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Financial Services

**Annual Service Plan and
Improvement Report
(ASPIR)**

2019/20

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Message from the Executive Director

It is 12 months since I presented my first ASPIR as Executive Director, and I am pleased to be able to provide a positive update on the progress we have made in supporting the council and ensuring we are a Well Governed City that Listens and Responds, and to look forward to the coming year and the challenges and opportunities this will bring.

As a service we delivered or exceeded 80% of the operational performance targets we set whilst providing support to a number of successful major corporate projects including the European Championships in August 2018, the transition of Cordia Services LLP and Community Safety Glasgow back into the council and the development of the funding strategy for equal pay.

Once again we received external recognition for the services we deliver, and in 2018 we were shortlisted or successful in a number of areas: Strathclyde Pension Fund (SPF) won the award for Local Government Pension Scheme Strategy of the Year at the Local Authority Pension Fund Awards, Audit Glasgow achieved a COSLA Bronze award for service innovation and improvement and CBS were runners up in the Institute for Continuous Improvement in Public Services (ICiPS) Continuous Improvement Awards (Education Category) in recognition of our innovative Lean training approach.

We continue to see an increase in the value of the Strathclyde Pension Fund, now at a level of over £21billion. Council Tax collection again surpassed the previous year and achieved a collection level of 95.03% in the year of billing. Important milestones of 10 years partnership working with Macmillan Cancer Support and five years of the Improving the Cancer Journey service were celebrated with a Civic Reception in February. Support has been provided to the development of Financial and Digital Inclusion services to meet the challenges of the rollout of Universal Credit (UC), and work is ongoing to implement the recommendations contained in the Barclay Review Implementation Plan which includes wide ranging changes to the Non Domestic Rates System.

In 2019/2020 and beyond our teams will play a key role in supporting the council family, by providing subject matter expertise to assist delivery of programmes such as the new Job Evaluation system and leading on transformational change through sponsorship and delivery of major technology programmes such as Digital Citizen, Pay360 Income Management and Licensing Life. There is also a commitment to prepare and deliver a refreshed Lean Plan for the Service. I want us to maximise the benefits from the momentum already generated, and deliver on the commitments we have made to staff who have contributed their ideas.

All this demonstrates the importance of what we do and the difference our teams are making to the overall success of Financial Services, the council and for Glasgow.



Martin A Booth

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Section 1

Resources and Organisation

1. Service Structure and Resources

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

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

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

- Chief Financial Officer (Section 95)

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

- Assessor and Electoral Registration Officer

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

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

- Strathclyde Pension Fund

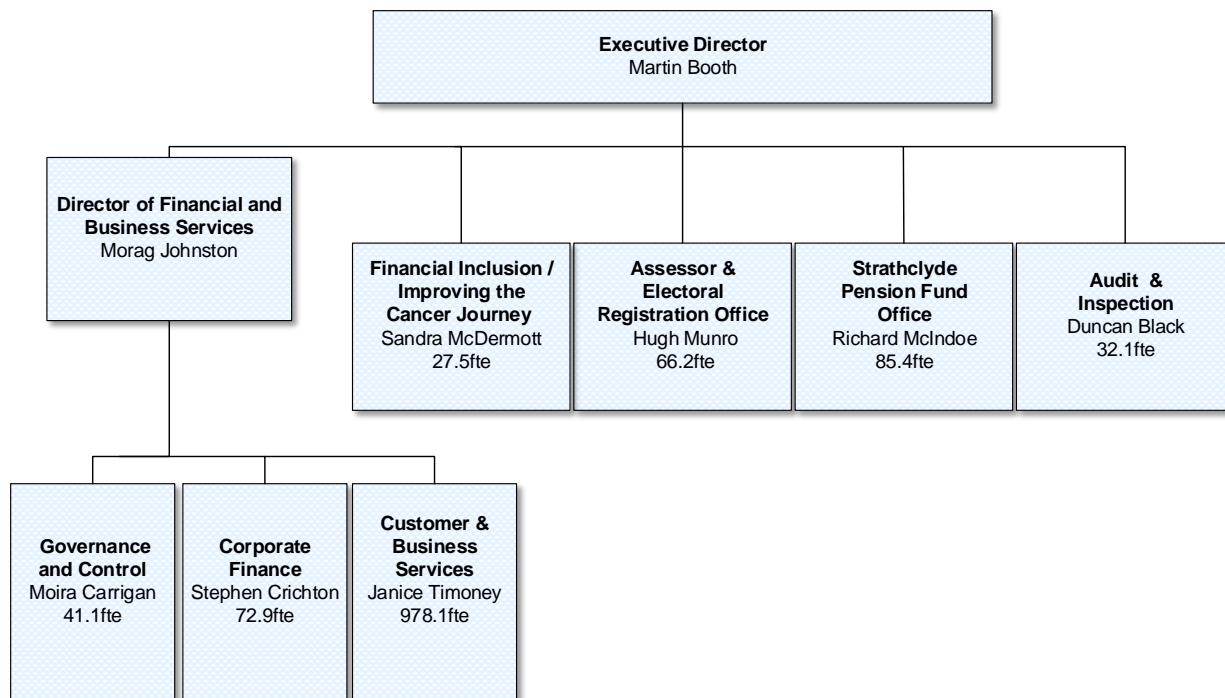
Glasgow City Council has statutory responsibility for the administration of the Local Government Pension Scheme in the West of Scotland in accordance with the Local Government Pension Scheme (Scotland) Regulations which are statutory instruments made under the Public Service Pensions Act 2013.

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

1.5 Staffing Structure

1.5.1 Financial Services employs 1,440 staff (1,305.3fte) across seven operational areas: AERO, SPFO, Audit and Inspection, Governance and Control, Corporate Finance, CBS and FICJ structured as follows:

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31st March 2019		<i>The number and percentage of staff that are:</i>											
Grade (s) Headcount	Male		Female		White		Ethnic Minority		Disabled		Total		
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
1 to 4	198	22.6	677	77.4	731	83.5	39	4.5	47	5.4	875	60.8	
5 to 7	96	22.1	338	77.9	414	95.4	7	1.6	20	4.6	434	30.1	
8	18	40	27	60	41	91.1	-	-	3	6.7	45	3.1	
9 to 14	27	56.2	21	43.8	47	97.9	-	-	1	2.1	48	3.3	
Non PGS*	17	44.7	21	56.3	33	86.8	2	5.3	-	-	38	2.6	
Totals	356	24.7	1,084	75.3	1,266	87.9	48	3.3	71	4.9	1,440	100	
*Non Pay and Grading Structure e.g. Modern Apprentice							Ethnicity Not Declared				126	8.8%	

1.5.2 For the purposes of comparison, this second table reflects the position for last year:

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

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1.6 Financial Resources

1.6.1 Financial Services' objective and subjective budgets for 2018/19 and 2019/20 are detailed below. There is a net budget decrease of £0.057m.

1.6.2 The financial outturn position for the service for 2018/19 will not be available until June 2019.

2018/19 Budget £000	Subjective Analysis	2019/20 Budget £000
	Expenditure	
£46,244	Employee Costs	£47,905
£2,140	Premises Costs	£2,142
£1,542	Transport and Plant	£1,547
£6,620	Supplies and Services	£6,390
£2,256	Third Party Payments	£2,811
£2,999	Transfer Payments	£2,519
£406,630	Benefit Payments	£409,065
-£264	Transfer to Capital	-£147
£468,167	Direct Departmental Expenditure	£472,232
-£22,324	Central Charges	-£27,179
£445,843	Total Expenditure	£445,053
£346,641	Total Income	£345,909
£99,202	Net Expenditure	£99,144

2018/19 Budget £000	Objective Analysis	2019/20 Budget £000
Financial Services		
	Expenditure	
£8,643	Finance Strategy and Management	£9,654
£1,511	Financial Inclusion	£1,725
£1,258	Audit and Inspection	£1,436
£3,146	Strathclyde Pension Fund Office	£3,494
£2,887	Assessor and Electoral Registration Office	£3,448
£38,543	Customer and Business Services	£37,206
£5,550	Support Services	£6,204
£61,538	Direct Departmental Expenditure	£63,167
-£22,324	Central Charges	-£27,179
£39,214	Total Expenditure	£35,988
	Income	
£7,119	Finance Strategy and Management	£7,718
£843	Financial Inclusion	£852
£172	Audit and Inspection	£228
£4,283	Strathclyde Pension Fund Office	£4,455
£451	Assessor and Electoral Registration Office	£455

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2018/19 Budget £000	Objective Analysis	2019/20 Budget £000
£9,861	Customer and Business Services	£8,288
£2,565	Support Services	£2,565
£25,294	Direct Departmental Income	£24,561
£13,920	Net Expenditure	£11,427
Council Tax Reduction Scheme/ Benefit Payments		
	Expenditure	
£322,347	Housing Benefit Payments	£322,347
£9,201	Discretionary Housing Payments	£9,536
£68,269	Council Tax Reduction	£70,369
£6,812	Scottish Welfare Fund	£6,812
£406,629	Total Benefit Expenditure	£409,064
	Income	
£321,347	Housing Benefit Payments	£321,347
£321,347	Total Benefit Income	£321,347
£85,282	Net Benefit Expenditure	£87,717
£99,202	Overall Net Expenditure	£99,144

Section 2

Strategic Plan Commitments

- 2.1 The Council's Strategic Plan 2017 to 2022 was approved in November 2017 and will be delivered across seven cross cutting themes, namely:
- A Thriving Economy
 - A Vibrant City
 - A Healthier City
 - Excellent and Inclusive Education
 - A Sustainable and Low Carbon City
 - Resilient and Empowered Neighbourhoods
 - A Well Governed City that Listens and Responds
- 2.2 Financial Services plays a key role in ensuring that the council meets these objectives as well as ensuring that we can deliver an effective and efficient service to our customers. Reference is made throughout this document to how the service will support the delivery of both the Strategic Plan themes and the new Community Plan priority areas, notably the Glasgow Community Planning Partnership (GCPP) commitment to A Fairer and More Equal Glasgow.

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2.3 A Well Governed City that Listens and Responds

2.3.1 The Executive Director of Finance is the lead officer with responsibility for delivering the theme of '**A Well Governed City that Listens and Responds**', a city that is innovative, plans for the future and lives within its means. This includes a responsibility to plan for the financial challenge ahead and ensuring the council develops services with citizens and partners fit for the 21st century.

2.3.2 Fifteen specific priorities have been identified within this theme, and monitoring delivery across the council family is the joint responsibility of Financial Services and the Chief Executive's Department. Financial Services has specific responsibility for:

- Establishing a Veteran's Champion liaising with veterans on services and supporting their needs
- Supporting local businesses by paying our bills on time
- Reviewing our financial inclusion strategy

2.3.3 Financial Services' approach to ensuring that the council family 'lives within its means' and that we plan for the financial challenge ahead will build on our core principles for service delivery notably:

- Ensuring the council maintains strong financial management underpinned by effective financial controls
- Providing advice and guidance on financial matters to Elected Members and services/ALEOs
- Providing assurance that service levels and standards are maintained for local taxation assessment, billing and collection, which significantly support the overall funding of the council
- Progressing Financial Inclusion and Tackling Poverty strategies and partnerships in the city, to reduce poverty and promote inclusion
- Identifying opportunities for improving standards and development whilst monitoring performance to ensure that the strategic aims, council policies and legislative compliance continue to be delivered against Financial Services' activities

2.4 Strategic Plan Commitments

2.4.1 Targets for Financial Services' contribution to the delivery of specific Strategic Plan commitments in 2019/20 are as follows:

<i>Strategic Council Plan Commitments</i>		
Commitment	Actions	Target 2019/20
A Thriving Economy Council Priority No. 7: Explore the feasibility of a universal income for Glasgow, in partnership	Contribute to the work of the Citizen's Basic Income (CBI) National Steering Group that is testing the feasibility of a CBI pilot for Scotland. The Steering Group will make recommendations to the Scottish Government to consider.	Submit interim report to Scottish Government by Autumn 2019

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Strategic Council Plan Commitments		
Commitment	Actions	Target 2019/20
with those in national government		
<p>Excellent and Inclusive Education</p> <p>Council Priority No. 32</p> <p>Review the current secondary school PPP contract and look for opportunities to improve value for money and greater use of the school estate for communities</p>	<p>Undertake a high level assessment of the financial structure of the PPP arrangements in conjunction with colleagues from CIPFA.</p> <p>If appropriate, consider a more detailed examination of potential changes to this structure.</p>	Update expected December 2019
<p>A Healthier City</p> <p>Council Priority No. 42:</p> <p>42.1 Continue our work on the People Make Glasgow Fairer Strategy to tackle poverty, addressing emerging issues such as child hunger and period poverty.</p>	<p>Deliver the People Make Glasgow Fairer Strategy</p> <p>Working in partnership to deliver the statutory duty set out in the Child Poverty Act 2017 to reduce the levels of child poverty in the City</p>	Develop Glasgow's local child poverty action report for submission to Scottish Government by June 2019
<p>Council Priority No. 47:</p> <p>47.1 Review and strengthen welfare support to ensure people are not made homeless due to benefit issues</p>	<p>Develop a common "support package" for new tenants to address the wider financial challenges they face.</p>	Launch pilot in North West City by April 2019
<p>47.2 Integrate advice and support on income maximisation and the mitigation of welfare cuts with other service provision</p> <p>Further poverty and stress-proofing our services</p>	<p>Continue the work of the corporate Welfare Reform Working Group with other partners</p> <p>Although no changes are planned during 2019/20 we remain responsive to national policy and legislative movement</p>	We will continue to engage with the Department for Work and Pensions (DWP) at local and national level to seek enhancements in their system design and customer process
<p>47.3 Work with partners to expand the range and level of services to</p>	<p>Continue to develop and extend Improving the Cancer Journey (ICJ)</p>	Inclusion of ICJ (Glasgow) in the Integrated Health &

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Strategic Council Plan Commitments		
Commitment	Actions	Target 2019/20
ensure it meets the needs of citizens across the city		Social Care plan for 2019-2022
	Continue roll out of ICJ across Greater Glasgow & Clyde (GGC) <ul style="list-style-type: none"> • West Dumbartonshire • Renfrewshire 	Formal Launch May 2019 Renfrewshire expected launch date early 2020
A Well Governed City that Listens and Responds Council Priority No. 100 100.2 Consult with veterans' organisations on the quality and range of services provided	Continue to commit to the terms of the Armed Forces Community Covenant (AFCC) by consulting with veterans organisations via the Firm Base Group to work in partnership to develop services to meet the complex needs of veterans.	Develop Local Authority Armed Forces Champions Network to share best practice and investigate opportunities for joint working:
Council Priority No:103 103.1 Ensure that the council pays bills on time, in line with Scottish Government guidance.	Ensure that the council, on receipt of correct billing information, pays bills within 30 days in line with Scottish Government practice or within alternative terms specifically agreed with suppliers.	95% paid in 30 days
	Actively target suppliers to migrate to the Scottish Government electronic invoicing platform. This will include working with suppliers to identify additional channels for payment which will result in improved efficiency and faster payments.	Review all suppliers who currently submit paper invoices to determine if up to 80% meet the criteria for electronic invoicing
Council Priority No. 104 104.1 Review the Financial Inclusion Strategy.	In consultation with stakeholders, develop the new Financial Inclusion Strategy for 2020-2025.	Complete citywide consultation by September 2019

2.5 Glasgow Community Plan

2.5.1 The Glasgow Community Plan was published in October 2017 by the Glasgow Community Planning Partnership (GCPP). The Plan identifies the shared priorities for the city and sets out where the partners plan to make improvements for the

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city, its services and the lives of people who live and work here. The partners have identified three focus areas: Economic Growth, Resilient Communities and A Fairer and More Equal Glasgow. Specific actions against each have been identified for the individual partners.

2.5.2 The focus area of **A Fairer and More Equal Glasgow** recognises that the city has a lot to gain from tackling fairness and equality and ensuring that everyone benefits from the city's success, and the GCPP has committed to adopting the People Make Glasgow Fairer Strategy and supporting the delivery of its aim.

2.5.3 Financial Services (Financial Inclusion) has responsibility for delivering the council's contribution to A Fairer and More Equal Glasgow. Three priority areas have been identified: development of a People Make Glasgow Fairer Hub, enhancing Corporate Citizenship, widening access to Financial Inclusion support. Planned actions and priorities for 2019/20 are included in the Community Action Plan and are detailed below.

<i>Priority Theme: A Fairer More Equal Glasgow</i>		
Priority	Action	Outcomes 2019/20
People Make Glasgow Fairer Hub	Resources will be allocated by partners to develop the existing model of housing support for families affected by the Welfare Reform Benefit Cap who live in the Private Rented Sector (PRS) into a multi-disciplinary team. This will test a new joined up way of working for partners with an aspiration to extend this model as the People Make Glasgow Fairer Hub to support other disadvantaged families at the earliest point of intervention with integrated holistic support.	Support the remaining 200 families in the PRS identified as being most severely affected by the benefit cap Extend provision of support to 10,000 families claiming housing benefit and council tax reduction to reduce risk of sanctions in preparation for full rollout of UC in Glasgow
Corporate Citizenship	Partners will develop specific 'asks' for Glasgow's business community as a key part of Corporate Citizenship incl. MCR pathways	Specific 'asks' to be presented to the Glasgow Economic Board in April 2018
Financial Inclusion	Partners will provide access to Financial Inclusion support (direct and online) to employees and service users within their organisations. Support will focus on three aspects: <ul style="list-style-type: none"> In-work poverty, in particular removing debt/money issues which act as a barrier to moving into employment 	Work will continue during 2019/20, however the delay to the roll out of UC will push timescales for delivery into 2020/21

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Priority Theme: A Fairer More Equal Glasgow		
Priority	Action	Outcomes 2019/20
	<ul style="list-style-type: none"> Financial capability support, providing good money management skills Improve digital skills to reduce risk of sanctions in preparation for the full rollout of UC in Glasgow	

2.6 Revenue Budget Changes for 2019/20

2.6.1 A summary of Revenue Budget Changes 2019/20 for Financial Services are included in the table below:

Revenue Budget Change Summary				
Ref	Title of Budget Change	Reason for Change	Council Strategic Plan Theme	Financial Impact
				2019/20
19FS10	Council Tax Empty Property Relief	Income Maximisation	A Sustainable and Low Carbon City	-£100,000
19FS11	Customer and Business Services – Lean Review	Service Review	A Well Governed City that Listens and Responds	-£100,000
19FS12	Customer and Business Services – Customer First			-£200,000
19FS13	Lean - SPFO, Corporate Finance, Internal Audit, Governance and Control, Assessors and Electoral Registration			-£150,000
Total (£)				-£550,000
NET BUDGET CHANGE (£)				-£550,000
NET BUDGET CHANGE (%)				- 1%

Section 3

Service Priorities

3. Division/Section Priorities

3.1 This section outlines the key activities undertaken by the main operational areas within Financial Services, together with priorities for 2019/20.

3.1.1 Assessors and Electoral Registration Office (AERO)

Assessor Valuation Functions

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

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

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

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

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

Electoral Registration Functions

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

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

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

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3.1.2 Audit and Inspection

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

Internal Audit also provides an internal audit function to the council's arms-length external organisations (with the exception of Clyde Gateway and the Scottish Exhibition Centre), the Glasgow City Health and Social Care Partnership and the Glasgow City Region City Deal Cabinet.

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

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

Audit Glasgow is the commercial arm of Internal Audit, generating income to the Council by providing audit services to external organisations such as Shetland Islands Council and Scottish Canals, and ad hoc work for a number of Scottish local authorities. Audit Glasgow will continue to pursue income generating opportunities which arise in 2019/20 however, the primary focus will continue to be the provision of an internal audit function to the council family.

3.1.3 Customer and Business Services (CBS)

CBS comprises the following key functions:

- **Finance Services**, which includes accounts payable, accounts receivable and revenues and benefits, has responsibility for:
 - Processing 762,000 payments to citizens, suppliers and community groups with a value of £2.4bn a year
 - Managing the collection of sundry debt through issuing 240,000 invoices per year on behalf of the council family
 - Managing 312,000 council tax records and collecting in excess of £231 million in Council Tax each year, administering £390m of Housing Benefit and Council Tax Reduction and collecting £363 million from 27,000 Non-Domestic Rates customers
 - Providing a managed service for the administration of over 260,000 parking and bus lane contraventions for Glasgow, East Renfrewshire Council, East Dunbartonshire Council and more recently North Lanarkshire Council. The team respond to over 50,000 appeals per annum and process 13,145 residential and business permits for the city alone.

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- Providing transactional finance services for around 330 head teachers, monitoring establishment expenditure and purchasing, which equates to approximately £35m per annum
- Administering integrated grant funding that supports local communities with approximately £30m of funding per annum and the Apprenticeship Guarantee fund, paying £6m in grants to support young people into employment across the city
- Providing a fully managed finance service for Glasgow Life and City Property
- **Customer Services**, which includes Scottish Welfare Fund, Customer Contact Centre and the Service Desk. This team handles over 1.1 million telephone calls per annum. In addition, the Council's front facing Service Desk receives around 200,000 face to face enquiries every year.
- **Business Services** provides administrative services to Education Services, Social Work Services, Development and Regeneration Services, Neighbourhoods and Sustainability Services and to the ALEOs. These are mainly back-office services delivered in location or from central locations. The team also provides support to Elected Members and secretariat support across the Council Family.
- **Employee Services**, including payroll, recruitment and training and events. Salary payments for 37,158 employees across the Glasgow family are processed, and over 40,000 employee enquiries are dealt with.

3.1.4 Corporate Finance

Corporate Finance is responsible for:

- The preparation and consolidation of all core financial information including annual estimates, financial monitoring and annual accounts and all statutory financial returns and statistical information. This includes the financial management of the council's £1.6bn net revenue expenditure, £1.9bn approved investment programme, £4.7bn 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 £1.5bn debt portfolio and £0.02bn investment portfolio
- The financial administration and management of the Strathclyde Pension Fund with net assets of over £21bn
- 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 activity

3.1.5 Financial Inclusion and Improving the Cancer Journey

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

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Key responsibilities and priorities include;

- Developing a programme of financial inclusion services, financial capability and education, provide targeted support for vulnerable groups
- Implementing and co-ordinating the actions of the People Make Glasgow Fairer Strategy for the city
- Working in partnership to develop financial and digital inclusion services and provide assistance to the roll out of Universal Credit in Glasgow
- Delivering the Improving the Cancer Journey and Long Term Conditions project in partnership with Macmillan cancer care services
- Expanding the Improving the Cancer Journey model across the local authority areas that cover Greater Glasgow and Clyde NHS
- Providing strategic support to the Helping Heroes Service, and supporting veterans in Glasgow gain employment via the Glasgow Veterans Employment Programme
- Working in partnership to deliver the statutory duty set out in the Child Poverty Act 2017 to reduce the levels of child poverty in the City

3.1.6 Service Development, Governance and Control

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

- Managing and monitoring risk to provide confidence and assurance in the services that we deliver. This involves taking a lead role in a number of areas including information management and security, business continuity, risk management, health and safety, and ensuring compliance with and tracking of audit actions identified
- Day-to-day banking services for the council family including reconciliations, balance monitoring and clearing
- Monitoring and providing assurance on the integrity of finance systems and the SAP ledger through our ledger control function
- Ensuring compliance by providing assistance and guidance to Social Work Services in accordance with financial regulations
- Managing all insurance matters for the council family including handling insurance claims received, providing advice and guidance and liaising with the providers of the council's insurance policies
- Providing support to the council family to embed the Lean Six Sigma approach, the aim of which is to develop a culture which ensures staff at all levels have the ability to influence change
- Leading on income governance, including developing and enhancing the council's digital payment solutions to ensure we provide the customer with cost-effective, convenient and secure payment methods

The priorities for the Team will be to continue to promote a culture of change and continuous improvement supported by effective management and control.

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3.1.7 Strathclyde Pension Fund Office

Glasgow City Council has statutory responsibility for the administration of the Local Government Pension Scheme in the West of Scotland, both on its own behalf and in respect of the other 11 local authorities in the former Strathclyde area, and around 160 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 £21bn of investments, collects over £560m of pension fund contributions each year, and pays out around £620m of pensions to over 85,000 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 (SPF) Pension Board which assists the committee with compliance
- the Strathclyde Pension Fund Office (SPFO), a division of the council's Financial Services Department; and
- the Strathclyde Pension Fund (the Fund)

3.2.1 Financial Services' Short and Medium Term Priorities

The following tables detail major priorities for the service that either complement, or are additional to, our existing Strategic Plan or Community Plan commitments.

These include those with an outcome delivery focus for 2019/20 and those with a medium term timeframe for delivery i.e. within the next three years.

Service Priorities	Actions	Target 2019/20
Assessors and Electoral Registration Office		
Disposal of appeals relating to the 2017 Rating Revaluation	Progress is on target with the main focus being on offices, shops, industrial subjects and licensed premises. Just over half of the 11,500 Revaluation appeals have been settled. 10 sittings of the Valuation Appeal Committee have been scheduled for the spring diet and a further 10 programmed for the autumn diet.	Resolve a further 3,000 outstanding appeals by March 2020 and all appeals by 31 Dec 2020
Maintain and increase the accuracy of the Electoral Roll	Increase in partnership working and data-sharing where possible. Target focus on specifically under represented potential electors.	Maintain and if possible increase the accuracy of the register to

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Service Priorities	Actions	Target 2019/20
		reflect changes in Glasgow's population
Maintain Council Tax Lists	Continue to develop relationships with house builders. Utilise a newly developed 'building warrant workflow' to ensure all new and altered properties on our council tax list are surveyed as soon as possible	Roll out the new workflow by May 2019 and refine as required
New Entries to the Council Tax List Undertaken within:		
0-3 months		90%
3-6 months		5%
6 months		5%
Amendments to the Valuation Roll Undertaken within:		
0-3 months		90%
3-6 months		7%
6 months		3%
Audit and Inspection		
Completion of Annual Assurance Statement	Complete all required fieldwork to prepare the Annual Assurance Statement that is necessary to inform the council's Annual Governance Statement.	May 2019
Quality Assurance	Average client survey score	At least 3 out of 4
	Maintain BSI accreditation	Accreditation Feb 2020
	Internal and External quality assessments against Public Sector Internal Audit Standards (PSIAS)	Full compliance through annual self-assessment Nov 2019
	Audit Scotland annual review of Internal Audit against Public Sector Internal Audit Standards	Continued reliance by Audit Scotland March 2020
Completion of Corporate Fraud Workplan	Corporate Fraud and Investigations team – cover all key areas of the Corporate Fraud Workplan and report through Annual Assurance Statement	May 2019

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Service Priorities	Actions	Target 2019/20
Customer and Business Services		
Early Years Expansion	CBS will provide recruitment, staffing and wider administration support for the increase in childcare provision for Glasgow and Partner nurseries	March 2020
Job Evaluation Programme	Specialist payroll resources will be required to assist with particular emphasis on any system changes to SAP	Deliver a system build plan by March 2020
Barclay Review of Non Domestic Rates	Implement regulatory changes arising from the Barclay Review of Non Domestic Rates, exploring any opportunities for closer collaboration with other councils as a result and preparation for any change to council tax brought about by ongoing discussions on local taxation.	Identify opportunities for collaboration and deliver initial outcome by March 2020
Digital Citizen Programme	<p>Deliver the Digital Citizen Programme with a view to establishing effective digital channels and encourage Glasgow citizens to access more services through digital channels.</p> <p>By offering customers more choice in how they engage, interact, source information and transact with us, it is anticipated that digital channels will become the preferred choice for those able to access services this way. Alternatives channels such as face to face or telephone will continue to be available for those that need it.</p>	Deliver initial phases by March 2020
Welfare Reform	<p>Continue to respond to the ongoing Department for Work and Pensions (DWP) Welfare Reform and transition to Universal Credit which includes:</p> <ul style="list-style-type: none"> • Spending Review of the costs of Housing Benefit and Housing Benefit Administration Subsidy • Roll out of managed migration of Universal Credit (expected to be complete by 2023) 	Monitor and deliver required changes for 2019/20 by March 2020

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Service Priorities	Actions	Target 2019/20
	<ul style="list-style-type: none"> • Transfer of all existing DWP benefit claimants to devolved benefits administered by Social Security Scotland by 2024 • Funding for Discretionary Housing Payments and the Scottish Welfare Fund • The impact of future funding for Temporary and Supported Accommodation and the wider approaches to homelessness and housing 	
Key Performance Indicators	% of staff paid on time	99.5%
	Accounts payable paid on time	95%
	Accounts Receivable paid within 30 days (collectable debt)	85%
	Members Liaison Unit (All) - % forwarded to client within 2 working days	98%
	Public Processions (Corporate Services) - % of confirmation letters to be sent 7 days before procession	95%
	Placing requests responded to within timescale	95%
	Committees (Corporate Services) - % of papers to be issued 3 working days before Committee	100%
	Council Tax - Cost of Collection per Dwelling	Tbc ¹
	Council Tax – Income Collection in year of billing	95%
	NDR – Cost of Collection per Chargeable Property	Tbc ¹
	NDR - Income Collection in year of billing	97.7%
	Processing Housing Benefit and Council Tax Reduction – Administration Cost per Case	Tbc ¹
	Processing Housing Benefit and Council Tax Reduction – New Claims	21 days

¹ The 2018/19 actuals for these targets will not be available until after final accounts are complete. The actual figures will inform the targets for 2019/20

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Service Priorities	Actions	Target 2019/20
	Processing Housing Benefit and Council Tax Reduction – Change in Circumstances	11 days
	Percentage of presented calls answered	90%
	Average time customers wait for calls to be answered	2min30secs
Corporate Finance		
Annual Accounts	Completion of the 2018/19 unaudited annual accounts by statutory deadline	30 June 2019
	Completion of the 2018/19 audited accounts including a clean audit certificate by statutory deadline	30 September 2019
Annual Estimates	Completion of a balanced annual estimate for 2020/21 statutory deadline	11 March 2020
Financial Inclusion and Improving the Cancer Journey		
Financial Inclusion Strategy	Develop new Financial Inclusion Strategy for Glasgow including consultation and research	Complete citywide consultation by September 2019
Service Development, Governance and Control		
Income Management - Online Payments	Following the withdrawal of our current provider on 31 st May 2019, ensure customers can pay online for services (including Council Tax). This involves accelerating the implementation of the appropriate module within the new Pay360 income management solution	May 2019
Income Management - All Customer Payments	Fully implement the new Pay360 income management solution for the council, replacing the existing cash receipting system	October 2019
Income Management – Incoming Customer Payments	Deliver a business change plan to encourage customers to transact with the council in the most efficient ways possible. This will include utilising new technology and simplified processes whilst continuing to provide options for those customers who are unable to transact using digital methods	Plan to be in place June 2019

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Service Priorities	Actions	Target 2019/20
Income Management	Maximum % Sundry Debt outstanding after 90 days	5.8%
Banking Services	Corporate banking reconciliations completed on time	100%
Council-wide Lean programme	Continue to lead the Lean programme across the council through the Lean forum and ensure delivery of the agreed Lean plan; establish monitoring and governance arrangements for the Lean programme; review Employee Voice and progress options for engaging with staff to improve the way services are delivered	Review Employee Voice by Dec 2019
Financial Services Lean Programme	Prepare and deliver a Lean Plan for Financial Services aimed at increasing involvement from all staff to improve the way services are delivered and to support the delivery of financial savings	Approve Lean Plan by May 2019
Financial Controls	Finalise and complete the roll out of new guidance documentation that outlines a formal Financial Controls Framework to support openness, integrity and transparency across the council family	August 2019
Insurance Claims Handling	Prepare and deliver an Improvement Plan for claims handling including enhanced engagement across the council family	Dec 2019
Health and Safety	In line with new council guidance, Financial Services will complete its first Service Improvement Plan (SIP) in May 2019 and will monitor delivery of the improvements identified during the remainder of 2019/20	March 2020
Glasgow Excellence Model: Financial Services	Complete the self-assessment phase	Nov 2019
	Action plans in place	Jan 2020
Strathclyde Pension Fund Office		
Investments: Investment Strategy	Continue development of investment structure towards full implementation of the Alt 2 strategy	March 2020
Investments: Direct Investment Portfolio	Develop proposals for infrastructure co-investment and extension of local property investment as described in 2018 DIP review	March 2020

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Service Priorities	Actions	Target 2019/20
Investments: Property Conveyancing	Review arrangements for conveyancing in respect of the UK property portfolio	March 2020
Investments: Custody Tender	Commence review of global custody arrangements and associated services including cash management, performance measurement, securities lending and currency management	March 2020
Investments: Responsible Investment	Review Climate Related Financial Disclosures	March 2020
Pensions Admin.: Administration Strategy	Review administration strategy, data improvement plan, administration structure and resource	March 2020
Pensions Admin.: GMP Reconciliation	Complete implementation of integrated solution for Guaranteed Minimum Pension (GMP) reconciliation and remediation project	March 2020
Pensions Admin.: Equal Pay Settlements	Manage pensions implications of employer equal pay settlements	March 2020
Pensions Admin.: Occupational Health	Review arrangements for provision of certification by an Occupational Health Practitioner in respect of ill-health retirees	March 2020
Governance: No.3 Fund	Complete merger into Aberdeen City Council Transport Fund	March 2020
Governance: Actuarial Valuation	Preparation for actuarial valuation as at 31 st March 2020	March 2020
Finance: Central Support	Review level and cost of central support provided by Glasgow City Council	March 2020
Finance: Treasury Management	Review internal treasury management function	March 2020
Corporate Scorecard		
A Healthier City	Develop Glasgow's local child poverty action report (LCPAR) for submission to Scottish Government	Publish annual LCPAR by 30 June 2019
	Percentage savings forecast for delivery	100%

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Service Priorities	Actions	Target 2019/20
A Well Governed City that Listens and Responds	Revenue Budget Monitoring - % actual expenditure against budget	100%
	% of income due from Council Tax for the year	95%
Financial Services: Staff Attendance/Development		
Attendance Management	Days lost through sickness absence	6.6 days
Performance Coaching and Review (PCR)	Completion of employee PCR meetings – two per annum	85%

The following table details our **medium term priorities** for the period 2019-2022:

Service Priorities	Actions	Target
Assessors and Electoral Registration Office		
Three Yearly Rating Revaluation Program	Develop new working practices to accelerate the appeal disposal procedure and maintain a continuously updated property analysis database.	Review current procedures and build analysis database by Dec 2020
	The Barclay Review suggests that greater transparency will lead to a reduction in the number of appeals received. We will expand the volume of summary property values published online.	Develop online summary valuation templates by April 2020
Audit and Inspection		
Quality Assurance	Agree approach for next iteration of 5-yearly external quality assessment against Public Sector Internal Audit Standards	Complete approach plan by March 2020
Customer and Business Services		
Digital Citizen Programme	Once initial phases are complete during 2019/20 agree approach and rollout for further phases.	March 2021
Welfare Reform	The DWP's national migration of existing Housing Benefits cases are expected to be complete by December 2023. We will continue to liaise, adapt and respond to the timelines as set by the DWP	April 2020 through to Dec 2023

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Service Priorities	Actions	Target
	Continue to respond to the ongoing DWP Welfare Reform including: <ul style="list-style-type: none"> • Roll out of managed migration of UC • Transfer of all existing DWP benefit claimants to devolved benefits administered by Social Security Scotland 	Managed migration of UC expected to be complete by 2023 Transfer of DWP claimants by 2024
Barclay Review of Non Domestic Rates	Continue to engage with the Scottish Government, COSLA and Institute of Revenues, Rating and Valuation to respond to and implement national policy and legislative changes as a result of the Barclay Review	March 2021
Job Evaluation Programme	Work with the Corporate Job Evaluation Team to test and implement changes required to the SAP system	April 2020 through to March 2021
Corporate Finance		
Annual Accounts	Completion of the unaudited annual accounts by statutory deadline	30 June each year
	Completion of the audited accounts including a clean audit certificate by statutory deadline	30 Sept each year
Annual Estimates	Completion of a balanced annual estimate for statutory deadline	11 March each year
Service Development, Governance and Control		
Income Management	Maximise the opportunities to the council from the implementation of a new income management solution through a review of processes and identification of options for alternative payment options including payment in advance	Implement the business change plan (to be in place for June 2019) by March 2022

3.2 Staff Development

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

3.2.1 Training and Development

- In November 2018 we held the **Delivering for Financial Services** event for

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our managers. The aim of the event was to get managers together to discuss what we are doing to support council priorities, how we can support change and what more we can do to support our staff.

- Assessors and Electoral Registration Office are committed to supporting staff to gain **professional qualifications** including two staff achieving their BSc in Property Management and Resolutions, one member of staff becoming a qualified Chartered Surveyor and the engagement of three trainee valuers who are working towards professional qualifications.
- Corporate Finance and Internal Audit continue to support members of staff working towards gaining professional accountancy qualifications in Chartered Institute of Public Finance and Accountancy (**CIPFA**).
- Internal Audit is also providing training in **Counter Fraud** specialisms.
- Financial Services' **Modern Apprentices** are encouraged to work towards a variety of Scottish Vocational Qualifications.
- The Councils **Equalities Impact Assessment** training was delivered to relevant Financial Services staff in 2018/19 and will continue to be delivered throughout 2019/20 to support the monitoring and quality assurance requirement for successful Equalities assessments.
- Specific training and awareness programmes were delivered to our Financial Inclusion and Improving the Cancer Journey staff to prepare for the introduction of UC in addition to McMillian Professional training.
- Financial Services staff are encouraged to use **Employee Voice** to submit **Lean** ideas and suggestions for process improvement. This online tool is used for gathering, reviewing, and implementing ideas that are suggested from our staff. Lean teams across the service are made up of members of staff who volunteered to be part of our associated activity and promotion of Lean.
- Locally based **Bite-Sized** informal training sessions will continue to be delivered to staff by colleagues with enhanced subject matter expertise within Customer and Business Service. These are face-to-face training sessions delivered by subject matter experts and lasting between 15 and 60 minutes.
- We introduced a **Job-Shadowing Programme** in Revenues and Benefits to share subject matter expertise in the Non-Domestic Rates (NDR) field with our Debt Management Partners to bring collection and recovery experience into the NDR team.
- One of our profoundly deaf members of staff wanted to communicate and engage more with her colleagues. As a qualified British Sign Language teacher, she successfully delivered training sessions to her colleagues that involved simple everyday language. There are plans to deliver training to other members of staff.
- Financial Services were successful in securing funds from the Flexible Development Fund launched by the Scottish Government which has provided an opportunity for 65 staff across Customer and Business Services to attend workshops focused on the principles of customer care, customer needs and expectations, interpersonal skills, knowing your customer and handling complaints in difficult situations.

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- We recognise and thank our people who demonstrate excellence performance at work, and staff are encouraged to recognise their colleagues by nominating them for **Employee of the Month** where individuals have excelled in the categories of performance, quality and continuous improvement; customer care/service; teamwork or; openness to change. Our staff forums review the nominations received and select the winner.

3.2.2 Performance Coaching Review (PCR)

We continue to support the council's Performance Coaching Review (PCR) programme, with 88% of Financial Services employees completing a PCR in 2018/19. The objective of the PCR process is to help maximise employee performance and increase engagement. The framework supports the delivery of our goals and objectives, as well as those of each member of staff and the wider council. It is the responsibility of all managers to conduct a full PCR and Interim PCR for each member of their team per annum.

3.2.3 Maximising Attendance

The service reported an absence rate of 9.2 days lost per person for 2018/19. This compares to an annual target for the year of 6.6 days 2018/19 and 8.3 days for 2017/18.

A **Maximising Attendance Action Plan** is in place for Financial Services and specific actions undertaken include:

- Implementing the revised Maximising Attendance Policy across the Service through Managers Briefings with HR representation at management meetings. Following the council's approval of the revised Absence Policy in April 2018, the emphasis is on early intervention and supportive measures to encourage regular attendance at work.
- An assessment of the training needs of managers to determine any training requirements and how these could be best supported
- Attendance and Well-being Champions role defined with training sessions in November 2018 and communication across the Service in January 2019
- Establishment of a network of Attendance and Wellbeing Service Champions, providing peer support to less experienced managers in managing absence, particularly through the capability process. New managers have matched with Service Champions for peer support
- In March 2019 operational managers in CBS attended sessions delivered jointly by Improving the Cancer Journey and the Beatson Cancer Charity
- Mentally Healthy Workplaces training delivered to 78 managers in 2018/19. This is one day workshop highlights how to identify stress triggers at an early stage
- Promotion of Workplace Options services and webinars e.g. through lunchtime drop in sessions (for example 'Bounce Back – Recovering from Stressful Situations')
- Relaunch and roll out of updated Workplace Options advertising material to include contact details of new LGBTi helpline

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- Flu vaccination was offered to all employees with approximately 24% of employees receiving the vaccination
- Occupational Health Bitesize training offered to managers

3.2.4 Staff Health Initiatives

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

- Promotion of weekly Walking and Jogging groups and six week block Yoga and Pilate's beginners' classes
- Bowel Cancer Awareness workshop for staff by Bowel Cancer UK delivering key awareness messages and prevention messages
- Prostate Awareness workshop delivered by Prostate Scotland which focuses on raising awareness of the disease in an easy to understand way
- Drink Wise, Age Well workshop offered out across the Service, December 2018. Service Attendance & Well-Being Champions also undertook this course, although this was an adapted version specifically for Managers.
- Holistic therapies offered to staff for a small fee including head and shoulder massage
- Mental Health Awareness Day. The See Me mental health charity were available on the day to raise awareness about mental health and to provide information on help and support available
- Writing for Wellbeing workshop hosted by poet Angie Strachan who provided guidance on the process of writing creatively which can be mindful and relaxing and is excellent for encouraging health and wellbeing
- Cycle to Work, Loan and Pool Bike Schemes are in place for staff which not only improves health and fitness but also saves money on travel costs, reduces carbon emissions and protects and preserves the environment
- Promotion of Workplace Options services and webinars e.g. through lunchtime drop in sessions and distribution of leaflets and wallet cards
- Ongoing engagement with staff on the importance of health with articles in our staff newsletter Teamtalk and Council newsletter Insider
- We have a dedicated Weigh in at Work group leader who has been trained to run weight management groups. The sessions run on a weekly basis for anyone who would like to lose weight or just get healthier

3.2.5 Work/life Balance Provision

Financial Services continues to support a range of core flexible working options within the exigencies of the service which enhance the work life balance of staff. This includes reduced hours, part time working, compressed hours, home working and career breaks.

A total of 438 employees are employed on a part time basis. In addition, there will be a variety of formal arrangements in place as detailed above.

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3.2.6 Flexible Retirement

Flexible retirement allows members of the Local Government Pension Scheme (LGPS) to request access to their pension and lump sum whilst working reduced hours in the same post or at a lower grade in another post, providing there is a saving of at least 20%. Financial Services currently has 45 staff employed on a flexible retirement basis.

Section 4

Benchmarking, Inspection and Equalities

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

4.2 Benchmarking

[4.2.1 Local Government Benchmarking Framework \(LGBF\)](#)

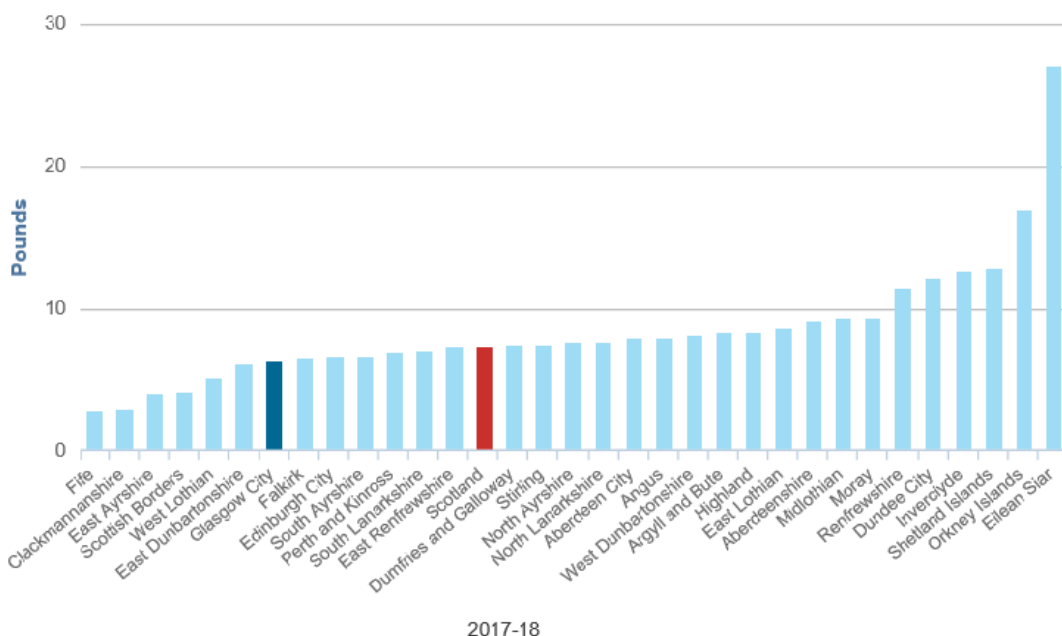
The LGBF provides a comparison of Glasgow's performance using a range of indicators and forms part of the suite of performance indicators used by the council and by Audit Scotland to consider how it is performing in its duty to deliver value for money.

Financial Services reports on four of the indicators and the comparison information is used to inform service delivery and highlight specific areas for continued improvement such as Council Tax collection % targets.

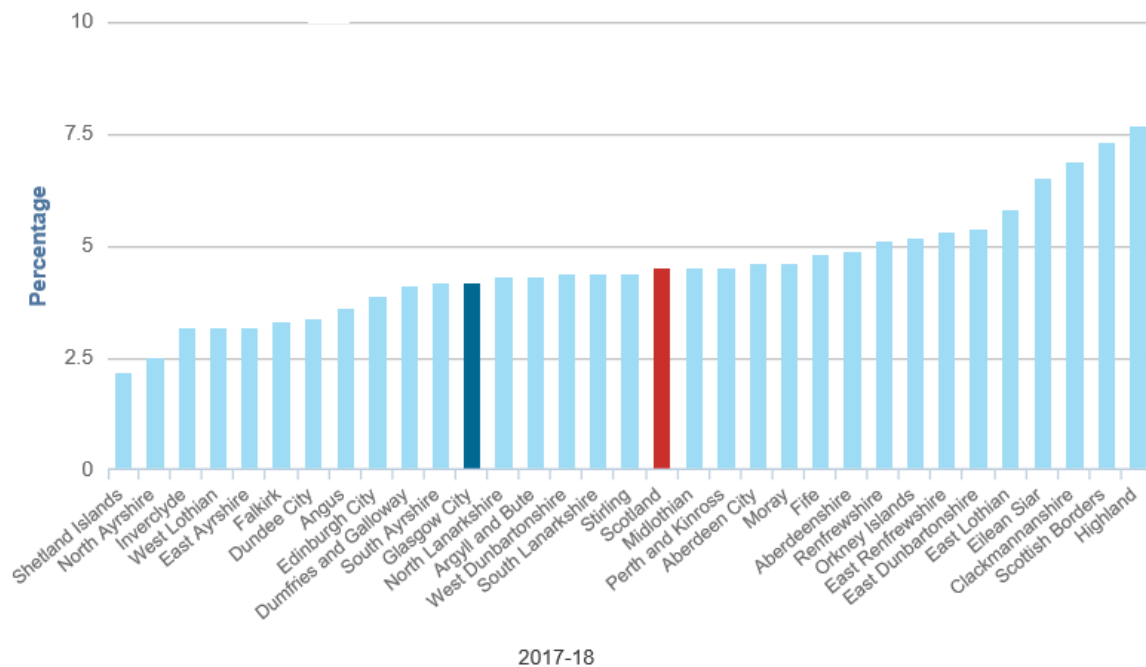
Our performance against the Scottish average for 2017/18 (the most recent data available nationally) is reported below, and the comparison with all local authorities highlighted in the charts that follow.

Description	Glasgow	Scottish Average
How much does my council spend on collecting council tax per household	£6.29	£7.35
How much of my councils total running costs is spent on administrative support services	4%	5%
How efficient is my council at collecting council tax *	95%	96%
How efficient is my council at paying invoices on time	94%	93%
<i>* Figures reported with no decimal point</i>		

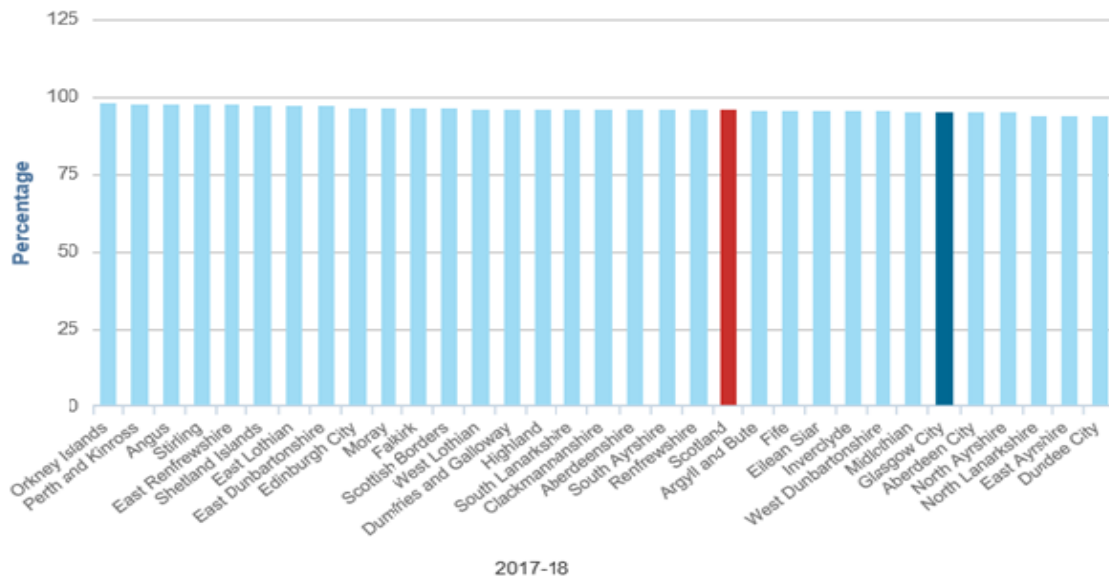
How much does my council spend on collecting Council Tax per household?



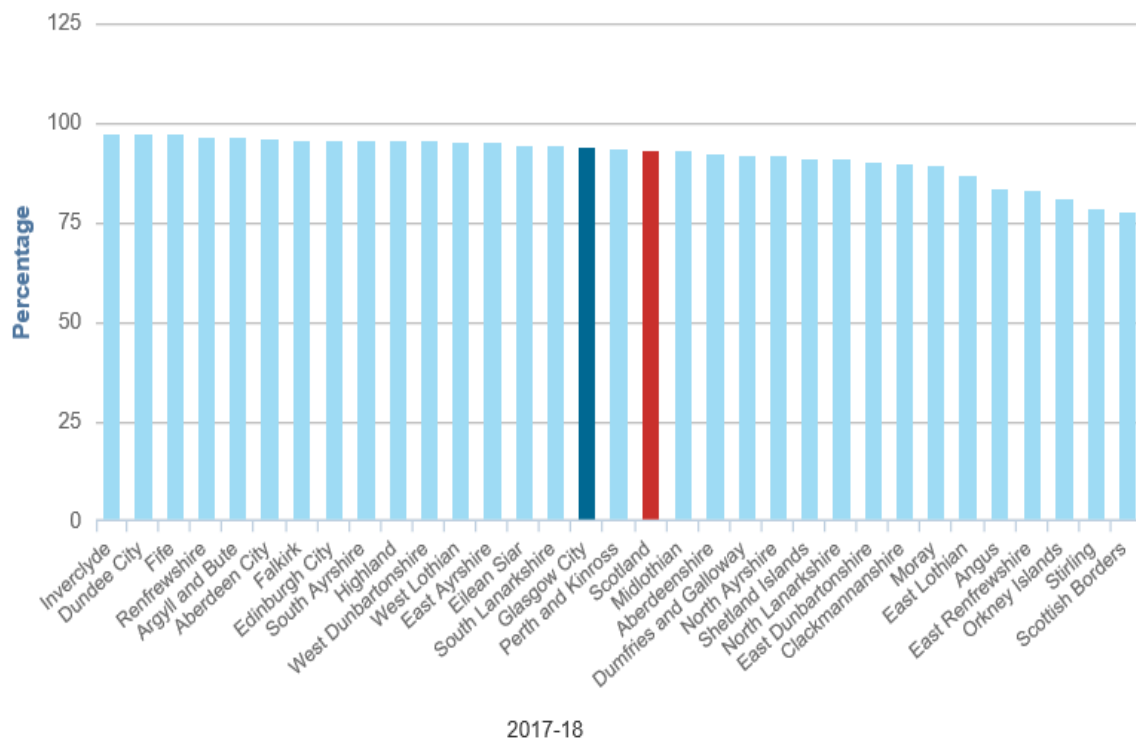
How much of my council's total running costs is spent on administrative support services?



How efficient is my council at collecting Council Tax?



How efficient is my council at paying invoices on time?



4.3 Benchmarking – Other

4.3.1 The Revenues and Benefits function is extremely active in the local government community via involvement with the Institute of Revenues, Rating and Valuation (IRRV), the professional body for staff in the field of local authority revenue collection, and a key player in showcasing and promoting best practice across councils. Glasgow is also the lead council in our **Improvement Service**

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Benchmarking Framework family group. Both have provided opportunities to share knowledge and best practice and contributed to the continued year on year improvements in council tax collection over more than a decade

- 4.3.2 As part of the preparations for the roll out of Universal Credit, benchmarking activity was undertaken with Birmingham, Inverclyde, Newcastle and South Lanarkshire councils to establish best practice, lessons learned and approaches to service delivery. This engagement was also used to capture communication opportunities to mitigate against the impact of UC.
- 4.3.3 Internal Audit has joined the Core Cities benchmarking framework for internal audit services. 2019/20 will be year one, and baseline data has been submitted to the Core Cities benchmarking coordinator. Performance will be reported in due course through the Financial Services Leadership Team, and to the Finance and Audit Scrutiny Committee annually.

4.4 Glasgow Excellence Model

The council has committed to adopting the Glasgow Excellence Model across all services. The Model is a methodology based on the principles of European Foundation for Quality Management (EFQM) and comprises nine criteria: Leadership, Strategy, People, Partnership and Resources, Processes, Products and Services, Customer Results, Society Results and Business Outcomes. The aim is to identify gaps and highlight areas for improvement through self-assessment.

Financial Services timeline to complete the self-assessment phase is by the end of November 2019, and to have action plans in place by January 2020.

4.5 Inspection

The service is extensively reviewed by both internal and external audit bodies and scrutiny agencies. In addition to a range of Internal Audits carried out in 2018/19, external scrutiny was carried out in the following areas:

- Audit Scotland standard Annual Reviews

For Internal Audit:

- Internal Quality Assessment against the Public Sector Internal Audit Standards
- British Standards Management Standard ISO 9001:2015 compliance

The above inspections are annual and are scheduled for completion each year.

4.6 Equalities

Financial Services continues to support the council's Equality Outcomes for 2017 to 2021 and the three elements of General Duty for Equalities² in a number of areas:

- Financial Services supports **Employability Programmes** including Modern Apprentices, Internship, MCR Pathways, Career Ready and Additional

² Eliminating Discrimination, Harassment and Victimisation, Advancing Equality of Opportunity and Fostering Good Relations

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Support Needs. At the 2018 Glasgow Guarantee Awards one of our Customer and Business Services Modern Apprentices won **Apprentice of the Year**.

- Identifying a **leadership sponsor** to work closely with HR to promote the equality and diversity agenda within the Service
- Re-launching the **Equality & Diversity Champions Framework** across the service
- Developing a Financial Services' Equalities Outcome **Action Plan** for 2017 – 2021
- Promoting **staff helplines** for Bullying and Harassment, Black and Minority Ethnic (BME) and Lesbian, gay, bisexual, and transgender (LGBTI+) offered by Workplace Options, our employee assistance provider
- Releasing staff to participate in corporate **peer support networks** including Lean In, Prism and Carer's Employee Support, Disabled Employee and Black and Minority Ethnic
- Supporting **local democracy** by ensuring all eligible citizens are registered to vote. The Electoral Registration Office (ERO) has worked in partnership with Social Work Services and Glasgow Life to develop projects that are proving successful in reaching citizens who we were previously unable to engage with using traditional methods such as mail and door to door canvassing.

4.7 Equality Impact Assessments (EQIA)

As part of the 2019/20 annual budget setting exercise EQIAs were carried out for all the approved budget options highlighted in the table at Section 2.6.1 and can be accessed via the following link: [Budget Equality Impact Assessments](#)

In addition, the following EQIAs were carried out in 2018/19:

- Contract Tender - Banking Services
- Income Management Solution
- Invest to Improve - Financial and Digital Inclusion Preparation for Universal Credit Full Rollout
- Pensioner Poverty
- Corporate Debt Policy





The following are currently planned for 2019/20:

- Supporting Glasgow's Health
- Tackling Welfare Reform and Universal Credit




Section 5

Past Performance

- 5.1 The service reports its operational performance to Committee under the theme of ‘A Well Governed City that Listens and Responds’ led by Martin Booth, Executive Director as theme lead. The service is also required to report on its performance annually as part of this report so that members and others have oversight of how it has delivered on its statutory duties and previous year’s commitments.
- 5.2 The table on the following pages outlines the progress made towards specific commitments and priorities as identified in the 2018/19 ASPIR.

Rating	Context	Q4	%
	A green rating indicates performance has exceeded target, met target or is no more than 2.49% outwith target	60	80.0%
	An amber rating indicates performance is between 2.5% and 4.99% out with target performance	10	13.4%
	A red rating indicates performance is 5% or more out with the target Performance	1	1.3%
	For Information Only	4	5.3%
Total		75	100%


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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Council Strategic Plan 2017-2022 Priorities:					
A Thriving Economy Council Priority No. 7: Explore the feasibility of a universal income for Glasgow, in partnership with those in national government	If business case approved, carry out mid-level review April 2019	Engagement session with citizens Sounding board panels Cross party working group established	Scottish Government approved the business case mid-level review will be carried out in April 19	Scottish Government Funding secured Steering group will agree and finalise the tasks and processes to deliver on the business case	
Excellent and Inclusive Education Council Priority No. 32 Review the current secondary school PPP contract and look for opportunities to improve value for money and greater use of the school estate for communities	Ongoing	New Measure	Initial report received	Initial report identified potential for limited savings. This remains subject to discussions with the contractor	
A Healthier City Council Priority No. 47: 1. Review the provision of benefits, welfare and other advice to continue to identify opportunities to integrate and maximise support for people	New service in Glasgow Royal Infirmary live by June 2018	New Measure	Glasgow Royal Infirmary - Dedicated Welfare Benefits and Support Service launched 25 th	Civic Reception to celebrate 10 years of partnership with Macmillan Cancer Support Long Term Care (LTC) and 5 years ICJ held in Feb 2019 Given levels of need identified at GRI, staffing doubled to include ICJ service from Nov 2018. Still	



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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
affected by welfare reform, or long term conditions			September 2018	in soft launch phase with predicted full launch August 19. Agreed increased presence for ICJ at the Beatson Glasgow. This allows ICJ to work more closely with clinical staff whilst reducing travel time for our most vulnerable clients during active treatment. The project has now been live since April 2019. Beatson Glasgow have also agreed to work with ICJ to provide dedicated housing support to inpatients. This is a pilot project to assist clients and NHS with supported discharge.	
	Commencement for West Dunbartonshire Nov 2018	New Measure	Progressing	Link Workers were recruited for West Dunbartonshire project Caldicott Agreement, Data Sharing Agreement and Service Level Agreement all signed off ICJ West Dunbartonshire will launch in March 2019	
	Support services to be in place for roll out planned for	New Measure	Rollout of Universal Credit completed in 3	Preparation for Universal Credits full rollout digital inclusion support services were available to citizens either via the 19 library hub	

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
	Glasgow in Sept 2018		phases (Sept-Dec 2018).	locations or from one of our other funded delivery partners.	
2. Work with partners to expand the range and level of services to ensure it meets the needs of citizens across the city	Work with Pollok credit union to develop and support the Wee Glasgow Loan (WGL) as an alternative payday lending product	New Measure	Closed	Pollok Credit Union (PCU) will not be progressing with the WGL in its current format.	
3. Review and strengthen welfare support to ensure people are not made homeless due to benefit issues	Develop a common support package for new tenants	New Measure	Common support package developed	Launch of pilot in North West City by April 2019	
<p>A Well Governed City that Listens and Responds</p> <p>Council Priority No. 100</p> <p>Establish a Veterans' Champion liaising with veterans on services and support their needs.</p>	<p>Firmbase meetings ongoing</p> <p>Engage with city RSLs to ensure housing regulations for veterans are recognised and implemented</p>	Independent champion appointed	Firm Base Group now 'business as usual' and meets quarterly	<p>Former Elected Member Phil Greene appointed to the post.</p> <p>Continue to provide support to the Firm Base Group - a 'one stop shop' developed to support service personnel veterans and their families.</p> <p>An Armed Forces Champions Network event was held in the City Chambers in February 2019. All Scottish Local Authority armed forces champions were invited to</p>	


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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
				discuss progress against the AFCC.	
<p>Priority No:103</p> <p>Ensure that the council pays bills on time, in line with Scottish Government guidance.</p> <p>1. Support local businesses by paying our bills on time</p> <p>2. Ensure that the council pays bills on time, in line with Scottish Government guidance</p>	90%	New	95%	<p>A number of suppliers on occasion can submit an inaccurate invoice which results in the invoice being blocked for payment.</p> <p>We shall continue to work closely with suppliers to improve quality and compliance</p>	
<p>Council Priority No. 104</p> <p>Review the Financial Inclusion Strategy</p>	Ongoing	New measure	Rollout of Universal Credit was completed in 3 phases Sept-Dec 2018	<p>Priority focus was the new Financial and Digital Inclusion services to ensure the city was prepared for the full rollout of Universal Credit in 2018</p> <p>Consultation on the new Financial Inclusion Strategy from 2020 is due to commence in summer 2019</p> <p>The Strategy will reflect what has been learned from the new ways of working developed to support the rollout of Universal Credit</p>	



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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Assessors & Electoral Registration Office (AERO) Service Priorities					
<p>Electoral Registration Transformation Programme We will continue to participate in the Cabinet Office (CO) Electoral Registration Transformation Programme (ERTP). The programme workstream targets include: improvements of processes, reduced costs, and maximising registration, improvements to data and improving security and minimizing fraud.</p>	<p>May 2019</p>	<p>New Measure</p>	<p>Processing as scheduled</p>	<p>Secure online form has been developed for household returns allowing a wider group of citizens to update their registration data. This has reduced cost, improved the data we receive and improved security with a reduction in the need to return paper forms.</p>	<p align="center">G</p>
<p>UK Parliamentary Boundary Review 2018: Continue preparatory work</p>	<p>Ongoing</p>	<p>Ongoing</p>	<p>The boundary review is complete for the whole of the United Kingdom.</p>	<p>Recommendations for constituencies in Scotland were approved in September 2018 and will be used in the 2022 General Election. The Boundary Commission Report will transfer an area of just under two square miles from Ward 21 (Glasgow North East) to Ward 5 (North Lanarkshire)</p>	<p align="center">G</p>

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
				affecting approx. 50 council tax entries and 324 electors	
<p>Electoral Registration Office (ERO) - Improved Use of Data Sets.</p> <p>We will continue to improve our use of Council Tax, Education Services and university data by automating our current processes, and improving data matching capabilities.</p>	Ongoing	New Measure	Progressing as scheduled	<p>The first of a number of targeted Invitation to Register (ITR) initiatives has commenced in the Anniesland District where ITRs have been issued to 2,800 households with historically low engagement rates.</p> <p>Response rates will be closely monitored and used to develop and improve the model in the remaining districts.</p> <p>The aim of the data validation is to increase accuracy.</p> <p>Improvements have been achieved via a data matching exercise between the electoral register and council tax data with particular focus on zero elector households.</p>	





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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
<p>ERO - Partnership Working Working in partnership with Social Work Services to improve registration levels amongst citizens who had been homeless</p>	<p>Ongoing</p>	<p>New Measure</p>	<p>Progressing as scheduled</p>	<p>Currently working with Registered Social Landlords (RSLs) in Glasgow to have electoral registration applications completed as part of their new tenancy interview process Further Partnership Working opportunities with other council services are being evaluated. The aim is for the council to become more efficient in identifying and engaging with potential electors amongst under registered groups.</p>	<p></p>
<p>ERO - Collaborative Working with EROs across Scotland</p>	<p>July/Aug 18</p>	<p>New Measure</p>	<p>Targets met Collaboration will continue to develop best practices</p>	<p>Glasgow designed and produce the annual canvass advertising campaign on behalf of Scottish EROs The campaign utilised multiple advertising channels including social media and local radio to raise awareness of the annual electoral canvass and to encourage citizens to register to vote and return their Household Enquiry Forms (HEF).</p>	<p></p>









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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Revaluation Appeal Disposal (3 year timeframe)	4,500 cited and disposed	All 11,667 appeals acknowledged and cited in line with statutory requirements	Approx.6,400 cited and disposed	Just over half of the 11,500 Revaluation appeals have been settled.	G
Barclay Review Implementation Engage with the council, Scottish Assessors Association (SAA), Scottish Government and representative bodies in preparation for delivering the Barclay Review Implementation Plan.	Ongoing	New Measure	Processing as scheduled	No legislation yet in place. Scottish Assessors Association in constant dialogue with Scottish Government.	G
New Entries to the Council Tax List Undertaken Within:					
0-3 months	85%	90%	94%		G
3-6 months	10%	8%	2%		
Over 6 months	5%	2%	4%		
Amendments to the Valuation Roll Undertaken within:					
0-3 months	90%	90%	90%		G
3-6 months	7%	8%	9%		
Over 6 months	3%	2%	1%		

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Corporate Finance Service Priorities:					
Completion of the 2017/18 unaudited annual accounts by statutory deadline	Complete within the statutory deadline June 2018	Completed within the statutory deadline June 2017	Complete	Submitted to committee and Audit Scotland in June 2018.	
Completion of the 2017/18 audited accounts including a clean audit certificate by statutory deadline	Complete within the statutory deadline Sept 2018	Completed within the statutory deadline Sept 2017	Complete	Annual Accounts were submitted to Finance and Audit Scrutiny committee on 11 th Sept 2018. The Annual Accounts were subsequently approved at the City Administration Committee of 27 th September 2018.	
Completion of a balanced annual estimate for 2019/20 by statutory deadline	Complete within the statutory deadline March 2019	Completed within the statutory deadline March 2017	Complete	Annual estimates for 2019/20 approved by Council on 21 February 2019.	
Customer and Business Services Priorities:					
% of staff paid on time	99.5%	100%	100%		

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Accounts payable paid on time	90%	94%	95%		
Accounts Receivable paid within 30 days (collectable debt)	85%	90%	89%		
Members Liaison Unit (All) - % forwarded to client within 2 working days	95%	100%	100%		
Public Processions (CS) - % of confirmation letters to be sent 7 days before procession	95%	100%	100%		
Placing requests responded to within timescale	95%	100%	95%		
Committees (Corporate Services) - % of papers to be issued 3 working days before Committee	100%	100%	100%		
Council Tax - Cost of Collection per Dwelling	£6.50	£6.29	TBC	Cost of collection will not be available until after final accounts are complete. This will inform the target for 2019/20.	
Council Tax – Income Collection in year of billing	95%	95%	95.03%		






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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
NDR – Cost of Collection per Chargeable Property	£15.00	£15.00	TBC	Cost of collection will not be available until after final accounts are complete. This will inform the target for 2019/20.	
NDR - Income Collection in year of billing	97.63%	97.63%	97.98%		
Processing Housing Benefit and Council Tax Reduction – New Claims	21 days	18 days	17 days		
Processing Housing Benefit and Council Tax Reduction – Change in Circumstances	11 days	8 days	7 days		
Processing Housing Benefit and Council Tax Reduction – Administration Cost per Case	£33.00	£33.03	TBC	Cost of collection will not be available until after final accounts are complete. This will inform the target for 2019/20.	
Audit and Inspection Service Priorities:					
Completion of Annual Assurance Statement	May 2018	New measure	Complete	Annual Governance Statement 2017/18 was completed in May and approved on 14 th June 2018. The statement was included in the 2017/18 Annual Accounts	






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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Quality Assurance: Average client survey score	3	3	TBC	Reported as part of 2018/19 Annual Report in May/June 2019	
Quality Assurance: Maintain British Standards Institution (BSI) accreditation	Accreditation Feb 2019	BSI inspection completed April 2018 Final report confirmed fully compliant	Compliance confirmed	Final report has confirmed the audit service is fully compliant	
Quality Assurance: Internal and External quality assessments against Public Sector Internal Audit Standards (PSIAS)	Full compliance through annual self-assessment Nov 2018	Self-Assessment completed November 2017 and confirmed complaint	Full Compliance	Internal assessment completed for 2018 and confirmed full compliance	
Quality Assurance: Audit Scotland annual review of Internal Audit against Public Sector Internal Audit Standards	Continued reliance by Audit Scotland March 2019	Continued reliance	Continued reliance	2018/19 Audit Scotland Annual Audit Plan confirmed review completed and continued reliance on internal audit.	
Completion of Corporate Fraud Workplan	May 2018	New Measure	Complete	2017/18 Annual Report completed in May and reported to Finance and Audit Scrutiny Committee on 12 th June 2018	

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Governance and Control Service Priorities:					
Banking Services: Complete the retendering of the council's banking services contract	Revised to July 2018	Target date revised	Complete	Award of the contract to Royal Bank of Scotland (RBS) plc approved by the Contracts and Property Committee in August 2018	
Banking Services: % corporate banking reconciliations completed on time	100%	100%	97%	Two reconciliations were completed later than scheduled due to staffing availability which has now been addressed	
Banking Services: Rationalisation of council bank accounts held	October 2018	New Measure	Complete	Final stages of rationalisation completed in the first quarter 2019/20.	
Information Security: Complete roll out of Protective Marking across the service	Revised date March 2019	Target date revised	Revised date to be determined by corporate timetable	Financial Services' roll-out plan has been prepared and we await confirmation on when this can commence. Implementation is now dependent on the corporately agreed timetable.	
Information Security: Ensure Financial Services is compliant with the requirements of the General Information Security:	May 2018	New Measure	Financial Services is compliant with GDPR	In the early part of 2018/19 we completed our preparations to ensure compliance with the requirements of GDPR that came	

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Data Protection Regulation (GDPR)				into force in May 2018. Financial Services is responsible for ensuring the protection of key personal data including the electoral register, council tax database and staff payroll and it was critical that we were fully prepared for GDPR. We worked closely with Chief Executives to meet this deadline and continue to monitor our compliance.	
Undertake Desktop Exercises across business areas to ensure new council Business Continuity Management Strategy is consistently implemented	Revised Date March 2019	New Measure	Ongoing	A number of Business Continuity activities were undertaken across the year and it has been agreed with the Corporate Head of Compliance that Desktop Exercises would be carried out in 2019/20	
Income Management: Progress implementation of a new income management solution (Pay360) across the council family during 2018/19	Target date revised	New Measure	Implementation ongoing	Indicative timeline for implementation now October 2019 Financial Services continue to support implementation in line with revised timescales	

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Income Management: Maximum % Sundry Debt outstanding after 90 days	6%	New Measure	4.8%		
Insurance: Implement procedures to recover the costs of damage repair caused by third parties	Revised Date March 2019	New Measure	Implementation delayed	This has been delayed due to recruitment issues. New procedures are now being developed and will be in place for Q2 2019/20	
Insurance: Successfully re-tender for the Property and Ancillary Insurance policy for a minimum of three and maximum of seven years	October 2018	New Measure	Insurance policy was in place by 1st of October 2018.	Insurance team worked with its brokers to re-tender for Property and Ancillary Insurance.	
Strathclyde Pension Fund Service Priorities:					
Develop a more detailed cash flow model, particularly for investment income.	Sept 2018	New Measure	Complete	Cash-flow models developed for Direct Investment Portfolio and all other portfolios. Benefits cash flow model reviewed and improved	
Review of investment strategy and structure including developing an investment structure which is consistent with the Alt 2 strategy.	March 2019	Plan agreed by Committee in February 2018	In progress /satisfactory	Absolute return and global infrastructure allocations agreed in May 2018.	





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







Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
				Private debt tenders concluded with appointments by SPF committee in March 2019.	
Review of the Direct Investment Portfolio arrangements and capacity	Dec 2018	New Measure	Complete	Strathclyde Pension Fund Committee agreed various recommendations relating to portfolio size and strategy in December 2018.	
No. 3 Fund: Review of investment strategy including possibility of insurance buy-in arrangement	March 2019	New Measure	Complete	SPF committee agreed in principle a merger of the No.3 Fund into the Aberdeen City Transport Fund Officers are developing detailed plan with First Group and Aberdeen City Council	
Review of arrangements for independent valuation of the UK property portfolio	March 2019	New Measure	Complete	Appointment of independent property valuer approved at SPF committee in March 2019.	
Commence review of global custody arrangements and associated services including cash management, performance measurement, securities lending and currency management	March 2019	New Measure	Complete	Procurement options reviewed. Tender process to start in 2019/20.	

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Implement integrated solution for Guaranteed Minimum Pension (GMP) reconciliation and remediation project	March 2019	Committee project plan December 2017	In progress / some delay	<ul style="list-style-type: none"> ▪ Reconciliation phase live with specialist sub-contractor, ITM ▪ Progress reports received monthly Planned completion in March 2019 delayed due to DWP response times.	
Review Pension (Altair) system provision contracts with Heywood.	March 2019	One year extension of contract agreed	Complete	Contracts novated to GCC as administering authority. Will be subject to future review and possible novation to CGI.	
Investigate options for secure portal for exchange of data with employers	Revised date for this project March 2019	New Measure	In progress / delayed	Awaiting report from CGI on options and feasibility.	
Continue implementation of digital communications strategy including: complete employer self-service rollout, further on-boarding of employers to i-connect, and re-launch Member Self Service with upgraded functionality	March 2019	Ongoing	In progress / satisfactory after some delay	Employer Self Service rolled out and individual training for Employers delivered as required. SPF strategy developed to manage employer usage. <i>i-connect</i> now live or in test with 58 employers (increase of 26 since 1 st April 2018) re-launch of MSS expected by May 2019.	

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Annualised Three Year Investment Returns	3.5%	10.0%	11.4%	Fund return significantly ahead of target	
Retirement lump sums paid on retirement date	95%	92%	92%	Other priorities resulted in some slippage against target	
Turnaround Times within 20 days - Provisional Retirals	80%	New Measure	87.7%	Target achieved	
Customer Satisfaction – Retirals	90%	89.6%	90.0%	Target achieved	
Customer Satisfaction – Refunds	80%	84.6%	84.8%	Target achieved	
Contributions income received on due date	100%	100%	100%	Target achieved	
Member Data – Completeness	>98%	98.3%	98.5%	Target achieved	
<u>www.spfo.org</u> weekly visitors	5,000	4,892	4,125	Consistently fewer visitors than anticipated	
SPFOnline members registered	67,000	63,617	73,063	Target achieved	

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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Corporate Scorecard					
<p>Child Poverty indicator to be drawn from People Make Glasgow Fairer Action Plan when available.</p> <p>Note: this outcome was superseded by the legislative requirement to deliver a joint Local Child Poverty Action Report (LCPAR) with NHS Greater Glasgow and Clyde/Health and Social Care Partnership</p>	Committee report to be produced by April 2019	New Measure	Report considered by committee and the first LCPAR for the period April 2018-March 2019 is due to be published by June 2019	<p>The report will provide an update in terms of the actions the council and its partners are taking, and will take to reduce child poverty.</p> <p>On the 16th April Child Poverty Action Report was presented at the General Purposes City Policy Committee on progress on the delivery of the LCPAR due to be published in June 2019.</p>	
Percentage savings forecast for delivery	100%	90.1%	74% Period 12 position	Shortfalls in the delivery of savings across a number of services mainly related to Income and Lean savings	
Revenue Budget Monitoring - % actual expenditure against budget	100%	99.6%	100% Period 12 position		
% of income due from Council Tax for the year	95%	95%	95.03%		See previous section



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Indicator/ Outcome/ Strategy	Milestone/ Target 2018/19	Year End Actual 2017/18	Year End Actual 2018/19	Performance Note	RAG
Financial Services					
Attendance Management Days lost through sickness absence	6.6 days	8.3 days	9.2 days	Please refer to paragraph 3.2.3 above for specific actions	
Completion of employee Performance Coaching and Review (PCR) meetings	85%	82%	88%		

Financial Services Glasgow Community Plan

Commitment	Action	Progress and Performance	RAG
<p>People Make Glasgow Fairer Hub</p>	<p>Resources will be allocated by partners to develop the existing model of housing support for families affected by the Welfare Benefit Cap who live in the Private Rented Sector (PRS) into a multi-disciplinary team.</p> <p>The initial aim is to support the remaining 200 families in the PRS who have been identified as being most severely affected by the benefit cap.</p> <p>This will test a new joined up way of working for partners with an aspiration to extend this model as the people Make Glasgow Fairer Hub to support other disadvantaged families at the earliest point of intervention with integrated holistic support.</p> <p>Extend provision of support to 10,000 families who are claiming Housing Benefit and Council Tax reduction to reduce risk of sanctions in preparation for full rollout of Universal Credit in Glasgow</p>	<p>During 2018/19 the council has received 'New Burdens Funding' from the Department of Workplace and Pensions (DWP) to support the roll out of UC.</p> <p>This funding has been used to develop the existing model of housing support for families affected by the Welfare Benefit Cap who live in the Private Rented Sector (PRS).</p> <p>Moving forward, the council's 'Invest to Improve' funding has been utilised to allow this model to be developed further. Following recruitment, a multi-disciplinary team has been operational since the end of January 2019</p>	<p style="text-align: center;"></p>

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Commitment	Action	Progress and Performance	RAG
Corporate Citizenship	<p>Partners will develop specific 'asks' for Glasgow's business community as a key part of Corporate Citizenship</p> <p>Specific 'asks' to be presented to the Glasgow Economic Board in April 2018</p>	<p>In April 2018 the Glasgow Economic Leadership Board agreed to develop a partnership to support young people as part of MCR pathways.</p> <p>Employment opportunities have been identified for 50% of the MCR Pathways young people leaving school in June 2019</p> <p>Work continues with the business community to identify employment opportunities for the remainder</p> <p>The Glasgow Guarantee has been secured for businesses and Third Sector organisations who provide employment opportunities for MCR Pathways young people</p>	
Financial Inclusion	<p>Partners will provide access to Financial Inclusion support (direct and online) to employees and service users within their organisations. Support will focus on three aspects:</p> <ul style="list-style-type: none"> • In-work poverty, in particular removing debt/money issues which act as a barrier to moving into employment • Financial capability support, providing good money management skills • Digital skills to reduce risk of sanctions in preparation for the full rollout of Universal Credit in Glasgow 	<p>A report informing Elected Members of Financial and Digital Inclusion services developed to prepare the city and citizens for the full rollout of Universal Credit was presented to the City Administration Committee in June 2018</p> <p>Over 120 partners provide joined up support for the Universal Credit rollout.</p> <p>There is a particular focus on vulnerable groups such as lone partners, Black and Minority Ethnic (BME), the Roma community, disability groups, homeless and people affected by mental health as well as support for the general population.</p>	

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