





## Resources Delivery Plan- 2019-20

Generated on: 23 October 2019

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| <b>P</b> 1. A strong local economy and improved job opportunities |

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|                             |
| <b>Ob</b> A growing economy |

| Performance Indicator                                    | Status  | Q1 2019/20 |        | Q2 2019/20         |        | Short Trend   | Long Trend  | Managed By      |
|--|---|------------|--------|--------------------|--------|---|---|-----------------|
|  |   | Value      | Target | Value              | Target |   |   |                 |
| % of procurement spent on local small/medium enterprises |  | 14.5%      | 12%    | Data not available | 12%    |  |  | Annabel Travers |

| Action   | Status   | Progress   | Due Date    | Comments  | Managed By      |
|--|--|--|-------------|---|-----------------|
| Implement actions to improve procurement spent on local small and medium enterprises |  | <div style="border: 1px solid black; padding: 2px; display: inline-block;">35%</div> | 31-Mar-2020 | This action is progressing well. A number of key areas of work are underway to achieve the overall action. This includes: development of a quarterly communication briefing to local SMEs about the Council procurements; development of a SME supply chain process where suppliers / providers with contract values from £1M (supplies and services) and £4M (works) have to advertise their supply chain to local suppliers; and the introduction of a yearly "Meet the Buyer" sessions for local SMEs. | Annabel Travers |

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| <b>P</b> 2. Supported individuals, families and carers living independently and with dignity |

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| <b>Ob</b> More affordable and suitable housing options |

| Performance Indicator   | Status | Q1 2019/20 |        | Q2 2019/20 |        | Short Trend | Long Trend | Managed By |
|---|--------|------------|--------|------------|--------|-------------|------------|------------|
|   |        | Value      | Target | Value      | Target |             |            |            |
| DP BA2a SPI - The time for processing applications for new Housing Benefits claims from the date of receipt of the application to the day on which the claim is decided.                                    |        | 26         | 25     | 24         | 25     |             |            | Arun Menon |
| DP BA2b SPI - The time for processing applications for notifications of changes of circumstances for Housing Benefits from the date of receipt of the application to the day on which the claim is decided. |        | 5          | 5      | 7          | 5      |             |            | Arun Menon |

| Action  | Status | Progress                        | Due Date    | Comments  | Managed By |
|---|--------|---------------------------------|-------------|---|------------|
| Manage impact of legislative changes associated with Welfare reform |        | <input type="text" value="0%"/> | 31-Mar-2020 | Process in place to monitor CTR cases and little impact on housing benefit as yet due to the nature of the change of circumstances. | Arun Menon |

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| 3. Meaningful engagement with active, empowered and informed citizens who feel safe and engaged |
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| Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act |
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| Action  | Status | Progress                         | Due Date    | Comments   | Managed By   |
|---|--------|----------------------------------|-------------|--|--------------|
| Implement appropriate levels of service satisfaction surveys  |        | <input type="text" value="50%"/> | 31-Mar-2020 | A small number of service satisfaction reviews will be undertaken during 2019/20 as the majority of these were undertaken in 2018/19.                              | Stephen West |
| Review all complaints received to ensure any lessons available are learned and service improvements implemented |        | <input type="text" value="50%"/> | 31-Mar-2020 | Complaints are reviewed every quarter to ensure any lessons are learned. Outcomes of note are reported to Committee in the Delivery Plan update reports 6-monthly. | Stephen West |

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| 4. Open, accountable and accessible local government |
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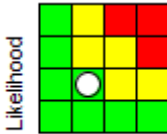
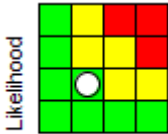
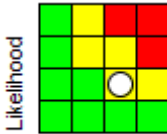
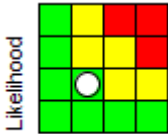
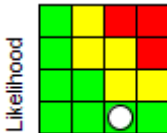
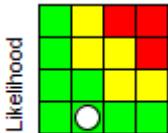
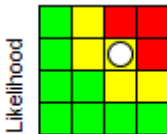
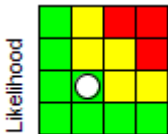
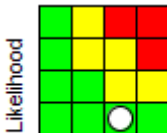

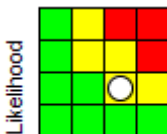
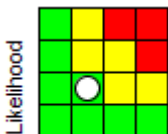
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| Strong financial governance and sustainable budget management (Service Objective) |
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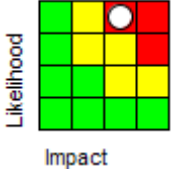
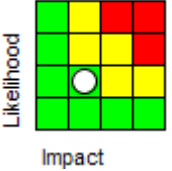
| Performance Indicator  | Status | Q1 2019/20 |        | Q2 2019/20         |        | Short Trend | Long Trend | Managed By      |
|--|--------|------------|--------|--------------------|--------|-------------|------------|-----------------|
|  |        | Value      | Target | Value              | Target |             |            |                 |
| Percentage of contracts that are compliant   |        | 79.9%      | 80%    | Data not available | 83%    |             |            | Annabel Travers |
| Current tenants' arrears as a percentage of total rent due %   |        | 12.45%     | 11%    | 12.43%             | 11%    |             |            | Arun Menon      |
| Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year |        | 8.75%      | 9%     | 9.3%               | 9%     |             |            | Arun Menon      |

| Action   | Status | Progress                          | Due Date    | Comments  | Managed By       |
|--|--------|-----------------------------------|-------------|---|------------------|
| Review and update long term finance strategy   |        | <input type="text" value="0%"/>   | 31-Mar-2020 | Work commenced on updating the Long Term Finance Strategy and will report to Council at its November 2019 meeting.  | Stephen West     |
| Provide timely and accurate budgetary control reporting for Council and associated bodies          |        | <input type="text" value="44%"/>  | 31-Mar-2020 | Budgetary control reports provided on time up to date   | Gillian McNeilly |
| Report agreed savings options and management adjustments through the budgetary control process     |        | <input type="text" value="44%"/>  | 31-Mar-2020 | Information is provided on a regular basis as part of standard budgetary control reports.   | Gillian McNeilly |
| Provide timely and accurate financial statements for the Council and associated bodies             |        | <input type="text" value="92%"/>  | 31-Mar-2020 | All relevant financial statements have been completed and presented to relevant governance meetings as required and on time.  | Gillian McNeilly |
| Deliver Internal Audit and Corporate Fraud Plan for 2019/20  |        | <input type="text" value="45%"/>  | 31-Mar-2020 | The programme of planned audit assignments is on target to be completed on schedule.  | Colin McDougall  |
| Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement |        | <input type="text" value="100%"/> | 30-Jun-2019 | The 2018/19 Assurance Statement was finalised in June 2019 and the Internal Audit Annual Report was submitted to the Audit Committee on 12 June 2019. This has also informed the Annual Governance Statement.   | Colin McDougall  |
| Submit draft Annual Governance Statement to the Audit Committee                                    |        | <input type="text" value="100%"/> | 30-Jun-2019 | At the meeting of the Audit Committee on 12th June 2019, members of the committee were invited to consider the draft Annual Governance Statement. Subsequently, the Annual Governance Statement was finalised and published in the Council's Abstract of Accounts for the year ended 31st March 2019. | Colin McDougall  |
| Ensure continuing Council compliance with the Code of Good Governance                              |        | <input type="text" value="100%"/> | 30-Jun-2019 | An action plan was developed and a report submitted to Audit Committee meeting on 12th June 2019. These actions will be implemented during 2019/20 with regular updates submitted to the Audit Committee.   | Colin McDougall  |
| Review ways of decreasing corporate debt   |        | <input type="text" value="0%"/>   | 31-Mar-2020 | Contact Corporate Comm's to investigate option of contacting those registered for My Account but didn't take up the e-billing   | Arun Menon       |

| Action  | Status | Progress                          | Due Date    | Comments   | Managed By      |
|---|--------|-----------------------------------|-------------|--|-----------------|
|   |        |                                   |             | option. Reviewing this process to ensure maximum take up for e-billing.<br><br>Sundry debt process has been reviewed which will be monitored to gauge success on collection.<br><br>Council Tax summary warrant cases reviewed and relevant cases passed to our Debt Partners earlier than previous years to allow maximum in year collection.   |                 |
| Continue to review ways to improve rent collection  |        | <input type="text" value="0%"/>   | 31-Mar-2020 | All SSSC (bedroom tax) DHP's processed for new financial year and will monitor spend in benefit cap cases.<br>Q1 Former Tenant debt passed for approval and approval, cases written off.<br>Meeting held with Business Support Manager and Housing Manager to discuss concerns over increase in arrear cases and discuss options to target. Agreed Housing Officers (HO) will only manage new tenant cases to ensure early intervention process is carried out in each case, to allow HO's assist with implementation of the Housing Management system and for HO's to be trained on system.<br>Rent Collection Policy updated and sent to Housing Committee for approval. | Arun Menon      |
| Implement service improvements as part of the billing and payment review                                |        | <input type="text" value="0%"/>   | 31-Mar-2020 | Bank verification software procurement agreed with legal service. This will now be procured and implemented followed by rigorous testing. Wider review of debt and underlying processes being undertaken with relevant service areas. payment plans being promoted where feasible. Corporate Debt Policy updated and approved by Corporate Services committee which incorporated some of the proposed improvements.  | Arun Menon      |
| Implement actions to improve compliant spend  |        | <input type="text" value="25%"/>  | 31-Mar-2020 | This action is progressing.  | Annabel Travers |
| Update the Council's Financial Regulations to reflect key changes in legislation, policy and procedures |        | <input type="text" value="100%"/> | 31-Mar-2020 | This action was completed successfully.  | Annabel Travers |


| Service Risk   | Current Risk Matrix | Description  | Target Risk Matrix | Assigned To     |
|--|---------------------|--|--------------------|-----------------|
| Failure to provide assurance of the system of financial controls |                     | Either Internal Audit or External Audit is unable to provide assurances on the Council's financial control environment |                    | Colin McDougall |

| Service Risk  | Current Risk Matrix   | Description   | Target Risk Matrix  | Assigned To      |
|---|---|---|---|------------------|
| Debt is not recovered efficiently or effectively, with inherent risk of financial loss  |  <p>Likelihood</p> <p>Impact</p>   | The processes deployed in collection of monies owed to the council are inefficient and ineffective resulting in money not collected on time or having to be written off         |  <p>Likelihood</p> <p>Impact</p>   | Arun Menon       |
| Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy   |  <p>Likelihood</p> <p>Impact</p>   | The Council sees an increase in its level of rent arrears due to lower disposable income and national changes to the national benefits regime and the ongoing economic position |  <p>Likelihood</p> <p>Impact</p>   | Arun Menon       |
| National delays in implementing Welfare Reform changes; ineffective ICT systems or processes eg with the DWP affecting delivery of Welfare Reform changes |  <p>Likelihood</p> <p>Impact</p>   | Issues with system supporting delivery of Welfare Reform changes affects service delivery   |  <p>Likelihood</p> <p>Impact</p>   | Arun Menon       |
| Non-compliance with procurement legislation   |  <p>Likelihood</p> <p>Impact</p>   | Due to scale and complexity of changes to procurement legislation and guidance there is a failure to comply   |  <p>Likelihood</p> <p>Impact</p>   | Annabel Travers  |
| Failure to meet statutory deadlines for external returns (including HMRC) and financial statements  |  <p>Likelihood</p> <p>Impact</p>  | Finance Services failing to meet statutory deadlines resulting in lost revenue or penalty costs   |  <p>Likelihood</p> <p>Impact</p>  | Gillian McNeilly |
| Financial projections are significantly incorrect   |  <p>Likelihood</p> <p>Impact</p> | Financial projections for both capital and revenue are significantly incorrect for various reasons – including unexpected costs – resulting in insufficient reserves being held |  <p>Likelihood</p> <p>Impact</p> | Gillian McNeilly |




| Strategic Risk  | Current Risk Matrix   | Description   | Target Risk Matrix  | Assigned To      |
|---|---|---|---|------------------|
| Significant financial funding reductions from Scottish Government |  | The Council is faced with significant ongoing funding reductions from the Scottish Government. Austerity is expected to continue for a number of years into the future and likely to result in funding reductions. This coincides with a period where costs are expected to rise in relation to Social Care due to aging population and capped powers to raise funds through Council Tax. |  | Gillian McNeilly |


**P** 5. Efficient and effective frontline services that improve the everyday lives of residents

**Ob** A committed and skilled workforce






| Action  | Status  | Progress   | Due Date    | Comments   | Managed By       |
|---|---|--|-------------|--|------------------|
| Continue to review and adapt financial guidance and training in line with service needs |  | <div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ccc; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; background-color: #4f81bd; width: 60%;"></div></div> 60% | 31-Mar-2020 | Discussions have taken place with Strategic Leads to identify areas of training to be developed (such as VAT; agresso; general accounting and budgeting). Agresso training sessions on going as required; School clerical finance training being developed for early 2020 with areas of training identified by the schools | Gillian McNeilly |

**Ob** A continuously improving Council delivering best value

| Performance Indicator   | Status  | Q1 2019/20 |        | Q2 2019/20 |        | Short Trend   | Long Trend  | Managed By |
|---|---|------------|--------|------------|--------|---|---|------------|
|   |   | Value      | Target | Value      | Target |   |   |            |
| Percentage of income due from council tax received by the end of the year % |  | 29.73%     | 26.02% | 54.67%     | 52.04% |  |  | Arun Menon |

| Action  | Status  | Progress   | Due Date    | Comments                          | Managed By       |
|---|---|--|-------------|-----------------------------------|------------------|
| Review Finance service structure in line with agreed management adjustments |  | <div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ccc; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; background-color: #4f81bd; width: 100%;"></div></div> 100% | 30-Sep-2019 | Finance restructure now completed | Gillian McNeilly |

| Action   | Status | Progress  | Due Date    | Comments   | Managed By       |
|--|--------|---|-------------|--|------------------|
| Review Procurement service structure in line with agreed management adjustments  |        | <div style="width: 10%;"><div style="width: 10%;"></div></div> 10%    | 31-Mar-2020 | Currently reviewing structure.   | Annabel Travers  |
| Review Business Support service structure in line with agreed management adjustments   |        | <div style="width: 33%;"><div style="width: 33%;"></div></div> 33%    | 31-Mar-2020 | Options being considered in line with the financial gap  | Arun Menon       |
| Review Audit & Fraud service structure in line with agreed management adjustments  |        | <div style="width: 100%;"><div style="width: 100%;"></div></div> 100% | 31-Mar-2020 | Options provided to Strategic Lead and a report was submitted to the Council meeting on 28th August 2019. A proposal to have the Audit Manager role shared with Inverclyde Council was agreed and this will become effective from 1st January 2020.  | Colin McDougall  |
| Review Accounts Payable Service and supporting improvements within Agresso   |        | <div style="width: 0%;"><div style="width: 0%;"></div></div> 0%       | 31-Mar-2020 | Corporate Purchase Card (CPC) session planned for HSCP; furthermore a generic session being arranged for all approvers at next SMN; plan to get RBS in to do a health check in reviewing set up of approvers; auto reporting options; approvers can review what is outstanding. Meeting held with HSCP to review level of debt and link with their charging policy; discussions still underway to finalise bank verification software procurement which is vital for the implementation of DD functionality for Sundry Debt. | Arun Menon       |
| Continue the development of Agresso reporting functionality to maximise automation for annual National Returns (e.g. LFR / WGA/ POBE / Financial Statements) |        | <div style="width: 40%;"><div style="width: 40%;"></div></div> 40%    | 31-Mar-2020 | amendments in agresso coding structure have been made to simplify the preparation of the CI&ES within the Financial Statements; WGA. Further work is planned for Financial Statements.   | Gillian McNeilly |
| Develop Finance leadership, governance and controls across the Council   |        | <div style="width: 20%;"><div style="width: 20%;"></div></div> 20%    | 31-Mar-2020 | The work done on this to date has been limited. Following the Finance restructure, and changes in Finance Business Partners allocated to Services, relationships require to be re-established in some areas.<br><br>Work is ongoing to identify improvements for areas reviewed for governance and control (budgetary control process; reconciliations; VAT governance) - including training where appropriate   | Gillian McNeilly |
| Develop procurement leadership, governance and controls across the Council   |        | <div style="width: 50%;"><div style="width: 50%;"></div></div> 50%    | 31-Mar-2020 | This is part of the Corporate Procurement Unit's continuous improvement activity and as such, this is ongoing.   | Annabel Travers  |
| Implement action plan arising from the Procurement and Commercial Improvement Programme assessment   |        | <div style="width: 20%;"><div style="width: 20%;"></div></div> 20%    | 31-Mar-2020 | This is part of the Corporate Procurement Unit's continuous improvement activity and as such, this is ongoing.   | Annabel Travers  |
| Use benchmarking data to evaluate service delivery and performance within Business Support   |        | <div style="width: 90%;"><div style="width: 90%;"></div></div> 90%    | 31-Mar-2020 | Updated survey with further details issued to the Benchmarking councils with a return date of 23/10/19. This will be analysed further to identify potential areas for improvement for WDC.   | Arun Menon       |

| Action   | Status  | Progress  | Due Date    | Comments   | Managed By       |
|--|---|---|-------------|--|------------------|
| Use benchmarking data to evaluate service delivery and performance within Finance Services           |    | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">20%</div> | 31-Mar-2020 | <p>following identification of 2 Council willing to benchmark during 2018/19, progress has been slow. However contact is re-established with a view to completing the exercise.</p> <p>Meantime use of national information is being reviewed to identify areas WDC Finance Team varies from other Scottish Councils and reasons for that variance</p>   | Gillian McNeilly |
| Use benchmarking data to evaluate service delivery and performance within Corporate Procurement Unit |    | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">50%</div> | 31-Mar-2020 | <p>There's no standard performance indicators across Local Authorities procurement teams' that the Corporate Procurement Unit could access due to General Data Protection Regulations. However; the Corporate Procurement Unit shares benchmarking information with other Council's including:</p> <ul style="list-style-type: none"> <li>• Savings;</li> <li>• PCIP scores;</li> <li>• Structure;</li> <li>• Local procurement policies;</li> <li>• Etc.</li> </ul> <p>This is part of the Corporate Procurement Unit's continuous improvement activity and as such, it is ongoing.</p> | Annabel Travers  |
| Use benchmarking data to evaluate service delivery and performance within Internal Audit & Fraud     |    | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">40%</div> | 31-Mar-2020 | <p>A suite of performance indicators has been developed with the Internal Audit functions of four other Scottish Councils. The next stage is to discuss how and why measures differ across Councils and prepare a report to explain this.</p>  | Colin McDougall  |
| Review and increase speed of procurement processes   |  | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">65%</div> | 31-Mar-2020 | <p>This s part of the Corporate Procurement Unit's 'Council Wide Pipeline" document and as such is part of the continuous improvement activity which is ongoing.</p>   | Annabel Travers  |
| Complete a range of commodity strategies   |  | <div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e6f2ff; display: flex; align-items: center; justify-content: center;">20%</div> | 31-Mar-2020 | <p>Ongoing - Implementation of commodity strategies for:</p> <ul style="list-style-type: none"> <li>• Mental Health, Learning Disabilities and Addictions;</li> <li>• Construction;</li> <li>• Information and Communications Technology (ICT);</li> <li>• Highway Maintenance, Equipment &amp; Materials.</li> </ul>  | Annabel Travers  |