitment to the Armed Forces Community Covenant</p> <ul style="list-style-type: none"> • Our MacMillan and Long Term Conditions project 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. 	
	<p>Tackle poverty and deprivation and provide relevant and affordable services for all our citizens:</p> <ul style="list-style-type: none"> • promote access to affordable credit and savings and use of low cost ethical lenders such as Scotcash and other credit unions • offer early support and advice for vulnerable citizens, their families and carers through continued development of Glasgow's Helping Heroes 	Ongoing
	<p>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 new Tackling Poverty Strategy which is currently in development</p>	Disability Workstream priorities to be confirmed by June 2017
Theme 5 A Learning City	<p>We will educate students to change behaviours towards non-standard lending through the Future Savers Project. Future Savers membership currently stands at 4,135 and members continue to add to their savings regularly.</p>	First year pupils continue to be provided with £10 donation to open a credit union savings account
Theme 6 Making best use of resources	<p>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.</p>	Ensure robust financial management in place and regular reporting to committee
	<p>Promote the sharing of services to ensure the Glasgow Family adopt effective and efficient back office processes.</p> <p>CBS adds value to activities that lend themselves to centralisation, bulk processing and delivery through area hubs where they can drive process improvement. These fall within the core CBS areas of Customer and Contact, Employee transactions, Financial transactions and high volume transactional processing, such as applications, and high volume administrative tasks such as minute</p>	Ongoing

Strategic Council Plan		Strategic Council Plan Commitments
Commitment	Actions	Target 2017/18
	<p>taking.</p> <p>CBS will continue to centralise the common tasks and processes that can be delivered from core centres or hubs, whilst considering the transfer of locally based staff back to service departments where deemed appropriate.</p>	
	<p>CBS are developing a model of service delivery to make best use of the available property portfolio. This will aim to reduce the number of properties that CBS occupy by locating CBS staff who are carrying out similar activities into city centre locations and hubs.</p> <p>For example, through the successful relocation of Revenues and Benefits front-facing customer enquiries to the library network we will now consider rationalising our Revenues and Benefits administration and processing activities from the existing five locations to one location.</p>	Ongoing
	<p>Implement the Customer First Programme in line with the strategic business case. Customer First aims to increase capacity for the council by introducing more online services to make it easier, simpler and more convenient for customers to deal with us and, wherever possible, to improve the customer experience we provide.</p> <p>The programme seeks to:</p> <ul style="list-style-type: none"> • Provide more online services and information for our customers • Reduce the amount of contact received by the council which will help to lower our costs to provide services and make better use of our people resources • Redesign our services with the customer in mind by involving them in the design process and testing changes with them • Encourage citizens and business to use our online services and make them the preferred way to contact us. <p>Overall we want to encourage our customers, businesses and visitors to make online channels the preferred method of accessing information and services from the council.</p>	Ongoing

2.5 Transformation and Financial Challenge

- 2.5.1 The Acting Executive Director of Financial Services continues to lead the Transforming the Council programme, changing how we work across the council family to make us more efficient, make best use of our resources, and transform how we deliver the vital services Glasgow needs.
- 2.5.2 Financial Services' target for Transformation savings was £5.675m in 2016/17, and despite a challenging target, we delivered 98.7% of these savings in areas such as Leaner Enabling Operations (LEO), Fitter Leaner Organisation (FLO), Lean, Customer First and Income Maximisation. The aim is to deliver sustainable change that supports the service to become more efficient and continue to meet the needs of both our internal and external customers.
- 2.5.3 Financial Services leads two key LEO projects designed to share both finance and administration services across the council family. **LEO Finance** has brought the council family's finance function together under one management structure within Financial Services. A business partner model is now in place and the revised approach has increased the understanding of roles and pressures that exist across the council family. A key aim has been to build a more resilient finance service, and to achieve this we are involving staff in identifying ways to reduce duplication and drive efficiencies.
- 2.5.4 As a service we continue to champion the council's digital strategy and are actively moving more services online. Our staff are encouraged to promote the council's **Save Time Go Online** campaign to our customers when engaging with them face to face or on the telephone, and we see this as an opportunity to help to reduce operational pressures and improve the overall customer experience.
- 2.5.5 Since we introduced our **Lean** approach in 2015, staff ideas have generated savings of nearly £1.5 million for the council and have helped to streamline back office processes. A Lean training package is in place, giving staff the skills and knowledge to identify, recognise and make improvements.
- 2.5.6 The Acting Executive Director of Financial Services chairs the **Workforce Scrutiny Board** which authorises all recruitment and oversees the deployment of resources across the Council Family (excluding Glasgow Life) to ensure that employee resources and spend align with the overall workforce plan, budget parameters and transformation agenda.
- 2.5.7 In 2017/18 Financial Services will continue to target regular reporting on Transformation through the budget monitoring process, with a focus on the delivery of financial savings and change. As a service, we face the same level of financial challenge and will deliver our own transformation programme savings detailed below.

Budget Change Summary: Transformation				
Ref	Title of Service Change	Reason for Change	Council Strategic Plan Priority/ SOA Theme Link	Financial Impact
				2017/18
16FS15-19 16CE17,20,22, 23,24,17FS11 16CE18,21,29	LEAN	Transformation	Making Best Use of Resources	-£3,016,000
16FS20 16CE31	Fitter Leaner Organisations			-£1,059,000
16FS21	Leaner Enabling Operations			-£270,000
16FS22 16CE34	Mobile Working			-£372,000
16FS23 16CE36	Working Terms			£10,000
16FS24	Procurement			-£101,000
16FS26	Income Management			-£1,000,000
16CE18,21,29	Customer First			-£500,000
Net Budget Change (£)				-£6,308,000
Net Budget Change (%)				-6%

Section 3

Service Priorities

3.1 Division/Section Priorities

3.1.1 This section outlines the key activities undertaken by the main operational areas within Financial Services, together with priorities for 2017/18.

3.1.2 Assessors and Electoral Registration Office

The Assessors and Electoral Registration 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).

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.

3.1.3 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, with the Head of Executive Compliance also having a direct reporting line to the Acting Executive Director of Financial Services (as Section 95 Officer). The ECU ensures compliance with Elected Members remuneration legislation and relevant council policies and procedures for chief officers of the extended 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 2017/18, however, the primary focus will continue to be the provision of an internal audit function to the Glasgow Family.

3.1.4 Customer and Business Services (CBS)

CBS transferred into Financial Services from Corporate Services with effect from 1 April 2016. The service comprises the following key functions:

- Finance Services, which includes Accounts Payable, Accounts Receivable, Revenues and Benefits and Insurance Claims. Responsibilities include:
 - processing 830,000 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 with a value of £850m on behalf of the council family

- Revenues and Benefits manage 302,000 Council Tax records and collect in excess of £200m in Council Tax each year, administer £405m of Housing Benefit and Council Tax reduction and collect £380m from 25,000 Non-Domestic Rates customers.
- Insurance Claims team have responsibility for the administrative process and decision making for the vast number and varied type of Insurance Claims made against the council annually
- Finance Service Centre (FSC) Parking, provide 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.
- FSC Finance:
 - provides transactional finance services for around 350 head teachers, monitoring establishment expenditure and purchasing as well as supporting Education HQ budget monitoring, which equates to approximately £80m per annum
 - administers integrated grant funding which supports local communities with c£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, provides a fully managed finance service for Glasgow Life, Cordia, Glasgow Community Safety Services and City Property
- Customer Services, which includes the Scottish Welfare Fund, Social Care Direct, Customer Contact Centre and the Service Desk. This team handles over 2 million telephone calls per annum.
- Business Services provides administrative services to Education, Social Work and Land Environmental Services. These are mainly back-office services delivered from operational hubs.
- 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.
- Change and Lean deliver significant business change services through the transformation programme.

3.1.5 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, £1.4bn approved investment programme, £4.5bn 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 £1.6bn debt portfolio and £0.1bn investment portfolio.
- The financial administration and management of the Strathclyde Pension Fund with net assets of over £19bn.

- 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.

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

The team manages the Financial Inclusion Strategy 2015-18 under a new partnership arrangement. The Financial Inclusion Partnership (FIP) is a broad framework to take forward financial inclusion in Glasgow for the three years from 2015.

The new partnership includes partners in 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 increase access to affordable credit
- developing a Tackling Poverty Strategy for the city and taking forward the actions of the Poverty Leadership Panel
- supporting the key programmes of Improving the Cancer Journey, Long Term Conditions and Macmillan service and Helping Heroes, and supporting veterans in Glasgow gain employment via the Glasgow Veterans Employment Programme

3.1.7 **Service Development, Governance and Control**

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

- Support for the delivery of the Transforming Glasgow programme
- 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 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 for 37 bank accounts, equating to £1.5bn of transactions each year
- 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

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.

3.1.8 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 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 £19bn of investments, collects around £550m of pension fund contributions each year, and pays out around £550m 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 commitments, but which are major priorities for the service with an outcome delivery focus for 2017/18.

Service Priorities	Actions	Target 2017/18
Assessors and Electoral Registration Office		
Electoral Registration Transformation Programme	Participation 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. 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.	May 2018
Scottish Local Government Elections	Preparation of a Register of Local Government Electors for use at the election	May 2017
UK Parliamentary General Election	Preparation of a Register of Parliamentary Electors for use at the election	June 2017
UK Parliamentary Boundary Review 2018	Preparatory work for the Boundary Review	Ongoing

Service Priorities	Actions	Target 2017/18
Revaluation 2017 Appeals	27,000 subject properties revalued and notices issued to circa 45,000 interested parties. At 2010 Revaluation 11,500 appeals received for 9,500 entries being 40% of the total subject numbers at that time. Revaluation Appeal submission deadline 30 th Sept 2017.	All appeals acknowledged and cited in line with statutory requirements
Amendments to the Valuation Roll Undertaken within:	0-3 months	90%
	3-6 months	8%
	Over 6 months	2%
New Entries to the Council Tax List Undertaken Within	0-3 months	90%
	3-6 months	8%
	Over 6 months	2%
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	Compliant
	Internal and External quality assessments against Public Sector Internal Audit Standards	Compliant
	Audit Scotland annual review of Internal Audit against Public Sector Internal Audit Standards	Compliant
Making best use of resources	Corporate Fraud and Investigations team	Break even or better
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 (new)	85%
	% of customers satisfied in relation to Revenues and Benefits, Customer Contact and Service Desk (new)	95%
	% of staff paid on time (new)	99.5%
	Accounts payable paid on time	90%
	Accounts Receivable paid within 30 days (collectable debt)	85%
	Committees (Corporate Services) - % of papers to be issued 3 working days before Committee	100%
	Education placing requests responded to within timescales	95%
	% of Criminal Justice reports lodged with court on due date	95%
Revenues and Benefits	Council Tax - Cost of Collection per Dwelling	£ TBC
	Council Tax – Income Collection in year of billing	94.95%
	NDR – Cost of Collection per Chargeable Property	£ TBC
	NDR - Income Collection in year of billing	97.45%

Service Priorities	Actions	Target 2017/18
	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 2016/17 unaudited annual accounts by statutory deadline	30 June 2017
	Completion of the 2016/17 audited annual accounts including a clean audit certificate by statutory deadline	30 Sept 2017
Annual Estimates	Completion of a balanced annual estimate for 2018/19 by statutory deadline	11 March 2018
Service Development, Governance and Control		
Banking Services	Ensure the successful retendering of the council's banking services contract	March 2018
	% Corporate banking reconciliations completed on time	100%
Information Security	Complete roll out of Protective Marking across the service	Dec 2017
	Ensure Financial Services is compliant with the requirements of the General Data Protection Regulation (GDPR)	March 2018
Income Management Transformation Project	Implement revised guidelines for the invoicing and collection of sundry income across the council	March 2018
	Implement revised monitoring framework for the collection of sundry income across the council	March 2018
Insurance Fund	Implement revised monitoring and reporting framework for insurance claims across the council family	August 2017
Strathclyde Pension Fund Office		
Governance Structure	Formation of new Committee, Board and Sounding Board after council elections in May 2017	June 2017
Member Training	Induction and ongoing training plan for new SPF Committee and SPF Board members	June 2017
Actuarial Valuation	Completion of actuarial valuation as at 31 st March 2017 including review of Funding Strategy Statement and engagement with employers	March 2018
Investment Strategy	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
Market in Financial Instruments Directive II (MiFID II)	Review and manage consequences of possible re-classification as retail investor under MiFID II	Jan 2018
Legal Services Contract	Review of pension fund legal services provision	April 2017

Service Priorities	Actions	Target 2017/18
Transition Management	Review transition management arrangements and requirements	Dec 2017
Actuarial Data	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
Guaranteed Minimum Pension (GMP) Equalisation	Complete Reconciliation and develop plan for Remediation phase of GMP equalisation project	Mar 2018
Auto Enrolment	Review and refine arrangements for auto enrolment including engagement with major employers ahead of end of transitional delay period on 30 September 2017	Dec 2017
Pensions System	Review Altair system provision contract with Heywood	Dec 2017
Digital Communications	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
Performance Indicators	Annualised Three Year Investment Returns	4.9%
	Retirement lump sums paid on retirement date	95%
	Turnaround Times within 20 days - 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	5,500
	SPFOnline members registered	53,000
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 Working closely with Human Resources, the Financial Services Leadership Team will continue to focus on people engagement and development.

3.3.2 We recognise the importance **staff communication and engagement** activities have on increasing staff satisfaction. In recognition of this, we communicate and engage with our staff through a number of channels:

- Stand-Up Catch Ups (SUCUs), ensuring consistent messages and information about the council's and Financial Services priorities are cascaded to all staff
- Delivering for Financial Services, management events which are then cascaded to deliver key messages and focus on priorities throughout the teams

- 'TeamTalk', our eight weekly staff newsletter
 - Our surveys show team meetings are the preferred channel for staff to receive information. Regular team meetings are a valuable part of working life and help to keep our staff involved and engaged, enabling managers to keep everyone informed about service objectives, developments and provide essential business updates. We will continue to ensure all managers hold regular team meetings.
- 3.3.3 We recognise and thank our people who demonstrate excellent performance at work. Staff are encouraged to recognise their colleagues who are delivering for Financial Services by nominating them for **Employee of the Month** and winners are selected by the staff forum for their area. The scheme has been in operation for a number of years and this year we plan to review the process to ensure consistent application across the service and align it to the council's staff recognition frameworks.
- 3.3.4 The service continues to support the council's **Performance Coaching Review** programme, with 91% of employees participating in PCRs in 2016/17. Performance Coaching focuses on developing an individual's skills, knowledge and abilities, as well as building a good working relationship with their line manager.
- 3.3.5 **Employee Voice** was introduced across the service as part of our Lean strategy to involve staff in shaping the way we work. It enables employees to make online suggestions for improvements that help to increase our capacity to deliver the vital services Glasgow needs and to reduce operational pressures.
- 3.3.6 The **Financial Services Organisational Development Board (FSODB)** supports the delivery of the staff survey action plan and our organisational development strategy. The Training and Development function supports this by ensuring staff learning and development initiatives are in line with the council's policies and objectives.
- 3.3.7 We continue to roll out **Lean training** in all areas to ensure our staff are trained in this method of continuous improvement. 1,400 staff have already attended our Continuous Improvement training course and the plan for 2017/18 is to ensure all Financial Services staff have attended the training, providing them with the key skills and knowledge to identify opportunities to improve business processes.
- 3.3.8 **Bitesize training** was developed and rolled out September 2016. This involves employees delivering short training sessions to other employees on a range of work related matters, systems and processes. In the first seven months, 351 employees attended a session.
- 3.3.9 At the end of January 2017 we held our first **Financial Wellbeing Roadshow**, providing staff with the opportunity to review their finances, and be signposted to organisations that could offer help, advice and guidance on financial matters. The roadshow was also important in helping to raise awareness about the council's Poverty Strategy and People Make Glasgow Fairer. The Roadshow will be repeated in 2017/18
- 3.3.10 A range of **health and wellbeing initiatives** have been offered including Mindfulness taster sessions with some employees continuing that practice and attending an eight week Mindfulness Based Stress Reduction course.

Section 4

Benchmarking, Inspection and Equalities

4.1 Benchmarking

4.1.1 Financial Services participates in a range of benchmarking forums, for example:

- Internal Audit is an active member of the Scottish Local Authorities Chief Internal Auditors' Group and the Core Cities Chief Internal Auditors' Group, sharing best practice and undertaking regular benchmarking activity. Performance information is also provided to the CIPFA Directors of Finance Group.
- CBS take part in a number of regional and national forums in relation to various aspects of its business. Feedback suggests that progress is in line with other authorities and in many areas our business is more developed, evidenced by CBS's success in a number of key Public Sector Awards in 2016/17
- In 2017 Financial Services will participate in a benchmarking exercise involving 23 local authorities across Scotland to assess income generation activity and identify charging and commercialisation opportunities
- Glasgow leads a Scottish local authority working group established to share best practice in relation to Tackling Poverty
- Improving the Cancer Journey benchmarking events are held monthly in Glasgow, attended by local authorities, health boards and clinical commissioners
- SPFO participates regularly in a number of benchmarking studies including the CIPFA Pensions Administration Benchmarking Club, CEM Benchmarking and the Local Authority investment performance universe

4.2 EFQM (European Foundation for Quality Management)

4.2.1 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 emerged - people, data and information and tackling poverty and inequality.

4.2.2 The Acting Executive Director of Financial Services is the sponsor for tackling poverty and inequality. The improvement actions and milestones have been identified:

Area for Improvement	Action	Milestone	Timescale
Addressing Poverty and Inequality	Consider how tackling poverty and inequality can be embedded in our customer results	Agree City Poverty Strategy and targets. The People Make Glasgow Fairer Strategy was presented to the Executive Committee on 24 Nov 2016	Within 12 months
		Further develop the Improving the Cancer Journey Service. Deliver recommendations from Napier University interim research.	
		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	

Area for Improvement	Action	Milestone	Timescale
	Deliver on plans to improve and modernise Financial Inclusion service in the city to deliver better, more sustained outcomes	Continue to develop the Future Savers initiative to encourage young people in schools to save and learn about financial capability	Within 2 years

4.3 Inspection

4.3.1 Strathclyde Pension Fund is extensively reviewed by both Audit Scotland and Internal Audit. Audit Scotland issue and deliver an audit plan for the Fund which includes review of internal controls, governance and ultimately certification of the Fund's Annual Report and Financial Statements.

Assurance work undertaken within the Strathclyde Pension Fund in 2016/17 as part of the agreed audit plan included reviews of arrangements for:

- Pension Fund Assurance Mapping
- Governance Arrangements including compliance with Pension Regulator requirements
- Career average scheme administration
- Investment management expenses

4.3.2 Audit Scotland carried out an assessment of Internal Audit as part of their 2015/16 external audit plan, confirming they will continue to place formal reliance on the work of Internal Audit. Internal Audit is required to comply with Public Sector Internal Audit Standards. These Standards include a requirement to maintain a Quality Assurance and Improvement Programme which involves internal quality assessments and an external independent assessment every five years. The external quality assessment was carried out by Manchester City Council in 2016 and confirmed that Internal Audit conforms to the requirements of the Standards.

4.3.3 Napier University carried out an evaluation of Improving the Cancer Service in 2016. Interim findings are available, with the full report expected by October 2017.

4.3.4 A Deep Dive Inspection of Glasgow's Helping Heroes Service and the council's commitment to delivering against the outcomes of the Armed Forces Community Covenant (AFCC) commissioned by the Local Government Association was carried out by Forces in Mind Trust (FIMT) in August 2016. Glasgow was highlighted as a centre of excellence in relation to the support of veterans.

4.4 Equalities

4.4.1 Financial Services continues to support the council's Equality Outcomes 2013-2017 as agreed by the Executive Committee on 18th April 2013.

4.4.2 Equality and Diversity Champions have been appointed to promote equality and diversity issues, awareness and events throughout the service.

4.4.3 The vision of the 2018-2021 strategy for Financial Inclusion will be to give our citizens, no matter their circumstances, access to quality advice, information and assistance that aims to help them from being financially excluded, putting them back in control of their life, and enabling them to fully contribute to, and participate in, the social and economic life of the city.

4.4.4 European Social Fund (ESF) funding awarded to the council to deliver the Fairer Together Project will focus on equal opportunities and social inclusion as horizontal themes (a term introduced by the Scottish Government relating to environmental sustainability, equal opportunities and social inclusion).

4.5 Equality Impact Assessments (EQIA) and Health Impact Assessments (HIA)

4.5.1 The following EQIAs will be undertaken in 2017/18

- Corporate Debt Policy
- Electoral registration accessibility.
- The ESF Fairer Together Project - to support vulnerable households on a pathway from money crisis to financial stability on a one to one basis.

Section 5

Past Performance

- 5.1 The service reports its operational performance to Committee under the theme 'Making Best Use of Our Resources' led by Morag Johnston, Acting Executive Director of Financial Services 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 2016/17 is summarised as follows, with the detail provided below

Performance to Target 2016/17	Number	%
Green	60	80%
Amber	10	14%
Red	1	1%
Unavailable at this Time	4	5%
Total Indicators	75	

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Council Strategic Plan Priorities					
Theme 1 – Economic Growth Provide support to the delivery of the £1.13bn City Deal investment programme	Ensure robust financial management in place and regular reporting to committee	N/a	Achieved		G
Theme 4 - Vulnerable People					
The Director of Financial and Business Services leads the Corporate Welfare Reform	Council can deal with key emerging issues for our vulnerable citizens,	N/a	Group met throughout 2016/17 as planned	Group now chaired by the Head of Finance Services, CBS Planned outcomes achieved	G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Group. This enables the council and its partners to respond to, and mitigate where possible, the impact of welfare reform.	including the impact on employment, housing and homelessness				
Through the Poverty Leadership Panel 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.	March 2017	N/a	PLP met throughout 2016/17 as planned	PLP membership expanded in 2016/17 to include Maryhill, Queens Cross and NG Homes RSLs, Fareshare, Bridges out of Poverty	G
Assist clients through Improving the Cancer Journey service.	Baseline = 932 clients supported; 842 holistic needs assessments; 90 carers assessments delivered; £1.22m financial outcomes	N/a	1,020 clients supported; 997 holistic needs assessments; 73 carers assessments delivered; £2.24m financial outcomes		G
Tackle poverty and deprivation and provide relevant and affordable services for all our citizens:	Ongoing	N/a	Planned outcomes achieved	Low Cost Loan Product launched in October 2016 by Pollok and BCD Credit Unions with development supported by the council	G
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 new Tackling Poverty Strategy which is	Ongoing	N/a	Ongoing	Future work stream priorities and outcomes to be confirmed by June 2017	G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
currently in development					
Our Financial Inclusion Partnership Service User Engagement work group will ensure that the views of citizens experiencing poverty inform the development of financial inclusion advice services in line with the aims of co-operative Glasgow. The Community Activist Panel will also take a key role in service user engagement for the new tackling poverty strategy.	March 2017	N/a	Achieved March 2017	Planned outcomes achieved, and future engagement will be integrated into the work of the PLP and ESF Project (Fairer Together)	G
Assist clients through the Financial Inclusion Strategy	Sustain/ Improve Client Gains	Financial Gains £54.2m; Increased Income £26.5m Cases - 93,553	Financial Gains £66m Increased Income £29.5m Cases - 105,392	Figures have increased due to greater demand for services, greater understanding of reporting requirements and more robust monitoring regime.	G
Theme 5 - A Learning City					
We will educate students to change behaviours towards non-standard lending through the Future Savers Project .	First year pupils continue to be provided with £10 donation to open a credit union savings account Membership 3,500	N/a	4,135 members	Increased membership Programme continues	G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Theme 6 - Making best use of resources					
In line with the priorities set out in the Strategic Plan, continue to deliver on the budget we have set for 2016/17 and setting the strategy for 2017/18.	Ensure robust financial management in place and regular reporting to committee	N/a	Regular reporting to committee Budget for 2017/18 set	The council agreed its budget for 2017/18 on 16 th February 2017	G
Implement the Customer First Programme in line with the strategic business case.	The next stage of the programme will continue in 2016/17	N/a	Ongoing	Technology issues resulted in a delay to fully integrating key online forms. However plans are back on track for 2017/18 and progress has been made: over 103,000 reports/requests have now been made using online forms and the MyGlasgow app; we received over 35,000 digital requests for bulky waste collections which was an increase of 98% on 2015/16 whilst requests for bulky waste collections through non digital channels fell by 19%. Online transactions for reporting missed bins increased by 136% since 2015/16.	A
Promote CBS as the 'centre of excellence' for Shared Services and ensure that the strategy encompasses the Glasgow Family to realise effective and efficient back office processes	Ongoing	N/a	Ongoing		G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Strategic Outcome Agreement Priorities					
Youth Employability Support youth employability through offering Modern Apprenticeship and Internship programmes	44 MAs 5 Interns 4 Career Ready Interns	N/a	33 MAs 6 Interns 4 Career Ready Interns	Target will be achieved when the current recruitment process is complete. At present there are 33 MAs, 5 commencing in June and a further 10 to be recruited in the summer.	G
Vulnerable People					
Work in partnership with Glasgow Life to develop a service enabling digital access to benefits for citizens. Based on the success of this project a partnership and co-location role within Glasgow Life has been created to take forward the co-location of Financial Inclusion Agencies, GCC Council Tax and Benefit Service and 3rd Sector Organisations who support vulnerable citizens	Sustain/ Improve User Access	Three Universal Credit Hubs created; Money advice outreach partnerships created in 11 libraries, 808 customers receiving £0.67m in financial gains; Customers can access 625 public PCs across 33 libraries	1,254 customers receiving £1m in financial gains and £0.4m in debts managed.	Three Digital Hubs created to provide dedicated support to vulnerable customers claiming the new UC Revenues and Benefits service now live at 5 library locations Jobs and Business Glasgow now live at 18 locations Self-Help phones installed in 2 library locations Glasgow Life has over 600 PCs available for benefit customers to use free of charge Glasgow Life now has a complement of digital volunteers who can assist vulnerable people at library PCs.	G
Assist clients through Glasgow's Helping Heroes (GHH) (service for Veterans, their families and carers).	Sustain/ Improve Client Gains	Total new client base 1,604 £1.14m financial gains Assistance with	Total new client base 1,713 £1.82m financial gains Assistance with	In addition to the new client base a further 372 returning clients were supported by the service	G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
		Housing 710; Employment/ Training 973; Health Services 370	Housing 1,118; Employment/ Training 1,039; Health Services 478		
Assist Clients through Veterans Employment (GVEP) to help veterans secure employment, access training and provide apprenticeship opportunities.	Sustain/ Improve Client Gains	133 vacancies via GVEP; 150 First Bus vacancies committed	150 positions secured via GVEP 22 commenced full time employment with First Bus	First Bus Programme now complete	G
Assist clients through Long Term Conditions and Macmillan Service	Sustain/ Improve Client Gains	2,863 people supported	2,873 people supported		G
Ensure that grants that support the vulnerable are processed timeously and that processes are enhanced to identify whether other grants or benefits may also be applicable when applications are made	Sustain/Improve:				
	Scottish Welfare Fund Grants	23,856	30,484	Increasing demand on spend with reduced budget from Scottish Gov.	G
	Discretionary Housing Payments	20,934	19,282	Processing targets met. Reduction in awards likely to be due to a change in the accommodation circumstances of claimants as a result of the 'Bedroom Tax leading to less applications	G
	Free School Meals	20,570	20,650		G
	Clothing Grants	24,071	28,122	The Poverty Leadership Panel identified an opportunity to increase uptake by granting automatic awards to all those entitled, resulting in an increase in grants in 2016	G
	Education Maintenance Allowance (EMA)	3,011	3,404		G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Strategic Priorities (those areas outwith Council Strategic Plan and SOA reporting; of strategic significance)					
Assessors and Electoral Registration Office					
Implementation of Individual Elector Registration (IER)	Ongoing	N/a	Successfully Implemented	This resulted in additional registration channels being made available to electors. Online and telephone registration are key features of IER, and we continue to review our communication channels to enable electors to register according to the channel that best meets their need.	G
Production of Register and Postal Vote list	May/June 2016	N/a	May/June 2016	Successfully met the statutory deadlines for Scottish Parliamentary Election 5 May 2016 and Referendum on the UK's membership of the European Union 23 June 2016 Lower voting age of 16 for Scottish Parliament and local government elections implemented.	G
2018 Review of UK Parliament Constituencies	Commence work Autumn 2016	N/a	Ongoing	The Review is being carried out simultaneously for the whole of the United Kingdom by the four parliamentary Boundary Commissions	G
Preparation for 2017 Non-Domestic Revaluation of circa 25,000 properties.	Ongoing		Completed	25,948 subjects revalued, Additional 1,252 Woolway entries created and revalued.	G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Amendments to the Valuation Roll Undertaken Within					
0-3 months	90%	98%	84%	This reflects the requirement to reallocate staff to undertake the 2017 NDR Revaluation	A
3-6 months	8%	2%	7%		A
Over 6 months	2%	0%	9%		A
New Entries to Council Tax List Undertaken Within					
0-3 months	90%	94%	84%	This reflects the requirement to reallocate staff to undertake the 2017 NDR Revaluation	A
3-6 months	8%	3%	15%		A
Over 6 months	2%	3%	1%		A
Customer and Business Services – Delivery of Platinum Services					
Department for Work and Pensions (DWP) programme of national expansion for Universal Credit (UC) in Glasgow.	Ongoing	N/a	Ongoing	We continue to engage with local DWP colleagues in preparation for the roll-out of UC. The current schedule indicates that Glasgow Jobcentres are likely to be live with UC Full Service by September 2018, and migration of remaining cases will follow.	G
Committees (Corporate Services) - % of papers to be issued 3 working days before Committee	95%	100%	100%		G
Committees (Corporate Services) - % of minutes to be published within 2 working days of meeting	94%	98%	98%		G
Members Liaison Unit (MLU) - %	95%	100%	100%		G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
forwarded to client within 2 working days					
% of priority minutes that were required and taken for meetings in relation to Child Protection Adult Support and Protection, Multi Agency Public Protection Agency (MAPPA), Fostering and Adoption Panels	98%	100%	100%		G
Recording of Child Protection registrations/de-registrations within 24 hours	98%	100%	100%		G
Education placing requests responded to within timescales	95%	95%	95%		G
Adult Support and Protection outcomes updated on Care First within 24 hours	95%	100%	100%		G
Families for Children - % of approval and matching letters sent to applicants/birth parents within 21 days of panel date	98%	100%	100%		G
% of Criminal Justice reports lodged with court on due date	95%	95%	95%		G
Addiction Prescription processing, printing and cancellation	100%	100%	100%		G
Community Payback Orders - Completed Orders	100%	100%	100%		G
Accounts Payable paid on time	90%	95%	94%		G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Accounts Receivable paid within 30 days (collectable debt)	85%	89%	87%		G
Additional Support for Learning (ASL) Placing requests responded to within timescale	95%	95%	95%		G
Public Processions (CS) - % of confirmation letters to be sent 7 days before procession	95%	100%	100%		G
Customer and Business Services - Revenues and Benefits					
Council Tax - Cost of collection per dwelling	£11.50	£10.98	N/a	Not available until after financial year end	tbc
Council Tax - Income collection during year of billing	94.8%	94.75%	94.92%		G
NDR - Cost of collection per chargeable property	£20.00	£25.81	N/a	Not available until after financial year end	tbc
NDR - Income collection during the year of billing	97.45%	97.43%	96.84%		G
Housing Benefit And Council Tax Reduction - New Claims	21 days	21 days	18 days		G
Housing Benefit And Council Tax Reduction - Change in circumstances	11 days	9 days	8 days		G
Housing Benefit And Council Tax Reduction -Administration cost per case	£35.00	£33.71	N/a	Not available until after financial year end	tbc

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Corporate Finance					
LEO Finance - review of existing professional finances services across the council family to identify opportunities for improved efficiency and increased resilience.	Savings £255,000	N/A	Savings £292,000	Savings mainly delivered from voluntary reductions in staffing and realignment of workload within existing resources.	G
Service Development, Governance and Control					
Delivery of the Income Management Transformation project	March 2017	N/a	Ongoing	Implementation of a new software solution delayed to 2018	A
Records Management Implementation Plan	Ongoing	N/a	Ongoing	Support Records Management to ensure compliance with The Public Records (Scotland) Act 2011	G
% Corporate banking reconciliations completed on time	100%	100%	100%		G
Strathclyde Pension Fund Office					
Review of Responsible Investment Activity	March 2017	N/a	Achieved	Responsible investment activity reviewed. A number of new initiatives were taken forward in 2016/17 including a review of low carbon investment solutions and exploration of additional opportunities to collaborate with other institutional investors on key issues such as climate change.	G
Expansion of Direct Investment Portfolio	March 2017	N/a	Achieved	Total commitments increased from £555m to £714m.	G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
Pension Board - Review Pension Board arrangements	March 2017	N/a	Ongoing	Delayed pending outcomes of Scottish Government review of scheme governance arrangements. Will complete by June 2017.	A
Actuarial Valuation - Preparation for actuarial valuation as at 31st March 2017	March 2017	N/a	Achieved		G
Investment Strategy	March 2017	N/a	Achieved	Completed implementation of Alt1 phase of investment strategy	G
Implement revised Responsible Investment strategy	March 2017	N/a	Achieved		G
Local Government Pension Scheme 2015	August 2016	N/a	Achieved	Completed first iteration of year-end procedures under career average LGPS 2015, including: processing employer data; application of Revaluation Order; and issue of Benefit statements	G
Guaranteed Minimum Pension (GMP) equalisation project.	March 2017	N/a	Achieved	Progressed to Reconciliation and Remediation phase of GMP equalisation project	G
The Pensions Regulator (TPR) Compliance	March 2017	N/a	Achieved	Developed plan to secure ongoing compliance with the requirement of the Pensions Regulator (TPR).	G
Digital Communications	March 2017	N/a	Ongoing	Continue implementation of digital communications strategy including employer self- service rollout, further	G

Indicator/ Outcome/ Strategy	Milestone/ Target 2016/17	Year End Actual 2015/16	Year End Actual 2016/17	Performance Note	RAG
				on-boarding of employers to i-connect, review member engagement and customer feedback mechanisms.	
Review Annual Report format.	September 2016	N/a	Achieved		G
Annualised three year investment returns	4.9%	7.4%	tbc		tbc
Retirals – turnaround times	80% within 20 days	75.9%	75.03%	Performance target was achieved in final quarter, but missed in earlier quarters due to complexities of new scheme	A
Retirals – customer satisfaction	90%	87.2%	88.6%	Performance slightly behind largely due to extended turnaround times (above)	G
Member data – completeness	> 98%	98.2%	98.2%		G
Financial Services Sickness Absence					
Days lost through sickness absence	6.6 days	5.9 days	7.6 days	Whilst this exceeds the service's target of 6.6 days it is lower than GCCs average of 8.8 days. Financial Services will continue to prioritise health, wellbeing and attendance management across the service.	R