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**Financial Services Past Performance April 2019 - March 2020**




The tables on the following pages outlines the progress made towards specific commitments and priorities against target to end of financial year (March 31<sup>st</sup>) for 2019/20

Rating	Context	Q4	%
 G	A green rating indicates performance has exceeded target, met target or is no more than 2.49% outwith target	51	77%
 A	An amber rating indicates performance is between 2.5% and 4.99% out with target performance	7	10%
 R	A red rating indicates performance is 5% or more out with the target Performance	9	13%
<b>Total</b>		<b>67</b>	<b>100%</b>

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Indicator/ Outcome/ Strategy	Milestone/ Target 2019/20	Year End Actual 2018/19	Year End Actual 2019/20	Performance Note	RAG
<b>Council Strategic Plan Priorities:</b>					
<p><b>Excellent and Inclusive Education</b></p> <p>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</p>	Ongoing	Initial report identified potential for limited savings. This remains subject to discussions with the contractor	Review Complete	<p>Limited opportunities to deliver savings were identified</p> <p>Ongoing review of management arrangements and governance.</p> <p>Explore opportunities to make better use of facilities during periods where they are available without additional costs.</p>	
<p><b>A Well Governed City that Listens and Responds</b></p> <p>103.1 Ensure that the City Government pays bills on time, in line with Scottish Government guidance.</p>	<p>Review all suppliers who currently submit paper invoices</p> <p>95% paid in 30 days</p>	95% paid in 30 days	Complete: Suppliers are now converting to electronic invoicing	<p>This has become a business as usual process</p> <p>96% paid in 30days</p> <p>Total of 745,866 transactions to the value of over £3billion</p>	






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<b>Strategic Priorities</b> (those areas outwith Council Strategic Plan and of strategic significance)					
<b>Assessors &amp; Electoral Registration Office (AERO):</b>					
Disposal of appeals relating to the 2017 Rating Revaluation	Resolve a further 3,000 outstanding appeals by March 2020 and all appeals by 31 Dec 2020	Approx.6,400 cited and disposed	1970 appeals now outstanding.	Valuation Appeal hearings have been suspended since March 2020.	
Maintain and increase the accuracy of the Electoral Roll	Maintain and increase the accuracy of the register to reflect changes in Glasgow's population	New Measure	The new electoral management system has been installed and tested	Migration to the new system has been completed successfully.	
Maintain Council Tax Lists	Update processes to incorporate GDPR legislation.	New Measure		Maintenance of the Council Tax Lists has been suspended since March 2020.	




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Indicator/ Outcome/ Strategy	Milestone/ Target 2019/20	Year End Actual 2018/19	Year End Actual 2019/20	Performance Note	RAG
Amendments to the Valuation Roll Undertaken within:					
0-3 months	90%	90%	87%		<b>A</b>
3-6 months	7%	9%	6%		
Over 6 months	3%	1%	7%		
New Entries to the Council Tax List Undertaken Within:					
0-3 months	90%	94%	73%	Maintenance of the Council Tax Lists has been suspended since March 2020.	<b>R</b>
3-6 months	5%	2%	27%		
Over 6 months	5%	4%	0%		
<b>Audit &amp; Inspection:</b>					
Completion of Annual Assurance Statement	May 2019	Annual Governance Statement 2017/18 was completed in May and approved on 14 <sup>th</sup> June 2018. The statement was included in the 2017/18 Annual Accounts	Complete	Annual Governance Statement 2018/19 was completed in May and approved June 2019. The statement was included in the 2018/19 Annual Accounts	<b>G</b>






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Quality Assurance: Average client survey score	3	3.2	3.3		
Quality Assurance: Maintain British Standards Institution (BSI) accreditation	Accreditation Feb 2020	Final report confirmed fully complaint	Compliance confirmed	Final report has confirmed the audit service is fully complaint	
Quality Assurance: Internal and External quality assessments against Public Sector Internal Audit Standards (PSIAS)	Full compliance through annual self-assessment Nov 2019	Self-Assessment completed November 2018 and confirmed complaint	Full Compliance	Internal assessment completed for 2019 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 2020	Continued reliance	Continued reliance		
Completion of Corporate Fraud Workplan	May 2019	Annual Report completed and reported to the <a href="#">Finance and Audit Scrutiny Committee</a> .	Annual Report completed and reported to the <a href="#">Finance and Audit Scrutiny Committee</a> .		

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Indicator/ Outcome/ Strategy	Milestone/ Target 2019/20	Year End Actual 2018/19	Year End Actual 2019/20	Performance Note	RAG
<b>Customer and Business Services (CBS):</b>					
Early Years Expansion Provide recruitment, staffing and wider administration support for the increase in childcare provision for Glasgow and Partner nurseries	March 2020	New Measure	<b>Complete</b> Appropriate support provided to deliver 19/20 outcomes		
New Pay and Grading Scheme Specialist payroll resources will be required to assist with emphasis on any system changes to SAP	Deliver a system build plan by March 2020	New Measure	Initial determinations regarding scope, scale and impact continue	Full Pay and Grading requirements have still to be confirmed. An initial scoping exercise has been completed to allow CGI to create the infrastructure necessary to support testing and migration activities on SAP. However, the project is currently on- hold as a result of Covid19 and will require to be re-planned subject to revised job evaluation project timescales.	
Barclay Review of Non- Domestic Rates	Identify opportunities for collaboration and deliver initial outcome by March 2020	New Measure	<b>Complete</b> All planned 19/20 activity completed		

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Indicator/ Outcome/ Strategy	Milestone/ Target 2019/20	Year End Actual 2018/19	Year End Actual 2019/20	Performance Note	RAG
Digital Citizen Programme	Deliver initial phases by March 2020	New Measure	Planned activity incomplete	Phase 1 live from November 2019 (7 work streams) Phase 2 delivery of N&S domestic waste processes delayed due to Covid-19. Dialogue commenced with N&S to understand re-planning required as N&S migrate from Mayrise to Alloy solution). Progress of other OBS21 deliverables such as webchat, SMS, 'Contact Us', assisted channel shift etc. have also been delayed due to Covid-19.	
Welfare Reform Continue to respond to the ongoing Department for Work and Pensions (DWP) Welfare Reform and transition to Universal Credit	Monitor and deliver required changes for 2019/20 by March 2020	New Measure	Regular ongoing engagement with DWP and Scottish Government has continued.	The pace of migration of legacy cases to Universal Credit is slower than DWP anticipated and timeframes to commence managed migration have slipped further to 2024. We have done everything possible. As this is a national rollout it is out-with our control	
% of staff paid on time	99.5%	100%	99.8%		
Accounts payable paid on time	95%	95%	96%	Total of 745,866 transactions to the value of over £3billion	
Accounts Receivable paid within 30 days (collectable debt)	85%	89%	88%	The impact of covid-19 restrictions in March 2020 resulted in reduced collection activity and drop-off in payments impacting the final position which remains above target.	






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<b>Indicator/ Outcome/ Strategy</b>	<b>Milestone/ Target 2019/20</b>	<b>Year End Actual 2018/19</b>	<b>Year End Actual 2019/20</b>	<b>Performance Note</b>	<b>RAG</b>
Members Liaison Unit (All) - % forwarded to client within 2 working days	98%	100%	100%		<b>G</b>
Public Processions (CS) - % of confirmation letters to be sent 7 days before procession	95%	100%	100%		<b>G</b>
Placing requests responded to within timescale	95%	95%	97%		<b>G</b>
Committees (Corporate Services) - % of papers to be issued 3 working days before Committee	100%	100%	100%		<b>G</b>
Council Tax - Cost of Collection per Dwelling	£6.20	£6.26	£5.85		<b>G</b>
Council Tax – Income Collection in year of billing	95%	95.03%	94.36%	March is a crucial month for council tax collection and the impact of Covid-19 restrictions resulted in reduced collection activity and customer capacity to pay	<b>G</b>
NDR – Cost of Collection per Chargeable Property	£17.00	£17.16	£20.55	Additional staffing and IT costs to support Barclay Review changes implemented during 19/20 have resulted in an increase in the cost per dwelling to collect.	<b>R</b>
NDR - Income Collection in year of billing	97.7%	97.98%	98.00%		<b>G</b>





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Indicator/ Outcome/ Strategy	Milestone/ Target 2019/20	Year End Actual 2018/19	Year End Actual 2019/20	Performance Note	RAG
Processing Housing Benefit and Council Tax Reduction – New Claims	21 days	17 days	10 days	Reduced the number of days taken to process claims, which is a positive outcome	
Processing Housing Benefit and Council Tax Reduction – Change in Circumstances	11 days	7 days	5 days	Reduced the number of days taken to process claims, which is a positive outcome	
Processing Housing Benefit and Council Tax Reduction – Administration Cost per Case	£33.00	£33.80	£37.29	The increase in costs is mainly due to: <ul style="list-style-type: none"> <li>- A reduction in the weighted number of cases</li> <li>- Reduction in DWP administration grant</li> <li>- Increase in central support costs</li> </ul>	
Percentage of presented calls answered	90%	New Measure	85%	Steady improvement in call answering performance has been demonstrated throughout 2019/20 with Q4 out turning above target at 92% answered rate	
Average time customers wait for calls to be answered	2min 30 secs	New Measure	1min 28 seconds average wait	Steady improvement in call waiting times has been demonstrated throughout 2019/20	

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<b>Corporate Finance:</b>					
Completion of the 2018/19 unaudited annual accounts by statutory deadline	Complete within the statutory deadline June 2019	Completed within the statutory deadline June 2018	Complete	Submitted to committee and Audit Scotland in <a href="#">June 2019</a> .	
Completion of the 2018/19 audited accounts including a clean audit certificate by statutory deadline	Complete within the statutory deadline Sept 2019	Completed within the statutory deadline Sept 2018	Complete	Annual Accounts were submitted to Finance and Audit Scrutiny committee on <a href="#">11th Sept 2019</a> . The Annual Accounts were subsequently approved at the City Administration Committee of <a href="#">26th September 2019</a> .	
Completion of a balanced annual estimate for 2020/21 statutory deadline	Complete within the statutory deadline March 2020	Completed within the statutory deadline March 2019	Complete	Annual estimates for 2020/21 approved by Council on February 2020.	
<b>Service Development, Governance and Control:</b>					
Income Management – Incoming Customer Payments Deliver a business change plan to encourage customers to transact with the council in the most efficient ways possible.	Plan to be in place June 2019	Implementation Ongoing	Complete	Successful implementation ensured online payments live with Pay 360 from 21 May 2019.	




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Income Management - All Customer Payments Fully implement the new Pay360 income management solution for the council, replacing the existing cash receipting system	October 2019	Implementation Ongoing	Implementation Ongoing	The impact of COVID-19 and a dependency on Windows 10 devices has resulted in a delay to implementation. The project is expected to be complete by August 2021. Status is Green as key system modules have been implemented and the revised project plan has been formally approval	
Income Management – Incoming Customer Payments Deliver a business change plan to encourage customers to transact with the council in the most efficient ways possible.	Plan to be in place June 2019	Implementation Ongoing	Complete	Plan in place and activity ongoing to promote efficient methods of payment	
Income Management Maximum % Sundry Debt outstanding after 90 days	5.8%	4.8%	9.7%	The impact of covid-19 restrictions in March resulted in reduced collection activity and drop-off in payments impacting the final position which is above target.	
Banking Services Corporate banking reconciliations completed on time	100%	100%	100%		




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Indicator/ Outcome/ Strategy	Milestone/ Target 2019/20	Year End Actual 2018/19	Year End Actual 2019/20	Performance Note	RAG
Council-wide Lean programme	Review Employee Voice by Dec 2019	New Measure	Complete	Smartcrowds, the replacement for Employee Voice, now in place	G
Financial Services Lean Programme	Approve Lean Plan by May 2019	New Measure	Complete	Lean plan for Financial Services submitted and agreed by the Financial Services Improvement Board Plan remains ongoing and Lean savings continue to be delivered	G
Financial Controls – Complete the roll out of new guidance documentation that outlines a formal Financial Controls Framework	August 2019	New Measure	Complete	Framework launched start of September and is available on Glasgow Online Learning Tool (GOLD)	G
Insurance Claims Handling Prepare and deliver an Improvement Plan for claims handling including enhanced engagement across the council family	Dec 2019	New Measure	Complete	Improvement Plan in place. Lean savings of 2.13fte achieved by streamlining processes	G




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<p>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</p>	<p>March 2020</p>	<p>New Measure</p>	<p>Complete</p>	<p>Each area of FS has now prepared their SIP, signed off by their Head of Service</p>	<p></p>
<p>Glasgow Excellence Model: Financial Services Complete the self-assessment phase</p>	<p>Nov 2019</p>	<p>New Measure</p>	<p>Self-assessment now complete</p>	<p>Areas for improvement identified</p>	<p></p>
<p>Glasgow Excellence Model: Financial Services Action plans in place</p>	<p>Jan 2020</p>	<p>New Measure</p>	<p>Actions plans in place</p>	<p>Timescales for delivery have been affected by COVID-19. Work is now underway to align the improvements identified with Financial Services' Renewal Plan</p>	<p></p>




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<b>Strathclyde Pension Fund Office:</b>					
Investments: Investment Strategy Continue development of investment structure towards full implementation of the Alt 2 strategy	Full implementation of Alt 2 strategy by March 2020	In progress/satisfactory Absolute return and global infrastructure allocations agreed in May 2018.	Complete	Alt 2 allocations to managers and portfolios all agreed and implemented. Actual portfolio balances will take further time to reflect this as funds are drawn down to private markets portfolios. 1% allocated to cash to partially reflect that interim position.	
Investments: Direct Investment Portfolio (DIP) Develop proposals for infrastructure co-investment and extension of local property investment as described in 2018 DIP review	March 2020	Strathclyde Pension Fund Committee agreed various recommendations relating to portfolio size and strategy in <a href="#">December 2018</a> .	First proposal for infrastructure co-investment agreed at <a href="#">September SPF committee</a> .	First proposal for infrastructure co-investment agreed at <a href="#">September committee</a> . KPMG engaged to look at property portfolio options and have completed initial review. Clydebuilt portfolio to be extended to 2023. Further solution required thereafter.	
Investments: Property Conveyancing Review arrangements for conveyancing in respect of the UK property portfolio	March 2020	Appointment of independent property valuer approved at <a href="#">SPF committee in March 2019</a> .	Appointment of CMS at <a href="#">September SPF committee</a> .	Concluded with appointment of CMS at <a href="#">September committee</a> .	

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Investments: Custody Tender Commence review of global custody arrangements and associated services including cash management, performance measurement, securities lending and currency management	March 2020	Procurement options reviewed. Tender process to start in 2019/20	Hymans Robertson engaged to advise. Plan now to issue Invite To Tender (ITT) during Q4 and conclude process at <a href="#">June committee</a>	Hymans Robertson engaged to advise. Tender to be completed during 2020. Existing contract extended to December 2020.	
Responsible Investment: Review Climate Related Financial Disclosures	March 2020	New Measure	Climate Related Financial Disclosures included in 2018/19 annual report.	Review of climate related risks and opportunities agreed at <a href="#">September SPF committee</a> .	
Responsible Investment: Review Climate Related Risks and Opportunities.	March 2020	New Measure	Report and recommendations considered at <a href="#">March 2020 committee</a> .		

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Indicator/ Outcome/ Strategy	Milestone/ Target 2019/20	Year End Actual 2018/19	Year End Actual 2019/20	Performance Note	RAG
Pensions Admin.: Administration Strategy Review administration strategy, data improvement plan, administration structure and resource	March 2020	New Measure	Report covering strategy and data improvement plan agreed at <a href="#">November SPF committee</a> . Report on SPFO Structure approved by Workforce Planning Board in December	Revised structure and budget included in 2020/21 Business Plan for approval at <a href="#">March 2020 committee</a> together with final report on administration strategy.	
Pensions Admin.: GMP Reconciliation Complete implementation of integrated solution for Guaranteed Minimum Pension (GMP) reconciliation and remediation project	March 2020	Reconciliation phase live with specialist sub-contractors, ITM	Delayed Reconciliation 98.8% complete per latest ITM report and 96.0% of cases resolved.	Remediation phase delayed as a result of process changes by HMRC - now due to start July 2020	
Pensions Admin.: Equal Pay Settlements Manage pensions implications of employer equal pay settlements	March 2020	New Measure	Final GCC data received in December.	Employer contribution agreed for payment before financial year end. Pension record adjustments and revised payments to be processed during 2020.	






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Pensions Admin.: Occupational Health Review arrangements for provision of certification by an Occupational Health Practitioner in respect of ill-health retirals	March 2020	New Measure	SPFO using GCC contract with People Asset Management (PAM) from January 2020		
Governance: No.3 Fund Complete merger into Aberdeen City Council Transport Fund	March 2020	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	Administration and communication workstreams completed by August. Asset transfer completed in tranches between August and January. Final cash transfer in March.		

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Governance: Actuarial Valuation Preparation for actuarial valuation as at 31 <sup>st</sup> March 2020	March 2020	New Measure	Initial planning meeting with Hymans Robertson in October 2019. Data meeting in January 2020. Covenant review meeting with Price Water Cooper in January 2020.	Further planning meeting in February 2020. High level plan agreed.	
Finance: Central Support Review level and cost of central support provided by Glasgow City Council	March 2020	New Measure	Final report concluded that amounts recharged to SPFO were essentially correct, but a number of improvements in process and provision of back-up information had been identified and will be implemented	This may lead to increased charges in later years as cost are more clearly identified	
Finance: Treasury Management Review internal treasury management function	March 2020	New Measure	A number of improvements around the process for accounting and payment of VAT relating to the DTZ property portfolio have been identified	Review has not produced any other material findings	

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<b>Corporate Scorecard:</b>					
Percentage savings forecast for delivery	100%	100%	85%	Reflects performance reported to FASC throughout the year	
Revenue Budget Monitoring - % actual expenditure against budget	100%	100%	100.6%	Services out turned between 97.2% and 104.1% of their final budget.	
<b>Financial Services People Management:</b>					
Attendance Management Days lost through sickness absence	6.6 days	9.2 days	11.2 days		
Completion of employee Performance Coaching and Review (PCR) meetings	85%	88%	85%		