




Appendix 2: Resources Delivery Plan 2018/19 - Year-end Progress



	Supported individuals, families and carers living independently and with dignity
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	More affordable and suitable housing options
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Action	Status	Progress	Due Date	Comment	Assigned To
Deliver legislative changes required by UK government Welfare Reform		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31-Mar-2019	Universal Credit awareness sessions were completed with relevant staff and advice partners, with sessions tailored to the requirements of each service, by the Department for Work and Pensions and Working 4U colleagues.	Ryan Chalmers



	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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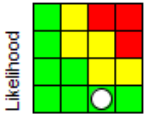
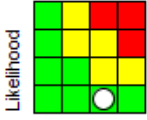

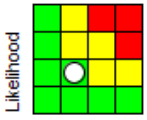
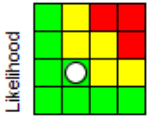

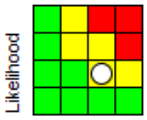
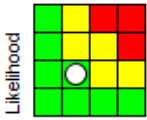

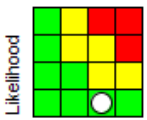
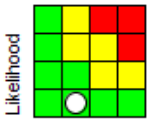

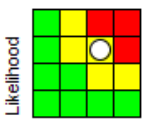
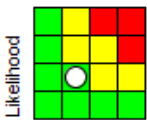


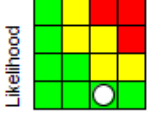
Action	Status	Progress	Due Date	Comment	Assigned To
Implement appropriate levels of service satisfaction surveys		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31-Mar-2019	All planned surveys have been carried out. Those completed at mid year were reported to committee in November 2018, with the remainder reported to committee in May 2019.	Stephen West
Review all complaints received to ensure any lessons available are learned and service improvements implemented		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31-Mar-2019	Complaints are reviewed at management team meetings on a quarterly basis to identify learning and appropriate actions and reported to committee at mid year and year end.	Stephen West


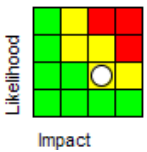
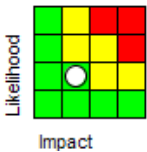

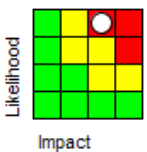
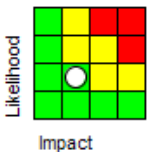
	Open, accountable and accessible local government
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	Strong financial governance and sustainable budget management (Service Objective)
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Action	Status	Progress	Due Date	Comment	Assigned To
Review and update long term finance strategy		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31-Mar-2019	Updated Long Term Finance Strategy reported to Council in November 2018 and agreed. Budget updates reported to Council in December 2018, February and March 2019, with budget agreed in March 2019.	Stephen West
Provide timely and accurate budgetary control reporting for Council and associated bodies		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center; padding: 2px;">100%</div></div>	31-Mar-2019	All BCRs due in this period have now been reported.	Gillian McNeilly









Action	Status	Progress	Due Date	Comment	Assigned To
Report agreed savings options and management adjustments through the budgetary control report (BCR)			31-Mar-2019	All BCRs due in this period have now been reported.	Gillian McNeilly
Provide timely and accurate financial statements for the Council and associated bodies			31-Mar-2019	All audited financial statements due in this period have now been finalised and approved.	Gillian McNeilly
Deliver Internal Audit and Corporate Fraud Plan for 2018/19			31-Mar-2019	The programme of planned audit assignments for 2018/19 has been progressed.	Colin McDougall
Continue to improve and deliver the Assurance Statement to support the Annual Governance Statement			31-Mar-2019	The 2017/18 Assurance Statement was finalised in June 2018 and the Internal Audit Annual Report was submitted to the Audit Committee on 13 June 2018. This has also informed the Annual Governance Statement.	Colin McDougall
Ensure Public Sector Network compliance and monitor ICT Security			31-Mar-2019	Public Sector Network compliance accreditation has been obtained from the Cabinet Office and runs until 18 February 2020.	Colin McDougall
Widen the role of the Corporate Fraud team			31-Mar-2019	Options to consider other areas for potential fraud investigation will continue to be considered in 2019/20.	Colin McDougall
Ensure continuing Council compliance with the Code of Good Governance			30-Jun-2018	An action plan was developed and a report submitted to Audit Committee meeting on 13 June 2018. This was implemented throughout 2018/19 with regular updates submitted to the Audit Committee.	Colin McDougall
Review ways to manage and reduce corporate debt handling			31-Mar-2019	This is now complete and the contract for primary debt partner was awarded to Walker Love. The council did not receive any submissions for 2nd placement debt partner. Options will be reviewed.	Ryan Chalmers
Continue the implementation of the rent collection improvement plan to improve rent collection rates			31-Mar-2019	Work continues with Housing team on rent campaign and other proactive measures to improve rent collection. Furthermore benchmarking of performance against other authorities is also being undertaken and any improvements will be implemented where feasible. The team has also submitted the Housing Charter Annual Return for 2017/18 and any improvement recommendations from this plan will also be implemented when available.	Ryan Chalmers
Review ways to improve Council Tax collection			31-Mar-2019	To improve Council Tax collection, we had liaison meeting with our Debt Partners to review ways to carry out a targeted approach to improve collection. This resulted in joint working and streamlining of the process for cases to be passed to them with key information. The in-year Council Tax collection rate from our Debt Partners has increased in 18/19 from that in 17/18 as a result of this and our close working relationship through 18/19. This will continue into 19/20 and an initial meeting has already taken place with them to review our approach for collection this year.	Ryan Chalmers
Implement service improvements as part of the Billing and Payment review			31-Mar-2019	Direct Debit and Banking Verification Software testing and installation to live is ongoing. Procurement difficulties and unforeseen testing issues have resulted in a delay to the live launch of Sundry Debt DD. However this will be carried forward to 19/20. Anticipated go live to July 2019.	Stella Kinloch


Departmental Risk	Status	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to provide assurance of the system of financial controls		 Likelihood Impact	15-Mar-2019	There are controls in place to ensure that the likelihood of this risk occurring remains low.	 Likelihood Impact	Colin McDougall
Debt is not recovered efficiently or effectively, with inherent risk of financial loss		 Likelihood Impact	08-Apr-2019	Effectively implement the Corporate Debt Policy, ensure income maximisation in collaboration with W4U. Improved process around Council Tax Reduction claims for UC claimants.	 Likelihood Impact	Ryan Chalmers
Increase in the level of rent arrears due to the level of Welfare Reform changes and general state of economy		 Likelihood Impact	08-Apr-2019	Manage the work stream via the Rent Arrears action plan and ensure the same is monitored by the HIPB	 Likelihood Impact	Ryan Chalmers
National delays in implementing Welfare Reform changes; ineffective ICT systems or processes e.g. with the DWP affecting delivery of Welfare Reform changes		 Likelihood Impact	20-Mar-2019	Continue to monitor any delays or underlying impact on systems	 Likelihood Impact	Ryan Chalmers
Non-compliance with procurement legislation		 Likelihood Impact	3-May-2019	Based on current levels of off contract spend there is currently a proportion of spend that is non-compliant. A number of improvement actions have been implemented to mitigate this risk.	 Likelihood Impact	Annabel Travers
Failure to meet statutory deadlines for external returns (including HMRC) and financial statements		 Likelihood Impact	04-Apr-2019	There are a range of controls in place to ensure that the likelihood of this risk occurring remains low.	 Likelihood Impact	Gillian McNeilly

Departmental Risk	Status	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Financial projections are significantly incorrect			04-Apr-2019	There are a number of factors that influence this risk that are out with our control, including Scottish Government funding. These are continually monitored and projections updated.		Gillian McNeilly
Significant financial funding reductions from Scottish Government			04-Apr-2019	This risk remains significant. We continue to monitor and update projections.		Gillian McNeilly

	Efficient and effective frontline services that improve the everyday lives of residents
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	A committed and skilled workforce
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Action	Status	Progress	Due Date	Comment	Assigned To
Implement recommendations from Employee Survey 2017 and self-evaluation processes			31-Mar-2019	Discussion at planning Management Team meeting in February 2019. All actions complete, agreed any ongoing staffing issues will be identified through self evaluation processes until the next staff survey.	Stephen West
Review Finance and CPU Business Partner roles to improve communication and thereby improve ability to influence decision making (21 Century Review)			31-Mar-2019	Re Corporate Procurement Unit Business Partner roles, the category strategies were approved by the PMRG on 25 September and we will update the PMRG in June of every year with current progress. Re Finance, meetings took place with Strategic Leads to discuss specific support requirements and needs of the services. Other than additional training that will be taken forward in 2019/20, there were no issues identified.	Gillian McNeilly; Annabel Travers
Ensure appropriate staff liaison and planning discussions about the Office Rationalisation Project are taking place via the change champion and change managers' groups to ensure robust plans are in place to maintain service delivery			31-Mar-2019	Office Moves to Church Street and Poplar Road completed smoothly with staff comms progressed as planned	Colin McDougall; Gillian McNeilly; Arun Menon; Annabel Travers
Review the needs of services to ensure the available financial guidance notes and training are in line with current needs			31-Mar-2019	Six of the seven milestones were completed as planned. One milestone in relation to training has been partially rolled out. However, following meetings with Strategic Leads, a number of additional training areas have been identified which will be rolled out during 2019/20. Guidance notes are available online - no additional guidance notes have been identified.	Gillian McNeilly



Action	Status	Progress	Due Date	Comment	Assigned To
Review communication to services in respect of Finances timescale deadlines for recurring tasks to ensure maximum efficiency of workload prioritisation		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	This has been completed although slightly beyond the 31 March deadline. A calendar of annual tasks and timescales has been developed for services and communicated to ensure services can prioritise their workload accordingly.	Gillian McNeilly



A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comment	Assigned To
Review and redesign service to ensure priorities are agreed and tasks, duties carried out are added value (21 Century Review)		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	Reviewed and agreed actions.	Gillian McNeilly; Annabel Travers; Stephen West
Review charging regime for the Council		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	All charges reviewed and considered by Council on 27 March 2019.	Stephen West
Develop collaboration and commercialisation approaches for Resources services (21 Century Review)		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	Opportunities discussed and reviewed with Management Team. Options around charging fed to Commercialisation Working Group project.	Stephen West
Explore opportunities for the digital transformation of the service, focused on digital enablement and process improvement		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	Management Team reviewed opportunities and fed into Digitisation Project for development	Stephen West
Develop and implement new ways of working with a view to re-direct staffing resource and expertise to transformational projects		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	This has been completed. For example, we have developed reports on Agresso for users in order to minimise manual intervention.	Gillian McNeilly
Develop Finance leadership, governance and controls across the Council		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2019	This has been completed. For example, service training has been identified and will be implemented during 2019/20 and electronic information has been developed to reduce manual intervention. Continuous improvement continues to be encouraged.	Gillian McNeilly
Review and develop benchmarking within Finance Services in line with the Council's benchmarking framework		<div style="width: 66%;"><div style="width: 66%; background-color: #4f81bd; color: white; text-align: center;">66%</div></div>	31-Mar-2019	Four of the six milestones have been completed. However, there has been a delay in receiving responses from LAs which is outwith our control. As soon as responses are received, we will review the benchmarking data and prepare a report on any actions required.	Gillian McNeilly
Develop procurement leadership, governance and controls across the Council		<div style="width: 66%;"><div style="width: 66%; background-color: #4f81bd; color: white; text-align: center;">66%</div></div>	31-Mar-2019	During 2018/19 the following improvements have been implemented: - Contract and Supplier Management Policy which was approved by the Corporate Services Committee in August 2018. - Produced the procurement Annual Report and published to the internet. - Rolled out Procurement Awareness training across the Council. - Put our Procurement Timescales on the intranet. - Put our Procurement Process on the intranet.	Annabel Travers

Action	Status	Progress	Due Date	Comment	Assigned To
				<ul style="list-style-type: none"> - Put our Procurement Guidance Below £50K on the intranet. - Put our generic evaluation matrix on the intranet. - Put our FAQ Below £50K on the intranet. - Put our FAQ Above £50K on the intranet. - Developed a Council Wide Pipeline so we monitor activity across the category - Implemented a new methodology for calculating on contract spend to better identify issues and engage with service areas. <p><u>Procurement Financial Regulations</u> - Currently under review and will be finalised early in 2019/20. This is running slightly later than anticipated.</p> <p><u>Procurement Manual</u> - Has been refreshed and a draft is currently being reviewed to be finalised early in 2019/20. This is running slightly later than planned.</p>	
Improve management, prioritisation and increased speed of procurement projects		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	31-Mar-2019	Completed and process in place for ongoing maintenance.	Annabel Travers
Develop and implement new ways of working in procurement activity		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">75%</div>	31-Mar-2019	<p>e-Auctions - the first e-auctions have been completed as part of a pilot process and generated of around £70,000 from a £400,000 budget.</p> <p><u>Continue with the P2P Project - Phase 2</u> The technical implementation of many aspects of this project have been more complex than initially estimated, however progress is being made on all aspects and is 63% complete. This will continue into 2019/20.</p>	Annabel Travers
Implement actions arising from the Procurement and Commercial Improvement Programme assessment, including: developing supplier relationship management and sustainability including local suppliers and community benefits		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	31-Mar-2019	<p>Amalgamated into the Contract and Supplier Management Policy which was approved by the Corporate Services Committee on September 2018.</p> <p>The process for utilising the Contract and Supplier Management Policy is being developed with an estimated ate for roll out by 31/03/19.</p>	Annabel Travers
Review and develop benchmarking within Business Support in line with the Council's benchmarking framework		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	31-Mar-2019	A detailed questionnaire was issued to the agreed group of councils as part of the West of Scotland Directors of Finance group. Information returns have been slow in coming through from other councils, which is out with our control. As soon as responses are received, we will review the benchmarking data and prepare a report on any actions required. This will be continued to be worked upon in 2019/20.	Arun Menon

Action Status	
	Overdue
	Completed

Risk Status	
	Alert
	Warning
	OK