

## Notice of Meeting and Agenda Finance & Resources Policy Board

Date	Time	Venue
Wednesday, 11 November 2015	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM  
Head of Corporate Governance

### Membership

Councillor Derek Bibby: Councillor Audrey Doig: Councillor Christopher Gilmour: Councillor Jim Harte: Councillor Jacqueline Henry: Councillor Brian Lawson: Councillor Paul Mack: Councillor Kenny MacLaren: Councillor Mags MacLaren: Councillor Alexander Murrin: Councillor Allan Noon: Councillor Tommy Williams:

Councillor Michael Holmes (Convener): Councillor Eddie Grady (Depute Convener)

### Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

### Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at [www.renfrewshire.gov.uk/agendas](http://www.renfrewshire.gov.uk/agendas).

For further information, please either email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk) or telephone 0141 618 7112.



## Items of business

### Apologies

Apologies from members.

### Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

- |          |                                                                                                                                                                     |                |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>1</b> | <b>Procurement Sub Committee</b>                                                                                                                                    | <b>5 - 16</b>  |
|          | Minutes of the meetings of the Procurement Sub Committee held on 26 August and 16 September 2015 and the Special Procurement Sub Committee held on 19 October 2015. |                |
| <b>2</b> | <b>Joint Consultative Board (Non-Teaching)</b>                                                                                                                      | <b>17 - 20</b> |
|          | Minute of the meeting of the Joint Consultative Board (Non-Teaching) held on 3 September 2015.                                                                      |                |
| <b>3</b> | <b>Revenue Budget Monitoring Report to 18 September 2015</b>                                                                                                        | <b>21 - 32</b> |
|          | Joint report by the Chief Executive and Director of Finance & Resources.                                                                                            |                |
| <b>4</b> | <b>Revenue Budget Monitoring Report - Overview to 18 September 2015</b>                                                                                             | <b>33 - 46</b> |
|          | Report by the Director of Finance & Resources.                                                                                                                      |                |
| <b>5</b> | <b>Capital Budget Monitoring Report to 18 September 2015</b>                                                                                                        | <b>47 - 52</b> |
|          | Report by the Director of Finance & Resources.                                                                                                                      |                |
| <b>6</b> | <b>Capital Budget Monitoring Report - Overview</b>                                                                                                                  | <b>53 - 60</b> |
|          | Report by the Director of Finance & Resources.                                                                                                                      |                |
| <b>7</b> | <b>Revenues Collection Statement</b>                                                                                                                                | <b>61 - 66</b> |
|          | Report by the Director of Finance & Resources.                                                                                                                      |                |
| <b>8</b> | <b>Benefits Administration - Welfare Reform and Performance Statement</b>                                                                                           | <b>67 - 74</b> |
|          | Report by the Director of Finance & Resources.                                                                                                                      |                |

<b>9</b>	<b>Treasury Management Mid-Year Review 2015/16</b>	<b>75 - 84</b>
	Report by the Director of Finance & Resources.	
<b>10</b>	<b>Service Improvement Plan Monitoring Report 2015/18</b>	<b>85 - 128</b>
	Report by the Director of Finance & Resources	
<b>11</b>	<b>Chief Executive's Service Improvement Plan 2015/18: 6-Monthly Monitoring Report</b>	<b>129 - 146</b>
	Report by the Chief Executive.	
<b>12</b>	<b>Corporate Risk Register 2015 - Mid-Year Progress Report</b>	<b>147 - 180</b>
	Report by the Director of Finance & Resources.	
<b>13</b>	<b>Chief Executive's Service Risk Management Plan 2015/16 - Mid-Year Progress Report</b>	<b>181 - 192</b>
	Report by the Chief Executive.	
<b>14</b>	<b>Records Management Policy</b>	<b>193 - 208</b>
	Report by the Director of Finance & Resources.	
<b>15</b>	<b>Revision of Grant Conditions for Voluntary Organisations</b>	<b>209 - 256</b>
	Report by the Director of Finance & Resources.	
<b>16</b>	<b>Application to Paisley Burgh Citizens Fund</b>	<b>257 - 260</b>
	Report by the Director of Finance & Resources.	
<b>17</b>	<b>Civic Hospitality</b>	<b>261 - 264</b>
	Report by the Director of Finance & Resources.	

## Minute of Meeting Procurement Sub-Committee

Date	Time	Venue
Wednesday, 26 August 2015	14:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

### PRESENT

Councillors Bibby, Audrey Doig, Gilmour, Grady, Harte, Henry, Holmes, Lawson, K MacLaren, M MacLaren, Murrin and Williams.

### CONVENER

Councillor Holmes, Convener presided.

### IN ATTENDANCE

D Amos, Head of Policy & Commissioning, J Lynch, Head of Property Services, F Hughes, Procurement Manager, L Gillan, Senior Procurement Specialist, K Thomson, Assistant Category Manager and G McLatchie, Communications Officer (all Chief Executive's); S Allan, Head of Amenity Services (Community Resources); L Feely, Housing Maintenance Client Manager (Development & Housing Services); and P Shiach, Committee Services Officer (Finance & Resources).

### DECLARATIONS OF INTEREST

Councillor Audrey Doig declared a non-pecuniary interest in relation to item 1(b) of the agenda - Notification of Contracts Authorised for Award During the Summer Recess - as she was an employee of Renfrewshire Leisure Limited, and indicated her intention to leave the meeting during consideration of this item and to take no part in any discussion or voting thereon.

**1(a) VOIDS MAINTENANCE AND REFURBISHMENT WORKS ANNUAL REVIEW 2015-2016 (YEAR 3)**

There was submitted a report by the Director of Finance & Resources relative to the methodology adopted for the determination of internal package orders for framework contractors for Year 3 (2015-16) of the voids maintenance and refurbishment works programme, and seeking authority to allocate work to the framework contractor(s) who offered best value.

The report indicated that a mini-competition was conducted under year 3 of the framework to appoint a back-up contractor to support the work of the Council's Building Services. The mini-competition was issued to a total of three companies through the Public Contract Scotland – Tender system. At the deadline for the return of tenders three bids had been received. Following evaluation all three submissions met the bid selection criteria. Details of the criteria and ratings used to evaluate the bids were contained in the report.

**DECIDED:**

(i) That the Head of Corporate Governance be authorised to award a Maintenance Term Contract (MTC) for Voids Maintenance and Refurbishment Works to Keepmoat Regeneration (Apollo) Limited;

(ii) That it be noted that the estimated spend under year 3 of the framework was £1,050,000 based on the number of void properties and work scope completed to year 2 of the framework; and

(iii) That it be noted that the contract period was one year and was expected to commence on 11 September, 2015 with an anticipated completion date of 13 September, 2016.

**DECLARATION OF INTEREST**

Councillor Audrey Doig having previously declared a non-pecuniary interest in the following item of business as an employee of Renfrewshire Leisure Limited, left the meeting and took no part in the consideration thereof.

**1(b) NOTIFICATION OF CONTRACTS AUTHORISED FOR AWARD DURING THE SUMMER RECESS**

There was submitted a report by the Director of Finance & Resources relative to contracts authorised for award by the Chief Executive in accordance with the Council's Scheme of Delegated Functions during the summer recess period.

Details of the contracts awarded and procedure undertaken were:

**a) CONTRACT DESCRIPTION**

Carriageway Defect Patching Work (2015-2016)

**PROCEDURE**

Below EU Threshold Open Procedure (Works)

**APPROVED CONTRACT VALUE**

£260,567

**CONTRACT PERIOD**

8 months

**SUCCESSFUL CONTRACTOR**

Finco Contracts Limited

**b) CONTRACT DESCRIPTION**

Carriageway Resurfacing Works 2015/16

**PROCEDURE**

Below EU Threshold Open Procedure (Works)

**APPROVED CONTRACT VALUE**

£470,458.97

**CONTRACT PERIOD**

7 months

**SUCCESSFUL CONTRACTOR**

Mac Asphalt Limited

**c) CONTRACT DESCRIPTION**

Footway Resurfacing Works 2015/16

**PROCEDURE**

Below EU Threshold Open Procedure (Works)

**APPROVED CONTRACT VALUE**

£256,045.50

**CONTRACT PERIOD**

7 months

**SUCCESSFUL CONTRACTOR**

Finco Contracts Limited

**d) CONTRACT DESCRIPTION**

Electronic Purchasing Card Solution (ePCS)

**PROCEDURE**

Direct Award

**APPROVED CONTRACT VALUE**

£0

**CONTRACT PERIOD**

3 years (optional extension 2 years)

**SUCCESSFUL CONTRACTOR**

The Royal Bank of Scotland

**e) CONTRACT DESCRIPTION** 3G Synthetic Sports Pitch at Renfrew Leisure Centre.

**PROCEDURE**

Below EU Threshold Open Procedure (Works)

**APPROVED CONTRACT VALUE**

£621,939.67

**CONTRACT PERIOD**

14 weeks

**SUCCESSFUL CONTRACTOR**

Allsports Construction and Maintenance Limited

**f) CONTRACT DESCRIPTION**

Installation of Biomass Boiler at St Anthony's Primary School

**PROCEDURE**

Below EU Threshold Open Procedure (Works)

**APPROVED CONTRACT VALUE**

£322,199.25

**CONTRACT PERIOD**

11 weeks + Maintenance Term Contract for 2 years after installation.

**SUCCESSFUL CONTRACTOR**

Alternative Heat Limited

**g) CONTRACT DESCRIPTION**

Street Lighting Maintenance (July 2015 – November 2015)

**PROCEDURE**

Direct Award

**APPROVED CONTRACT VALUE**

£450,000

**CONTRACT PERIOD**

4 months

**SUCCESSFUL CONTRACTOR**

Lightways (Contractors) Limited

**h) CONTRACT DESCRIPTION**

Renfrewshire City Deal Traffic and Transportation Modelling and Appraisal Services

**PROCEDURE**

Mini Competition

**APPROVED CONTRACT VALUE**

£250,000

**CONTRACT PERIOD**

Undefined

**SUCCESSFUL CONTRACTOR**

S I A S Limited

**i) CONTRACT DESCRIPTION**

Urban Treatment Works (2015/2016)

**PROCEDURE**

Below EU Threshold Open Procedure (Works)

**APPROVED CONTRACT VALUE**

£181,776

**CONTRACT PERIOD**

14 weeks

**SUCCESSFUL CONTRACTOR**

Finco Contracts Limited

**DECIDED:** That the table in paragraph 3.1 of the report which detailed the contracts authorised for award by the Chief Executive during the summer recess period, in accordance with the Renfrewshire Council Scheme of Delegated functions be noted.



**1(c) CONTRACT AUTHORISATION REPORT – STRATEGIC REVIEW OF STREET LIGHTING – LED PURCHASE DELEGATED APPROVAL**

There was submitted a report by the Director of Finance & Resources relative to delegated authority to agree the award of multiple mini-competitions, within the Scotland Excel Framework Street Lighting Materials Schedule 16/13.

The report advised that a number of Councils across Scotland had, or were intending to invest in LED replacements which might have a major impact on supply and demand of LED lanterns. Lead times had increased in some areas to up to 16 weeks.

The report indicated that Scotland Excel had a framework for the supply and delivery of street lighting materials (Street Lighting Materials Schedule 16/13) which had a Lot specific to LED lanterns (Lot 8).

**DECIDED:**

- (i) That authority be delegated to the Procurement Manager to authorise the appointment of suppliers via a number of mini competitions utilising the Scotland Excel framework Street Lighting Materials Schedule 16/13, Lot 8 to supply LED lanterns;
- (ii) That the Head of Corporate Governance be authorised to award the various mini competition for LED lanterns to the most economically advantageous tender;
- (iii) That it be noted that a Contract Authorisation Report would be submitted to the Procurement Sub Committee following the last mini competition with details of each exercise and outcome;
- (iv) That it be noted that the approximate value of the contracts would be £9million; and
- (v) That it be noted that the anticipated contract start date for the first mini competition would be September 2015 and further mini competitions would follow completion of various stages of design across the Council's landscape.



## Minute of Meeting Procurement Sub-Committee

Date	Time	Venue
Wednesday, 16 September 2015	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

### PRESENT

Councillors Bibby, Audrey Doig, Gilmour, Grady, Harte, Henry, Holmes, K MacLaren, M MacLaren, Murrin, Noon and Williams.

### CONVENER

Councillor Holmes, Convener, presided.

### IN ATTENDANCE

D Amos, Head of Policy & Commissioning, F Hughes, Procurement Manager, K Scott, Category Manager and K Thomson, Category Manager – Community Resources (all Chief Executive's); S McFadden, Project Director (City Deal) and B Walker, Depute Project Director (City Deal) (both Development & Housing Services); and P Shiach, Committee Services Officer (Finance & Resources).

### DECLARATIONS OF INTEREST

There were no declarations of interest intimated prior to the commencement of the meeting.

**1(a) CONTRACT AUTHORISATION REPORT - CLYDE WATERFRONT AND RENFREW RIVERSIDE LEAD CONSULTANCY COMMISSION – MULTI DISCIPLINARY SERVICES, ROADS AND BRIDGES**

There was submitted a joint report by the Chief Executive and the Director of Development & Housing Services relative to the award of a services contract for the Clyde Waterfront and Renfrew Riverside lead consultancy - multi-disciplinary services, roads and bridges which formed part of the City Deal project.

The report indicated that at the deadline for the return of submissions, 12 suppliers had submitted a pre-qualification questionnaire and the top seven tenderers that met the minimum requirements were issued with an invitation to tender. At the deadline for the return for tenders, four bids had been received and were evaluated against a set of award criteria which was based on a price/quality ratio of 40:60. Details of the scores relative to the award criteria of each tenderer were contained within the report.

**DECIDED:**

(i) That the Head of Corporate Governance be authorised to award the contract for the Clyde Waterfront and Renfrew Riverside lead Consultancy Commission – Multi-Disciplinary, Bridges and Roads, (reference RC1505\_3788(ITT\_2093)) to Grontmij Limited;

(ii) That it be noted that the spend on the contract was anticipated to be approximately £3.5m based on the rates tendered and a forecast of hours, technical disciplines and grades of staff required to undertake the commission;

(iii) That it be noted that an additional £1.1m may be spent on site supervision services during the construction phase, it being noted that site supervision services had been included as an optional element within the contract conditions and might be instructed in accordance with paragraph 3.13 of the report;

(iv) That it be agreed that if this optional element were to be taken up, a report to obtain authorisation would be submitted to the Procurement Sub-Committee at that time; and

(v) That it be noted that the contract was anticipated to commence in October 2015, with the current programme showing construction commencing in 2018 with completion in 2020.

**1(b) CONTRACT AUTHORISATION REPORT - GLASGOW AIRPORT INVESTMENT AREA LEAD CONSULTANCY COMMISSION – MULTI DISCIPLINARY SERVICES, ROADS AND BRIDGES**

There was submitted a joint report by the Chief Executive and the Director of Development & Housing Services relative to the award of a services contract for the Glasgow Airport Investment lead consultancy - multi-disciplinary services, roads and bridges which formed part of the City Deal project.

The report indicated that at the deadline for the return of submissions, 14 suppliers had submitted a pre-qualification questionnaire and the top seven tenderers that met the minimum requirements were issued with an invitation to tender. At the deadline for the return for tenders, five bids had been received and were evaluated against a set of award criteria which was based on a price/quality ratio of 40:60. Details of the scores relative to the award criteria of each tenderer were contained within the report.

**DECIDED:**

(i) That the Head of Corporate Governance be authorised to award the contract for the Glasgow Airport Investment lead Consultancy Commission – Multi-Disciplinary, Bridges and Roads, (reference RC1505\_4060 (ITT\_9194)) to Grontmij Limited;

(ii) That it be noted that the spend on the contract was anticipated to be approximately £2.5m based on the rates tendered and a forecast of hours, technical disciplines and grades of staff required to undertake the commission;

(iii) That it be noted that an additional £860,000 might be spent on site supervision services during the construction phase, it being noted that site supervision services had been included as an optional element within the contract conditions and may be instructed in accordance with paragraph 3.13 of the report;

(iv) That it be agreed that if this optional element were to be taken up, a report to obtain authorisation would be submitted to the Procurement Sub-Committee at that time; and

(v) That it be noted that the contract was anticipated to commence in October 2015, with the current programme showing construction commencing in 2018 with completion in 2020.

**1(c) VEHICLE REPLACEMENT**

There was submitted a joint report by the Chief Executive and the Director of Community Resources relative to the award of contracts for the purchase of various vehicles required under the Council's vehicle replacement programme for 2015/2016.

The report indicated that Scotland Excel had established a framework agreement for heavy and municipal vehicles. The framework agreement allowed for "direct awards" to be utilised as the selection procedure where the Council could demonstrate best value for money.

The report intimated that analysis of the suppliers on the relevant Lots of the Scotland Excel framework agreement was undertaken, and that the analysis demonstrated that best value for money could be achieved by making direct awards to relevant suppliers for the requirements as detailed in appendix 1 to the report.

**DECIDED:**

(i) That the Head of Corporate Governance be authorised to award contracts up to the following values with the undernoted suppliers, for the provision of vehicles as detailed in the appendix to the report, with all contracts being individual awards under the Scotland Excel Framework Agreement for Heavy and Municipal Vehicles:

- Nu-Track Limited: up to £391,603
- Heil Farid European Company Limited: up to £265,620
- FAUN Zoeller UK Limited: up to £85,476; and

(ii) That it be noted that the delivery dates for the vehicles were detailed within the appendix to the report.

**1(d) CONTRACT AUTHORISATION REPORT: FRAMEWORK AGREEMENT - REMOVAL, RELOCATION & WAREHOUSE STORAGE SERVICES**

There was submitted a joint report by the Chief Executive and the Director of Development & Housing Services seeking approval to enter into a framework agreement for removal, relocation and warehouse storage services.

The report indicated that at the deadline for the return of tenders, eight bids had been received. Following evaluation, six tenderers met the bid selection criteria. Details of the criteria and ratings used to evaluate the bids were contained in the report.

**DECIDED:**

(i) That the Head of Corporate Governance be authorised to establish a Framework Agreement for Removal, Relocation and Warehouse Storage Services;

(ii) That the Head of Corporate Governance be authorised to award the following three suppliers onto the Framework for Lot 1 – Adhoc Removal & Storage Services:

- Kelerbay Limited
- Richard Healey Removals Limited
- Harrow Green Limited;

(iii) That the Head of Corporate Governance be authorised to award the following three suppliers onto the Framework for Lot 2 – Homeless Services Removal & Storage Services:

- Kelerbay Limited
- Richard Healey Removals Limited
- The Removal Company (Scotland) Limited;

(iv) That it be noted that the Framework Agreement was for an initial period of three years following which time the Council had the option to extend up to an additional period of 12 months; and

(v) That it be noted that spend under the Framework Agreement would be approximately £625,000 excluding VAT over the four-year period.

## Minute of Special Meeting Procurement Sub-Committee

Date	Time	Venue
Monday, 19 October 2015	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

### PRESENT

Councillors Bibby, Audrey Doig, Gilmour, Grady, Holmes, Mack, Murrin and Williams.

### CONVENER

Councillor Holmes, Convener, presided

### IN ATTENDANCE

D Amos, Head of Policy & Commissioning, F Hughes, Procurement Manager, K Thomson, Category Manager – Community Resources and L Gillan, Assistant Category Manager (all Chief Executive's); and K Graham, Head of Corporate Governance and P Shiach, Committee Services Officer (both Finance & Resources).

### APOLOGIES

Councillors Harte and Henry

### DECLARATIONS OF INTEREST

There were no declarations of interest intimated prior to the commencement of the meeting.

1 **CONTRACT AUTHORISATION REPORT - MINI COMPETITION FOR STREET LIGHTING MAINTENANCE AND REPAIRS**

There was submitted a joint report by the Chief Executive and the Director of Community Resources relative to entering into a contract for street lighting maintenance and repairs under the terms of Renfrewshire Council's framework for Street Lighting Maintenance, Repairs, Improvements and Developments Lot 1 relating to maintenance and repairs of street lighting.

The report indicated that the three suppliers awarded places on Lot 1 of the framework had been invited to submit mini-competition bids via the Public Contracts Scotland Tender system.

The report advised that at the deadline for the return of submissions, two suppliers had submitted bids which were evaluated against a pre-determined set of Bid Criteria. Both submissions were then evaluated against the award criteria set out in the Framework Agreement which was 100% price.

**DECIDED:**

(a) That the Head of Corporate Governance be authorised to award the contract for Street Lighting Maintenance and Repairs to Lightways Contractors Limited under the terms of Renfrewshire Council's Framework for Street Lighting Maintenance, Repairs, Improvements & Developments, Lot 1 maintenance and repairs of street lighting; and

(b) That it be noted that the contract would commence on 2 November, 2015 for a period of 17 months at a value of up to £562,672 excluding VAT, with an option to extend for up to a further 12-month period at an additional value of £397,180, excluding VAT.



## Minute of Meeting

### Joint Consultative Board (Non Teaching)

Date	Time	Venue
Thursday, 03 September 2015	15:00	CMR 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

#### PRESENT

Representing Renfrewshire Council Management - Councillors Audrey Doig, Glen, Harte, Noon and Williams. Representing Trade Unions – J Lynch, J Boylan and S Hicks, (UNISON)

#### IN ATTENDANCE

K Anderson, Amenity Services Manager (Waste) (Community Resources); and D Marshall, Head of HR & Organisational Development; G Campbell Senior Health & Safety Officer; and R Devine, Senior Committee Services Officer (all Finance & Resources).

#### APOLOGIES

M Ferguson (UNISON)

## 1 APPOINTMENT OF CHAIRPERSON FOR THE MEETING

It was proposed and agreed that Councillor Harte chair the meeting.

**DECIDED:** That Councillor Harte chair the meeting.

## ORDER OF BUSINESS

In terms of Standing Order 16, the Convener intimated that he proposed to alter the order of business to facilitate the conduct of the meeting by considering item 8 - Overtime and Temporary Staff: Community Resources and item 9 - Overloaded Waste Vehicles: Health & Safety - of the agenda before item 2.

## 2 OVERTIME AND TEMPORARY STAFF - COMMUNITY RESOURCES

Concerns were expressed by the trade union representatives in respect of the levels of overtime being worked by employees at the Community Resources' Underwood Road depot.

The Amenity Services Manager (Waste) provided a summary of the operational issues which had resulted in the situation arising.

**DECIDED:** It was agreed that a report be submitted to the next meeting of the Board detailing the levels of overtime being worked by employees at the Community Resources' Underwood Road depot.

## 3 OVERLOADED WASTE VEHICLES - HEALTH & SAFETY

Concerns were expressed by the trade union representatives in respect of the regular overloading of waste vehicles.

Reference was made during discussion to employee responsibilities, toolbox training sessions undertaken, existing facilities for ensuring that vehicles were not overloaded and additional measures which were to be introduced to resolve the issue.

**DECIDED:** That the position be noted.

## 4 MINUTE

There was submitted the Minute of the meeting of the Joint Consultative Board: Non-Teaching held on 21 May, 2015, the terms of which had been noted at the meeting of the Finance & Resources Policy Board held on 26th August, 2015.

**DECIDED:** That the Minute be noted.

## **MATTERS ARISING**

There was submitted a report by the Head of HR & Organisational Development providing an update in terms of the number of temporary employees working within the Council as at 2 September, 2015.

The report provided details of temporary employees who had subsequently been offered permanent contracts, together with the current number of temporary employees, broken down by Service. Reference was also made to the numbers of employees on fixed term and seasonal contracts. Full details of the number of hours involved and the grades of employees would be provided to the trade unions to facilitate further discussion.

**DECIDED:** That the information provided be noted.

## **5 DEVELOPMENTS IN HEALTH AND SAFETY**

There was submitted a report by the Head of HR & Organisational Development relative to developments with regard to health and safety issues. The report detailed policies and guidance that were currently being revised and outlined training courses which had been undertaken since the last meeting of the Board.

In particular, it was noted that policies and guidance in relation to first aid arrangements; control of contractors; manual handling operations; and tobacco policy were being revised. The health and safety section continued to assist Services to retain accreditation to BS OHSAS 18001:2007. Details of the next audit visit schedule were provided.

The report indicated that information and participative campaigns continued to be delivered across the Council as part of the Healthy Working Lives Gold award programme.

Following discussion in connection with the work undertaken within the Council to promote a zero tolerance culture in respect of violent incidents at work it was agreed that arrangements be made to raise awareness of the various initiatives utilised with Health & Social Care management via the newly established Trade union joint forum.

**DECIDED:** That it was agreed that arrangements be made to raise awareness of the various initiatives utilised with Health & Social Care management via the newly established Trade union joint forum and otherwise that the report be noted.

## **6 AGENCY WORKERS**

There was submitted a report by the Head of HR & Organisational Development relative to the number of agency staff employed within the Council as at July, 2015, and detailing the capacity and Service in which they were engaged.

**DECIDED:** That the report be noted.

## **7 DETAILS OF GRIEVANCES**

There was submitted a report by the Head of HR & Organisational Development relative to details of grievances received.

The report provided information on grievances at both the informal and formal stages. The report indicated that there were a total of five grievances as at September, 2015.

**DECIDED:** That the information provided be noted.

## 8 **RENFREWSHIRE HOUSE CAR PARKING**

The Head of HR & Organisational Development advised that this item had been resolved following the issue of short stay permits for the car park to those employees involved.

**DECIDED:** That the position be noted.

## 9 **PAY CLAIM 2015/16 - 2016/17**

Reference was made to the negotiations between UNISON and the other SJC trade unions with the Scottish Employers on the issue of pay increases for the period 2015/16 and 2016/17.

Members were advised that the employers' final offer had been agreed on 28 August, 2015, at a COSLA Leaders' Meeting and details of the offer were outlined. It was noted that following consideration of the offer the trade unions had recommended acceptance of the offer to members. Arrangements were in place to issue UNISON members with ballot papers and it was noted that the deadline for their return was 12 noon on 25 September, 2015.

**DECIDED:** That the position be noted.

## 10 **ADMINISTRATION OF MEDICINES**

Reference was made by the trade union representatives to the perceived need to update and raise awareness of Council policy relative to the administration of medicines, to ensure a consistent practice was adopted and implemented by Council staff within all Services.

It was agreed that further discussion on this matter be held between management and the trade unions.

**DECIDED:** That further discussion on this matter be held between management and the trade unions.

## 11 **DATE OF NEXT MEETING**

It was noted that the next meeting of the JCB Non-Teaching would be held at 3 pm on Thursday 29 October, 2015.




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**To:** Finance and Resources Policy Board

**On:** 11 November 2015

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**Report by:** Chief Executive and Director of Finance and Resources

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**Heading:** Revenue Budget Monitoring to 18 September 2015

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**1. Summary**

1.1 Gross expenditure and income are in line with the budget resulting in a **net breakeven** for the services reporting to this Policy Board. This is summarised over the relevant services in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Finance and Resources	Breakeven	-	Breakeven	-
Chief Execs.	Breakeven	-	Breakeven	-
Miscellaneous	Breakeven	-	Breakeven	-

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**2. Recommendations**

2.1 Members are requested to note the budget position

2.2 Members are requested to note that since the last report there have been net budget realignments of £195,873 mainly related to the transfer of Schools Tackling Poverty budgets to Children's Services, the transfer of Citizens Advice Bureau funding from Social Work and Development and Housing Services and the reallocation of previously agreed savings.

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3. **Finance and Resources**

<b>Current Position:</b>	<b>Breakeven</b>
<b><i>Previously Reported:</i></b>	<b><i>Breakeven</i></b>

There are no significant variances to report.

3.1 **Projected Year End Position**

It is anticipated that Finance and Resources will achieve a breakeven position at the year end.

4. **Chief Executive**

<b>Current Position:</b>	<b>Breakeven</b>
<b><i>Previously Reported:</i></b>	<b><i>Breakeven</i></b>

There are no significant variances to report.

4.1 **Projected Year End Position**

It is anticipated that the Chief Executive's service will achieve a breakeven position at the year end

5. **Miscellaneous Services**

<b>Current Position:</b>	<b>Breakeven</b>
<b><i>Previously Reported:</i></b>	<b><i>Breakeven</i></b>

There are no significant variances to report.

5.1 **Projected Year End Position**

It is anticipated that Miscellaneous Services will achieve a breakeven position at the year end

## Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.
2. **HR & Organisational Development** - none
3. **Community Planning** – none
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** - none

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**Author:** David Forbes, Extension 6424





**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : FINANCE AND RESOURCES**

Description (1)	£000's	Revised Annual Budget (2)	£000's	Revised Period Budget (3)	£000's	Actual (4)	£000's	Adjustments (5)	£000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7)	
											£000's	%
Employee Costs		36,075		12,962		10,888		2,074		12,962	0	0.0%
Property Costs		5,004		423		308		115		423	0	0.0%
Supplies & Services		2,300		775		1,359		(584)		775	0	0.0%
Contractors and Others		11,155		317		380		(63)		317	0	0.0%
Transport & Plant Costs		29		13		12		1		13	0	0.0%
Administration Costs		16,364		1,352		1,270		82		1,352	0	0.0%
Payments to Other Bodies		3,202		1,509		1,620		(111)		1,509	0	0.0%
CFCR		2,880		0		0		0		0	0	0.0%
Capital Charges		741		47		15		32		47	0	0.0%
<b>GROSS EXPENDITURE</b>		<b>77,750</b>		<b>17,398</b>		<b>15,852</b>		<b>1,546</b>		<b>17,398</b>	<b>0</b>	<b>0.0%</b>
Income		(42,185)		(1,624)		(1,500)		(124)		(1,624)	0	0.0%
<b>NET EXPENDITURE</b>		<b>35,565</b>		<b>15,774</b>		<b>14,352</b>		<b>1,422</b>		<b>15,774</b>	<b>0</b>	<b>0.0%</b>

£000's	
0	0.0%
(0)	0.0%

Bottom Line Position to 18 September 2015 is breakeven of  
Anticipated Year End Budget Position is breakeven of

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : FINANCE AND RESOURCES**

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
		£000's	£000's	£000's	£000's	£000's	£000's	%	
Finance and Resources		4,984	11,998	13,691	(1,693)	11,998	0	0.0%	breakeven
Chief Executives		550	802	748	54	802	0	0.0%	breakeven
Miscellaneous		30,031	2,974	(87)	3,061	2,974	0	0.0%	breakeven
<b>NET EXPENDITURE</b>		<b>35,565</b>	<b>15,774</b>	<b>14,352</b>	<b>1,422</b>	<b>15,774</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>

£000's
0
(0)

0.0%  
0.0%

Bottom Line Position to 18 September 2015 is breakeven of  
Anticipated Year End Budget Position is breakeven of

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : FINANCE AND RESOURCES : FINANCE AND RESOURCES**

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		26,035	10,537	11,621	(1,084)	10,537	0	0.0%
Property Costs		2,313	152	39	113	152	0	0.0%
Supplies & Services		2,050	403	991	(588)	403	0	0.0%
Contractors and Others		270	204	263	(59)	204	0	0.0%
Transport & Plant Costs		29	13	12	1	13	0	0.0%
Administration Costs		8,869	1,134	1,051	83	1,134	0	0.0%
Payments to Other Bodies		2,338	942	898	44	942	0	0.0%
CFCR		0	0	0	0	0	0	0.0%
Capital Charges		1,956	32	0	32	32	0	0.0%
<b>GROSS EXPENDITURE</b>		<b>43,860</b>	<b>13,417</b>	<b>14,875</b>	<b>(1,458)</b>	<b>13,417</b>	<b>0</b>	<b>0.0%</b>
Income		(38,876)	(1,419)	(1,184)	(235)	(1,419)	0	0.0%
<b>NET EXPENDITURE</b>		<b>4,984</b>	<b>11,998</b>	<b>13,691</b>	<b>(1,693)</b>	<b>11,998</b>	<b>0</b>	<b>0.0%</b>

£000's

0.0%  
0.0%

Bottom Line Position to 18 September 2015 is breakeven of  
Anticipated Year End Budget Position is breakeven of

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : FINANCE AND RESOURCES : FINANCE AND RESOURCES**

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Finance		207	1,733	1,479	254	1,733	0	0.0%
Development		61	7,084	8,494	(1,410)	7,084	0	0.0%
Cost of Collection of Rates		99	27	(2)	29	27	0	0.0%
Cost of Collection of Council Tax		1,150	433	167	266	433	0	0.0%
Private Sector Housing Benefit		1,660	313	758	(445)	313	0	0.0%
Finance Miscellaneous	(5)		0	323	(323)	0	0	0.0%
Personnel Services	(246)		644	616	28	644	0	0.0%
Legal and Democratic Services	780		1,125	1,215	(90)	1,125	0	0.0%
<b>TOTAL FINANCE AND RESOURCES</b>		<b>3,706</b>	<b>11,359</b>	<b>13,050</b>	<b>(1,691)</b>	<b>11,359</b>	<b>0</b>	<b>0.0%</b>
Joint Valuation Board		1,278	639	641	(2)	639	0	0.0%
<b>NET EXPENDITURE</b>		<b>4,984</b>	<b>11,998</b>	<b>13,691</b>	<b>(1,693)</b>	<b>11,998</b>	<b>0</b>	<b>0.0%</b>

£000's

0.0%

0.0%

Bottom Line Position to 18 September 2015 is breakeven of

0

Anticipated Year End Budget Position is breakeven of

(0)

RENFREWSHIRE COUNCIL  
REVENUE BUDGET MONITORING STATEMENT 2015/2016  
1st April 2015 to 18 September 2015

POLICY BOARD : FINANCE AND RESOURCES : CHIEF EXECUTIVES

Description (1)	£000's	Revised Annual Budget (2)	£000's	Revised Period Budget (3)	£000's	Actual (4)	£000's	Adjustments (5)	£000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7)	
											£000's	%
Employee Costs		1,516		576		634	(58)			576	0	0.0%
Property Costs		63		0		(2)	2			0	0	0.0%
Supplies & Services		145		35		31	4			35	0	0.0%
Contractors and Others		15		6		10	(4)			6	0	0.0%
Transport & Plant Costs		0		0		0	0			0	0	0.0%
Administration Costs		126		9		10	(1)			9	0	0.0%
Payments to Other Bodies		582		219		219	0			219	0	0.0%
CFCR		0		0		0	0			0	0	0.0%
Capital Charges		0		0		0	0			0	0	0.0%
<b>GROSS EXPENDITURE</b>		<b>2,447</b>		<b>845</b>		<b>902</b>	<b>(57)</b>			<b>845</b>	<b>0</b>	<b>0.0%</b>
<b>Income</b>		<b>(1,897)</b>		<b>(43)</b>		<b>(154)</b>	<b>111</b>			<b>(43)</b>	<b>0</b>	<b>0.0%</b>
<b>NET EXPENDITURE</b>		<b>550</b>		<b>802</b>		<b>748</b>	<b>54</b>			<b>802</b>	<b>0</b>	<b>0.0%</b>

£000's

0
(0)

0.0%

0.0%

Bottom Line Position to 18 September 2015 is breakeven of

Anticipated Year End Budget Position is breakeven of

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : FINANCE AND RESOURCES : CHIEF EXECUTIVES**

Description (1)	£000's	Revised Annual Budget (2)	£000's	Revised Period Budget (3)	£000's	Actual (4)	£000's	Adjustments (5)	£000's	Revised Actual (6) = (4 + 5)	£000's	Budget Variance (7)	
												£000's	%
Core Activities		(176)		570		559		11		570		0	0.0%
Projects		0		0		0		0		0		0	0.0%
Fairer Scotland Fund		0		0		0		0		0		0	0.0%
Initiatives		0		0		0		0		0		0	0.0%
Civil Contingency Service		0		0		(39)		39		0		0	0.0%
CE Funded Projects		727		232		228		4		232		0	0.0%
<b>NET EXPENDITURE</b>		<b>551</b>		<b>802</b>		<b>748</b>		<b>54</b>		<b>802</b>		<b>0</b>	<b>0.0%</b>

£000's

0.0%

Bottom Line Position to 18 September 2015 is breakeven of

0

0.0%

Anticipated Year End Budget Position is breakeven of

(0)

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : FINANCE AND RESOURCES : MISCELLANEOUS**

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		8,524	1,849	(1,367)	3,216	1,849	0	0.0%
Property Costs		2,628	271	271	0	271	0	0.0%
Supplies & Services		105	337	337	0	337	0	0.0%
Contractors and Others		10,870	107	107	0	107	0	0.0%
Transport & Plant Costs		0	0	0	0	0	0	0.0%
Administration Costs		7,369	209	209	0	209	0	0.0%
Payments to Other Bodies		282	348	503	(155)	348	0	0.0%
CFCR		2,880	0	0	0	0	0	0.0%
Capital Charges		(1,215)	15	15	0	15	0	0.0%
<b>GROSS EXPENDITURE</b>		<b>31,443</b>	<b>3,136</b>	<b>75</b>	<b>3,061</b>	<b>3,136</b>	<b>0</b>	<b>0.0%</b>
<b>Income</b>		<b>(1,412)</b>	<b>(162)</b>	<b>(162)</b>	<b>0</b>	<b>(162)</b>	<b>0</b>	<b>0.0%</b>
<b>NET EXPENDITURE</b>		<b>30,031</b>	<b>2,974</b>	<b>(87)</b>	<b>3,061</b>	<b>2,974</b>	<b>0</b>	<b>0.0%</b>

£000's

Bottom Line Position to 31 January 2014 is breakeven of 0.0%  
Anticipated Year End Budget Position is breakeven of 0.0%

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : FINANCE AND RESOURCES : MISCELLANEOUS**

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%
Corporate & Democratic Core	28,213	691	(2,525)	3,216	691	0	0.0%
Central Overheads	4,600	1,714	1,869	(155)	1,714	0	0.0%
Capital Accounting	(1,440)	(25)	(25)	0	(25)	0	0.0%
Welfare Fund Grants	70	588	588	0	588	0	0.0%
Community Infrastructure	0	6	6	0	6	0	0.0%
Additional Support Needs Project	0	0	0	0	0	0	0.0%
Temporary Interest	(1,412)	0	0	0	0	0	0.0%
<b>NET EXPENDITURE</b>	<b>30,031</b>	<b>2,974</b>	<b>(87)</b>	<b>3,061</b>	<b>2,974</b>	<b>0</b>	<b>0.0%</b>

£000's
<u>0</u>
<u>0</u>

**Bottom Line Position to 18 September 2015 is breakeven of**  
**Anticipated Year End Budget Position is breakeven of**






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**To:** Finance and Resources Policy Board

**On:** 11 November 2015

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**Report by:** Director of Finance and Resources

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**Heading:** Revenue Budget Monitoring – Council Overview to 18 September 2015

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**1. Summary**

1.1 This report provides an overview of the budget performance for all Services for the period to 18 September 2015.

1.2 The report confirms an overall breakeven position for all services. This is summarised over General Fund Services and the Housing Revenue Account in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
General Fund Services	Breakeven	-	Breakeven	-
HRA	Breakeven	-	Breakeven	-

1.3 The budget performance to date suggests a projected year end breakeven position which is summarised in the table below:

Division / Department	Anticipated Year End Position	% variance	Previously Reported Position	% variance
General Fund Services	Breakeven	-	Breakeven	-
HRA	Breakeven	-	Breakeven	-

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## 2. **Recommendations**

2.1 Members are requested to note the budget position

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## 3. **Service Commentaries**

3.1 Budget Monitoring reports will be considered by each Policy Board for services reporting directly to those Boards.

3.2 In terms of the Financial Regulations budgets have been approved on a service basis and Directors are expected to manage their spending needs within the bottom line of the budget approved. A brief commentary on budget variances by service is provided below and a Service overview is attached for information.

### 3.3 **Education and Children** (*Education and Children Policy Board*)

**Current Position:** **Breakeven**

***Previously Reported:*** ***Breakeven***

The breakeven position at this stage in the year relates mainly to the net effect of overspends and underspends in the following areas of service:-

- The overspend of £51,000 within Central Admin relates to additional staffing costs.
- £22,000 of an overspend in Additional Support for Learning relates to additional staffing costs.
- £303,000 of an underspend in Pre Fives relates to payments to partner nurseries and pre-five officer salaries.
- £127,000 of an overspend in Primary Schools is related to an overspend on teachers' salaries partly offset by an underspend on transport costs.
- £5,000 of an underspend in Secondary Schools is mainly due to underspends in transport costs and teachers' salaries.

- £108,000 of an overspend in Special Schools relates to teachers' salaries including the central cover budget.

### **Projected Year End Position**

It is anticipated at this stage that Education and Children's Services will achieve a breakeven position at year end subject to any unforeseen demand pressures emerging over the rest of the year.

3.4

### **Leisure Services**

**Current Position:** Breakeven

***Previously Reported:*** Breakeven

There are no significant variances to report.

### **Projected Year End Position**

It is anticipated at this stage that Leisure Services will achieve a breakeven position at the year end.

3.5

### **Community Resources** (Environment Policy Board)

**Current Position:** Breakeven

***Previously Reported:*** Breakeven

The breakeven position at this stage in the year relates mainly to the net effect of over and underspends in the following areas of service:-

- An overspend of £15,000 on Refuse Collection is mainly due to lower income from trade waste and special uplifts and a small overspend on employee costs which are partly offset by underspends on supplies and services and transport costs.
- The £12,000 underspend on School Crossing Patrols is due to lower than budgeted employee costs.
- An overspend of £14,000 on Land Services is due to lower recreational and cemetery income.
- £16,000 of an underspend on Renfrewshire Wardens is due to underspends on employee costs and administration costs.

### **Projected Year End Position**

It is currently projected that Community Resources will breakeven at year end. This forecast position will be reviewed on an ongoing basis during the financial year, particularly with regard to recycling performance and the level of tonnages received for recycling or disposal, and the costs of roads maintenance throughout the winter maintenance period from October 2015 to March 2016.

## 3.6 **Development & Housing Services - Other Housing** (*Housing & Community Safety Policy Board*)

**Current Position:** Breakeven

**Previously Reported:** Breakeven

At this stage in the financial year the Other Housing account reflects a breakeven position with no significant variances to report on any of the budget categories.

### **Projected Year End Position**

It is anticipated that Other Housing will achieve a breakeven position at the year end.

## 3.7 **Development & Housing Services – Planning & Regeneration** (*Planning and Property Policy Board*)

**Current Position:** Breakeven

**Previously Reported:** Breakeven

At this stage in the financial year the Planning Division account reflects a breakeven position with no significant variances to report on any of the budget categories.

### **Projected Year End Position**

It is projected that the Planning division will achieve a breakeven position by the year end.

3.8 **Property & Construction Services** (*Planning and Property Policy Board*)

**Current Position:** Breakeven  
**Previously Reported:** Breakeven

The current breakeven position mainly reflects overspends in Supplies and Services and Contractors and Others costs which have been offset by an over-recovery in income.

The overspends on the Property Services account at this stage in the financial year reflect the increased levels of systems and professional support required to service the significant capital schemes currently being led by the Property Services division and will be offset by increased fee income.

**Projected Year End Position**

It is anticipated that Property & Construction Services will achieve a breakeven position at year end.

3.9 **Development & Housing Services – Economic Development** (*Economy & Jobs Policy Board*)

**Current Position:** Breakeven  
**Previously Reported:** Breakeven

At this stage in the financial year the account reflects a breakeven position with no significant variances to report on any of the budget categories.

**Projected Year End Position**

It is projected that the Economic Development division will achieve a breakeven position by the year end.

3.10 **Adult Services** (*Social Work, Health and Well-being Policy Board*)

**Current Position:** Breakeven  
**Previously Reported:** Breakeven

The breakeven position within Adult Services at this stage in the year relates mainly to the net effect of overspends and underspends in the following areas of service:-

- The underspend of £13,000 within Older People services reflects pressures within the care at home service which are mitigated by an underspend in the external care home placement budget reflecting higher than anticipated turnover levels.

In addition to pressures within the care at home service, there continues to be an under recovery of income from the Council's residential Care Homes due to the current levels of under occupancy.

- £41,000 of an overspend in Physical Disabilities is due to increases in the purchase of equipment to support service users to stay in their own homes reflecting the shift in the balance of care to the community and their associated needs.
- An underspend of £130,000 within Learning Disabilities is mainly due to the time taken to recruit to new posts within the Learning Disability day services.
- A £30,000 overspend on Mental Health is mainly due to higher than anticipated payroll costs.
- £72,000 of an overspend in Addictions relates to higher than anticipated payroll costs.

#### **Projected Year End Position**

The Adult Services budget is, at this stage, reporting a year projected breakeven position.

3.11

#### **Finance and Resources** (*Finance and Resources Policy Board*)

<b>Current Position:</b>	<b>Breakeven</b>
<b><i>Previously Reported:</i></b>	<b><i>Breakeven</i></b>

There are no significant variances to report.

#### **Projected Year End Position**

It is anticipated that Finance and Resources will achieve a breakeven position at the year end.

3.12 **Chief Executive's Department** (*Finance and Resources Policy Board*)

**Current Position:** Breakeven

***Previously Reported:*** *Breakeven*

There are no significant variances to report.

**Projected Year End Position**

It is anticipated that the Chief Executive's service will achieve a breakeven position at the year end

3.13 **Miscellaneous Services** (*Finance and Resources Policy Board*)

**Current Position:** Breakeven

***Previously Reported:*** *Breakeven*

There are no significant variances to report.

**Projected Year End Position**

It is anticipated that Miscellaneous Services will achieve a breakeven position at the year end

3.14 **Trading Operations**

These are the subject of separate reports submitted to the relevant Policy Boards. An overview is attached for information which confirms an actual breakeven position in line with the budgeted surplus for the General Fund. It is projected that the Building Services trading operation will deliver a £468,000 surplus in line with budget. In line with agreed policy this surplus will be returned to the General Fund or the HRA based on the level of Housing related turnover and the reported position reflects this policy.

3.15 **Housing Revenue Account** (*Housing & Community Safety Policy Board*)

**Current Position:** Breakeven

***Previously Reported:*** *Breakeven*

The net underspend, arising from the minor under and overspends on employee costs and contractors costs respectively, has been offset by an increase in Capital Funded from Current Revenue (CFCR).

The additional expenditure in CFCR relates to the agreed strategy of using underspends within the HRA and Capital Funded from Current Revenue to reduce new debt and to smooth debt repayments to support the sustainable delivery of the Business Plan and has resulted in a breakeven position on the HRA at this stage in the financial year.

### **Projected Year End Position**

At this stage in the financial year, it is projected that the HRA will achieve a breakeven position at the year end. Projected underspends will be offset by a corresponding increase in the planned CFCR contribution.

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## **Implications of the Report**

1. **Financial** – Net revenue expenditure will be contained within available resources.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** - none.
7. **Equality & Human Rights** The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.



8. **Health & Safety** – none

9. **Procurement** – none

10. **Risk** – none

11. **Privacy Impact** - none

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**Author:** David Forbes, Extension 6424



**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW**

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		238,503	93,604	91,017	2,809	93,826	(222)	-0.2% overspend
Property Costs		103,245	48,162	46,600	1,653	48,253	(91)	-0.2% overspend
Supplies & Services		17,081	7,186	8,565	(1,145)	7,420	(234)	-3.3% overspend
Contractors and Others		101,392	36,051	35,329	545	35,874	177	0.5% underspend
Transport & Plant Costs		13,148	5,802	5,661	43	5,704	98	1.7% underspend
Administration Costs		67,159	3,874	3,047	845	3,892	(18)	-0.5% overspend
Payments to Other Bodies		51,533	21,145	20,896	98	20,994	151	0.7% underspend
CFCR		2,880	10	10	0	10	0	0.0% breakeven
Capital Charges		51,679	163	20	143	163	0	0.0% breakeven
<b>GROSS EXPENDITURE</b>		<b>646,620</b>	<b>215,997</b>	<b>211,145</b>	<b>4,991</b>	<b>216,136</b>	<b>(139)</b>	<b>-0.1% overspend</b>
Income		(268,030)	(87,211)	(79,925)	(7,425)	(87,350)	139	0.2% over-recovery
<b>NET EXPENDITURE</b>		<b>378,590</b>	<b>128,786</b>	<b>131,220</b>	<b>(2,434)</b>	<b>128,786</b>	<b>0</b>	<b>0.0% breakeven</b>

Bottom Line Position to 18 September 2015 is breakeven of	£000's	0.0%
Anticipated Year End Budget Position is breakeven of	0	0.0%

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2015/2016**  
**1st April 2015 to 18 September 2015**

**POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW**

Description (1)	£000's	Revised Annual Budget (2)	£000's	Revised Period Budget (3)	£000's	Actual (4)	£000's	Adjustments (5)	£000's	Revised Actual (6) = (4 + 5)	£000's	Budget Variance (7)	
												£000's	%
Education and Children		203,866		63,634		63,336		298		63,634		0	0.0%
Leisure Services		12,053		5,559		5,537		22		5,559		0	0.0%
Environmental Services		56,878		19,945		20,597		(652)		19,945		0	0.0%
Finance & Resources		4,984		11,998		13,691		(1,693)		11,998		0	0.0%
Other Housing		4,559		5,886		5,723		163		5,886		0	0.0%
Planning & Economic Development		8,457		2,477		6,141		(3,664)		2,477		0	0.0%
Chief Executives		550		802		748		54		802		0	0.0%
Miscellaneous		30,031		2,974		(87)		3,061		2,974		0	0.0%
Property & Construction Services		2,673		1,866		1,579		287		1,866		0	0.0%
Social Work		55,622		26,454		26,454		0		26,454		0	0.0%
Trading Accounts (Surplus)/Deficit		(1,083)		(640)		1,306		(1,946)		(640)		0	0.0%
<b>SUB - TOTAL GENERAL SERVICES</b>		<b>378,590</b>		<b>140,955</b>		<b>145,025</b>		<b>(4,070)</b>		<b>140,955</b>		<b>0</b>	<b>0.0%</b>
Housing Revenue Account (HRA)		0		(12,169)		(13,805)		1,636		(12,169)		0	0.0%
<b>NET EXPENDITURE</b>		<b>378,590</b>		<b>128,786</b>		<b>131,220</b>		<b>(2,434)</b>		<b>128,786</b>		<b>0</b>	<b>0.0%</b>

Bottom Line Position to 18 September 2015 is an underspend of 0.0%

Anticipated Year End Budget Position is breakeven of 0.0%

**RENFREWSHIRE COUNCIL**

## REVENUE BUDGET MONITORING STATEMENT 2015/2016

1st April 2015 to 18 September 2015

**POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW : TRADING OPERATIONS**

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
						£000's	£000's	%
Employee Costs	12,458	5,752	5,175	526	5,701	51	0.9%	underspend
Property Costs	683	312	254	52	306	6	1.9%	underspend
Supplies & Services	5,533	2,533	2,755	(213)	2,542	(9)	-0.4%	overspend
Contractors and Others	3,152	1,240	994	269	1,263	(23)	-1.9%	overspend
Transport & Plant Costs	2,701	1,214	1,111	104	1,215	(1)	-0.1%	overspend
Administration Costs	2,083	967	295	670	965	2	0.2%	underspend
Payments to Other Bodies	7	3	(15)	18	3	0	0.0%	breakeven
CFR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	241	111	0	111	111	0	0.0%	breakeven
GROSS EXPENDITURE	26,858	12,132	10,569	1,537	12,106	26	0.2%	underspend
Income	(27,940)	(12,771)	(9,260)	(3,485)	(12,745)	(26)	-0.2%	under-recovery
NET EXPENDITURE	(1,082)	(639)	1,309	(1,948)	(639)	0	0.0%	breakeven

Bottom Line Position to 18 September 2015 is breakeven of	0	0.0%
Anticipated Year End Budget Position is breakeven of	0	0.0%

RENFREWSHIRE COUNCIL  
REVENUE BUDGET MONITORING STATEMENT 2015/2016  
1st April 2015 to 18 September 2015

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW : TRADING OPERATIONS

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Building & Works Trading		0	(215)	1,712	(1,927)	(215)	0	0.0%
Catering Trading		(451)	(142)	(143)	1	(142)	0	0.0%
Transport Trading		(506)	(225)	(376)	151	(225)	0	0.0%
Roads Trading		(125)	(58)	113	(171)	(58)	0	0.0%
NET EXPENDITURE		(1,082)	(640)	1,306	(1,946)	(640)	0	0.0%

£000's

Bottom Line Position to 18 September 2015 is breakeven of 0.0%  
Anticipated Year End Budget Position is breakeven of 0.0%




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**To: FINANCE & RESOURCES POLICY BOARD**

**On: 11 NOVEMBER 2015**

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**Report by: Director of Finance and Resources**

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**Heading: Capital Budget Monitoring Report**

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**1. Summary**

- 1.1 Capital expenditure to 18<sup>th</sup> September totals £0.420m compared to anticipated expenditure of £0.414m for this time of year. This results in an over-spend position of £0.006m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Corporate Issues (Non Property)	£0.006m o/spend	1% o/spend	£0.005m o/spend	8% o/spend
<b>Total</b>	<b>£0.006m o/spend</b>	<b>1% o/spend</b>	<b>£0.005m o/spend</b>	<b>8% o/spend</b>

- 1.2 The expenditure total of £0.420m represents 19% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.
- 

**2. Recommendations**

- 2.1 It is recommended that Members note this report.

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3.           **Background**

- 3.1           This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive.
- 3.2           This capital budget monitoring report details the performance of the Capital Programme to 18<sup>th</sup> September 2015, and is based on the Capital Investment Programme which was approved by members on 12<sup>th</sup> February 2015, adjusted for movements since its approval.
- 

4.           **Budget Changes**

- 4.1           Since the capital budget was approved budget changes totalling £0.827m have arisen which reflects the following:-

Budget re-profiled from 2016/17 to 2015/16:

- Corporate Change Programme (£0.173m) reflecting reallocation of budget previously moved to contingency.

Budget re-profiled from 2015/16 to 2016/17:

- ICT Infrastructure Maintenance & Renewal Programme (£1.000m) reflecting the majority of budget in the General Fund being made available for change projects in future years.



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## **Implications of the Report**

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –  
**Greener** - Capital investment will make property assets more energy efficient.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.

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### **List of Background Papers**

- (a). Capital Investment Programme 2015/16 & 2016/17 – Council, 12<sup>th</sup> February 2015.

The contact officers within the service are:

- Geoffrey Borland (Finance & Resources)
- Gillian Dickie (Finance & Resources)

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**Author:** *Geoffrey Borland, Principal Accountant, 0141 618 4786, geoffrey.borland@renfrewshire.gov.uk.*

## Appendix 1

### CAPITAL PROGRAMME 2015/16 - BUDGET MONITORING REPORT TO 18 SEPTEMBER 2015 (£000s)

POLICY BOARD Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 18-Sep-15	Spent to 18-Sep-15	Variance to 18-Sep-15	% variance	Unspent Cash Flow For Year	% Cash Spent
<b>Finance &amp; Resources</b> Corporate Projects (Non Property)	3,945	2,248	2,248	414	420	-6	-1%	1,828	19%
<b>TOTAL</b>	3,945	2,248	2,248	414	420	-6	-1%	1,828	19%






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**To: FINANCE & RESOURCES POLICY BOARD**

**On: 11 NOVEMBER 2015**

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**Report by: Director of Finance and Resources**

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**Heading: Capital Budget Monitoring Report - Overview**

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1. **Summary**
  - 1.1 This report provides an overview of the performance of the Housing and Non-Housing Capital Programmes for the period to 18<sup>th</sup> September 2015.
  - 1.2 The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 12<sup>th</sup> February 2015 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by the Housing and Community Safety Policy Board on 10<sup>th</sup> March 2015. The Current Programme figures reflect adjustments to the approved Capital Programme since approval.
  - 1.3 Members will be aware that from 1<sup>st</sup> April 2004, it is the duty of the Council, under s35 (1) of the Local Government (Scotland) Act 2003, to determine and keep under review the maximum amount which it can afford to allocate to capital expenditure. In addition, the Council must also keep under review its Capital Financing Requirement (CFR) i.e. the level of resources that are used to fund capital expenditure over the longer term (rather than at point of spend). It is also the duty of the Council to have regard to the Prudential Code in setting its capital expenditure limit and its capital expenditure requirement.
  - 1.4 The limit on capital expenditure which the Council has set for 2015-16 is shown in the table overleaf. The limit is based on the resources available to fund the capital programmes, split between Housing and Non Housing Services, but excludes PSHG as this is not considered to be capital.

	<b>Approved Limit £m</b>	<b>Actual Expenditure £m</b>
Non Housing	49.373	13.200
Housing	13.682	6.142
<b>Total</b>	<b>63.055</b>	<b>19.342</b>

- 1.5 The CFR which the Council has set for 2015-16 is shown in the table below, and is split between Housing & Non Housing Services. In addition, the projected out-turn at 31<sup>st</sup> March 2016 is also shown. Any significant increase in the capital expenditure limit which is not funded at point of spend will result in an increase in the CFR.

	<b>Approved CFR to 31 March 2016 £m</b>	<b>Projected CFR to 31 March 2016 £m</b>
Non Housing	210	194
Housing	158	156
<b>Total</b>	<b>368</b>	<b>350</b>

- 1.6 38% of the available resources for Housing and 24% for Non Housing have been spent to 18<sup>th</sup> September 2015. Monitoring procedures are in place to ensure the programmes are managed flexibly and spending is contained within the approved limits.

---

## 2. Recommendations

- 2.1 It is recommended that Members note this report.

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## 3. Background

- 3.1 Individual reports have been presented to each Policy Board on the spending performance of the relevant departmental programmes and this information is summarised in Appendix 1.
- 3.2 The capital monitoring information available as at 18<sup>th</sup> September 2015 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

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4. **Housing Services Programme**

- 4.1 The programme approved by Council on 12<sup>th</sup> February 2015 totalled £14.423m. The programme currently stands at **£16.165m**, reflecting resources brought forward from 2014/15 and subsequent re-profiling into 2016/17 based on planned expenditure timescales.
- 4.2 Legal commitments of £4.695m, or 29% of the available resources, have been made at 18<sup>th</sup> September 2015.
- 4.3 Capital expenditure at 18<sup>th</sup> September 2015 totals **£6.142m** compared to anticipated expenditure of £6.172m. The minor under-spend relates to a number of rolling programmes and reflects a timing issue, with the programme still expected to fully spend to budget.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing Programme	£0.030m u/spend	0% u/spend	£0.039m o/spend	2% o/spend

- 4.4 The actual capital expenditure of **£6.142m** is 38% of the available resources, and compares with 32% for the equivalent time in 2014/15.
- 4.5 Capital income of £1.173m has been received in the period to 18<sup>th</sup> September 2015 representing 38% of the estimated capital income for the year. This compares with 52% in 2014/15.

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5. **Non Housing Services Programme**

5.1 The programme approved by Council on the 12<sup>th</sup> February 2015 totalled £49.373m. The current programme totals £55.375m, an increase of £6.002m, being the net effect of projects re-profiled from 2014/15 to 2015/16 of £8.060m, projects re-profiled from 2015/16 to 2016/17 of £3.963m and new funding in 2015/16 of £1.905m which primarily relates to grant funding anticipated to be received in 2015/16 for the Strathclyde Partnership for Transport programme.

5.2 Capital expenditure to 18<sup>th</sup> September 2015 totals **£13.200m** compared to anticipated expenditure of £13.668m, and therefore shows an under-spend of £0.468m, or 3%.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Non Housing Programme	£0.468m u/spend	3% u/spend	£0.025m o/spend	0% o/spend

5.3 The actual cash spent to 18<sup>th</sup> September 2015 was **£13.200m**, or 24% of the available resources, and compares with a 24% spend for the equivalent time in 2014/15.

5.4 Capital income totalling £7.701m has been received to 18<sup>th</sup> September 2015. This represents 27% to date of the total anticipated income, and compares with 41% for the equivalent period in 2014/15. The outstanding income mainly relate to the balance of the general capital grant from the Scottish Government and grants from other bodies.



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6. **Private Sector Housing Grant Programme**

- 6.1 The overall budget provision for this programme is included within the revenue budget. However, in order to monitor the performance of the individual programmes, it is included within the capital budget monitoring procedures.
- 6.2 The programme approved by the Housing and Community Safety Policy Board on 10<sup>th</sup> March 2015 was £2.766m. The programme currently stands at £2.909m; the increase of £0.143m primarily relates to the carry forward of budget from 2014/15 in the Owners in Council House scheme.
- 6.3 Expenditure to 18<sup>th</sup> September 2015 totals **£0.439m** compared to anticipated expenditure of £0.452m, and therefore shows an under-spend of £0.013m. The remaining programme is expected to spend by 31 March 2016, and expenditure will be contained within the overall resources.

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## Implications of the Report

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –  
**Children and Young People** - none.  
**Community Care, Health & Well-being** - none.  
**Empowering our Communities** - none.  
**Greener** - Capital investment will make property assets more energy efficient.  
**Jobs and the Economy** - none.  
**Safer and Stronger** - none.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – none.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.

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## List of Background Papers

- (a). Capital Investment Programme 2015/16 & 2016/17 – Council, 12<sup>th</sup> February 2015.
- (b). Housing Revenue Account Budget and Rent Levels 2015/16 and Housing Capital Investment Plan 2015/16 to 2017/18 – Council, 12<sup>th</sup> February 2015.

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**Author:** *Geoffrey Borland, Principal Accountant, 0141 618 4786, geoffrey.borland@renfrewshire.gov.uk.*

# Appendix 1

## CAPITAL PROGRAMME 2015/16 - BUDGET MONITORING REPORT TO 18 SEPTEMBER 2015 (£000s)

POLICY BOARD	Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 18-Sep-15	Spent to 18-Sep-15	Variance to 18-Sep-15	% variance	Unspent Cash Flow For Year	% Cash Spent
Finance & Resources	Corporate Projects (Non Property) TOTAL	3,945	2,248	2,248	414	420	-6	-1%	1,828	19%
		3,945	2,248	2,248	414	420	-6	-1%	1,828	19%
Education	Education Services Social Work Services(Child Care & Criminal Justice) TOTAL	23,847	21,809	21,809	4,195	4,219	-24	-1%	17,590	19%
		0	34	34	0	0	0	0%	34	0%
		23,847	21,842	21,842	4,195	4,219	-24	-1%	17,624	19%
Social Work, Health & Well-Being	Social Work Services(Adult Social Care) TOTAL	0	519	519	9	9	0	0%	510	2%
		0	519	519	9	9	0	0%	510	2%
Housing & Community Safety	Housing & Property (Housing - HRA) Housing & Property (Housing - non HRA) TOTAL	14,423	16,165	16,165	6,172	6,142	30	0%	10,023	38%
		2,766	2,909	2,909	452	439	13	3%	2,471	15%
		17,189	19,074	19,074	6,624	6,580	43	1%	12,494	34%
Environmental	Community Resources	10,142	15,013	15,013	5,020	4,490	530	11%	10,523	30%
		10,142	15,013	15,013	5,020	4,490	530	11%	10,523	30%
Planning & Property	Development & Housing(THI/LGAN) Corporate Projects(Property) TOTAL	829	1,299	1,299	330	360	-30	-9%	939	28%
		4,830	6,427	6,427	2,297	2,293	4	0%	4,134	36%
		5,659	7,726	7,726	2,627	2,653	-26	-1%	5,073	34%
Sport, Leisure & Culture	Leisure Services TOTAL	2,938	4,799	4,799	1,063	1,063	0	0%	3,736	22%
		2,938	4,799	4,799	1,063	1,063	0	0%	3,736	22%
Economy & Jobs	Development & Housing Services TOTAL	2,843	3,228	3,228	341	347	-6	-2%	2,881	11%
		2,843	3,228	3,228	341	347	-6	-2%	2,881	11%
TOTAL ALL BOARDS		66,563	74,450	74,450	20,292	19,781	511	3%	54,669	27%
Made up Of:										
Housing Programme PSHG Non-Housing Programme	PROGRAMME TOTAL	14,423	16,165	16,165	6,172	6,142	30	0%	10,023	38%
		2,766	2,909	2,909	452	439	13	3%	2,471	15%
		49,373	55,375	55,375	13,668	13,200	468	3%	42,175	24%
		66,563	74,450	74,450	20,292	19,781	511	3%	54,669	27%

**RENFREWSHIRE COUNCIL**  
**2015/16 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO PERIOD 18 SEPTEMBER 2015 (47% OF FINANCIAL YEAR 2015/16)**

	2015/16			
	Housing Services	Non Housing Services	PSHG Programme	Total
<b>A. RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME</b>	£'000	£'000	£'000	£'000
1a. Supported Borrowing				0
1b. Prudential Borrowing	11,192	25,093		36,285
2a. General Capital Grant		17,734	1,453	19,187
2b. Specific Capital Grant		262		262
3a. Usable Capital Receipts	3,101	11,091		14,192
3b. Usable Capital receipts b/fwd from 2014/15				0
3c. Usable Capital receipts c/fwd to 2016/17				0
3d. Resources c/fwd to 2016/17				0
3e. Capital Receipts to be used to repay debt				0
4a. Contribution from Developer/Owners				0
5. Contribution From Current Revenue (CFOR)	1,872	1,173	1,456	4,501
6. Total Resource Availability	<b>16,165</b>	<b>55,353</b>	<b>2,909</b>	<b>74,427</b>
<b>B. CAPITAL PROGRAMME</b>				
7. Resources Available	16,165	55,353	2,909	74,427
8. Current Programme	16,165	55,375	2,909	74,450
9. Legally Committed at 18/09/15	4,695	21,159	502	26,356
				35%
<b>C. ACTUAL EXPENDITURE VS PROJECTED</b>				
10. Resource Availability	16,165	55,353	2,909	74,427
11. Cash Spent as at 18/09/15	6,142	13,200	439	19,781
12. Cash to be Spent by 31/03/16	10,023	42,153	2,471	54,647
				27%
<b>D. ACTUAL RECEIPTS VS PROJECTED</b>				
13. Current Programme (total receipts expected)	3,101	28,825	1,453	33,380
14. Actual Cash Received to 18/09/15	1,173	7,701	439	9,312
15. Receipts available to augment capital programme to 18/09/15	1,173	7,701	439	9,312
16. Receipts to be received by 31/03/16	1,928	21,125	1,015	24,067
				28%



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**To:** Finance and Resources Policy Board

**On:** 11 November 2015

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**Report by:** Director of Finance and Resources

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**Heading:** Revenues Collection Statement

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1. **Summary**

- 1.1 The report details the collection performance as at 28<sup>th</sup> September 2015 for Council Tax and Non Domestic Rates. It also gives details of the total sums collected for the last year.
- 

2. **Recommendations**

- 2.1 It is recommended that the Board note the content of the enclosed collection statement.
- 

3. **Background**

3.1 **Council Tax**

3.1.1 The billable sum for 2015/16 is £81,191,103

3.1.2 The Council Tax Reduction awarded is £12,745,581 amounting to 15.70% of the billable sum, which is 0.97% less than at the same point last year.

3.1.3 The sums collected to date for 2015/16 amount to £40,986,935 which is 59.88% of the billable sum. This is a decrease in cash collection as a proportion of net charges billed of 0.31% compared with the same position for 2014/15.

3.1.4 There has been an increase in the number of new build properties compared with the same period last year. It is anticipated that the collection rate position will improve over the second half of the year as instalments for the new properties billed accumulate.

## **3.2 Non Domestic Rates**

3.2.1 The Non Domestic Rates (NDR) charges billed for 2015/16 amount to £94,753,292.

3.2.2 The cash receipts to date amount to £53,045,797 which is 55.98% of the sums billed. This represents a decrease of 0.68% in cash collected compared to the same position during 2014/15.

3.2.3 The Service continues to track NDR receipts closely. Where appropriate and in line with the recovery process the Service will proactively target businesses for payment.

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## Implications of the Report

1. **Financial** – The level of collection of Local Taxation continues to provide funding for the delivery of Council services throughout Renfrewshire.
2. **HR & Organisational Development** - None
3. **Community Planning – Empowering our Communities** – The collection of Local taxes through electronic payments (e.g. Direct Debit, Website and Telephone) is increasing and provides an extensive range of payment opportunities for the public.  
  
**Jobs and the Economy** – An efficient and effective billing and administrative process is vital in ensuring the recovery of income to the council in order to support the provision of local services.
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** - None
7. **Equality & Human Rights** - None
8. **Health & Safety** None
9. **Procurement** – None
10. **Risk** - None
11. **Privacy Impact** – None

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**Author:** Emma Shields, Ext 6880





## Appendix 1

### RENFREWSHIRE COUNCIL

#### REVENUES COLLECTION STATEMENT AS AT 28<sup>TH</sup> September 2015

COUNCIL TAX		
	2014/15 £m	2015/16 £m
Projected Yield	77.358	77.434
Gross Charges	79.889	81.191
Less rebates	13.113	12.746
Net Charges Billed	<u>66.776</u>	<u>68.445</u>
Cash Collected	63.587	40.987
Rebate Grant	13.113	12.746
	<u>76.700</u>	<u>53.733</u>
Cash collected as % of Net Charges	95.22%	59.88%
Income as % of Projected Yield	99.15%	69.39%

NON DOMESTIC RATES		
	2014/15 £m	2015/16 £m
Projected Yield	90.640	92.858
Gross Charges	112.076	114.545
Less reliefs	19.586	19.792
Net Charges Billed	<u>92.490</u>	<u>94.753</u>
Cash Collected	90.623	53.046
Cash collected as % of Net Charges	97.98%	55.98%
Cash collected as % of Projected Yield	99.98%	57.13%





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**To:** Finance and Resources Policy Board

**On:** 11 November 2015

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**Report by:** Director of Finance and Resources

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**Heading: BENEFITS ADMINISTRATION – WELFARE  
REFORM AND PERFORMANCE STATEMENT**

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**1. Summary**

- 1.1. This report details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of September 2015. The report provides an update on the funding and expenditure position in relation to Discretionary Housing Payments and the Scottish Welfare Fund.

**2. Recommendations**

- 2.1 The Finance and Resources Board note the content of this report.
- 

**3. Background**

**3.1 Service Information**

- 3.1.1 The Service continues to successfully balance a significant work load along with managing the impact of the ongoing effect from the welfare reform agenda.

### 3.2 Speed of Processing – Housing/Council Tax Benefit

3.2.1 As detailed in Table 1 below, processing speed for New Claims remains well within target. In relation to New Claims processed within 14 days of all information received, this measure is also within target for the period and year to date.

3.2.2 Processing of Changes in Circumstance (CIC) is within target for the period and year to date.

*(Supplementary processing information is attached in Appendix 1 for member's reference)*

**Table 1 – Performance Summary**

<b>Performance measure</b>	<b>4 Week Reporting Period 7 August 2015 to 10 September 2015</b>	<b>Year to date position</b>	<b>Annual Target</b>
New Claims – processing time	22.43 days	22.10 days	24 days
New Claims - % processed within 14 days of all information received	93.22%	94.14%	92%
Changes in Circumstance – processing time	8.93 days	5.78 days	10 days

### 3.3 Discretionary Housing Payments

3.3.1 The total budget for Discretionary Housing Payments is shown in table 2 below. The budget position has been adjusted to reflect the additional resources of £180,000 provided by the Council, approved at the Finance and Resources Board on 26 August 2015

3.3.2 Members may wish to note the application and award details shown in table 3 below. The table shows a larger proportion of decisions made compared with application volumes. This effect is due to the process put in place by the Service this year that; customers affected by the bedroom tax do not have to reapply for a DHP if they had made an application last year.

3.3.4 The Service will continue to carefully monitor all DHP expenditure. It is anticipated that the entire budget including the recent supplement provided by the Council will be exhausted by the end of the financial year.

**Table 2 – DHP Budget**

<b>Funding Source</b>	<b>amount</b>
DWP	£366,294
Scottish Government	£1,532,060
Renfrewshire Council	£180,000
<b>Total budget for the year</b>	<b>£2,078,354</b>

**Table 3 – DHP Performance Summary**

<b>Measure</b>	<b>1 April 2015 to 30 September 2015</b>
Volume of DHP applications received	1,178 applications
Volume of DHP decisions made	2,283 decisions
Number of DHP awards	2,070 awards (1,990 customers)
Average processing time (target 29 days)	18.06 days
<b>Total amount committed/paid</b>	<b>£1,195,962</b>

### **3.4 The Scottish Welfare Fund**

3.4.1 The Service had spent/committed 47% of its total budget for the Scottish Welfare Fund (SWF) by the end of September 2015, this equates to 52% of the funding provided by Scottish Government.

3.4.2 The performance data relating to the fund is presented in table 4 below. The table has been updated to reflect the budget position, to include the additional resources of £100,000 provided by the Council, approved at the Finance and Resources Board on 26 August 2015

3.4.3

3.4.4 The Service continues to make awards in 2015/16, in line with Scottish Government guidance. Due to the budgetary position, the service is continuing to make awards for “high” priority applications only.

3.4.3 The Service will continue to monitor all SWF expenditure and anticipates that the full budget will be exhausted by year end.

**Table 4 – SWF Performance Summary**

<b>Measure</b>	<b>1 April 2015 to 30 September 2015</b>
Number of Crisis Grant applications received	4,123
Number of Crisis Grant Awards	3,485
<b>Total amount paid for Crisis Grants</b>	<b>£225,212</b>
<b>Average Processing time (2 working days target)</b>	<b>1 day</b>
Number of Community Care Grant applications received	1,095
Number of Community Care Grant Awards	737
<b>Total amount paid for Community Care Grant</b>	<b>£368,419</b>
<b>Average processing time (15 working days target)</b>	<b>10 Days</b>
<b>Total amount paid/committed from the fund</b>	<b>£ 593,621</b>
<b>Funding from Scottish Government</b>	<b>£1,148,857</b>
<b>Amount carried forward **</b>	<b>£19,400</b>
<b>Funding from Renfrewshire Council</b>	<b>£100,000</b>
<b>Total Budget</b>	<b>£1,268,257</b>

\*Note that figures are adjusted each month to reflect awards previously made, but not fulfilled.

\*\* amount carried forward from 2014/15 to cover applications received in 2014/15 but not processed by the financial year end

## Implications of the Report

1. **Financial** - an efficient, effective Benefit Service assists council tenants meet their financial obligations in terms of rent and council tax and ensures overpayments are minimised and DWP subsidy maximised
2. **HR & Organisational Development** - None
3. **Community Planning** –  
**Community Care, Health & Well-being** – An effective Benefits service is vital to the quality of life of many of our citizens as it provides vital support for low income households in order to sustain tenancies and meet their rent obligations
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** - None
7. **Equality & Human Rights**- The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required, following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - None
9. **Procurement** - None
10. **Risk** - None
11. **Privacy Impact** - None.

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# Housing Benefit Statement – Appendix

## Supplementary KPIs – Finance & Resources Policy Board

### APPEALS

Where a claimant disputes a Benefits decision and also disputes a revision decision they can formally make an Appeal. The Benefits Service will prepare a detailed submission which is then considered by the Independent Tribunals Service. Preparation of a submission is a very involved process and requires significant data gathering.

<b>Target processing speed (number of days)</b>	60		
<b>Result: last 3 months (days)</b>	July: 98 days	August: 48 days	Sept: 56 days
<b>Average (12 months to date)</b>	54 days		
<b>Average Appeals Completed (12 months to date)</b>	9 Appeals per month		

**Comment:-**

The Service continues to manage Appeals processing and has recovered following the short term dip in performance during July.

### REVISIONS

Where a claimant disputes a benefits decision in the first instance they can request for it to be looked at again. This is known as a Revision. The process involves a Senior Benefit Assessor reviewing the decision thoroughly to decide whether the decision should stand.

<b>Target</b>	28 days		
<b>Result last report</b>	May: 29	June: 23	July: 24
<b>Result Last 3 months</b>	July: 24	August: 34	September: 28

**Comment:-** The service continues to process Revisions within target, recovering from a short term dip in performance in August due to the summer holiday period.

### ACCURACY

The Service proactively monitors the accuracy of benefits decisions made through a robust audit checking programme. The Service targets to audit 3% of all calculations and measures the percentage where correct benefit has been paid to the customer

	Target %	Actual %
<b>Volume of Audits</b>	3%	13%
<b>Accuracy – September 15</b>	95%	94.16%
<b>Accuracy – Year to Date</b>	95%	95.56%

**Comment:-**

The Service has set a stretching target for Accuracy this year and is achieving this year to date.

### Overpayments

The value of overpayments reported at the last board was £5,758,728, the current value is £6,415,538. Levels are increasing due to the ongoing receipt of real time information from HMRC which has resulted in changes in circumstances identified, not reported directly by customers.

	Target %	Actual %
<b>% recovery of debt raised</b>	73%	68.2%
<b>14/15: % recovery of debt raised</b>	n/a	72.9%

**Comment:-**

The Service is slightly behind target on recovery but anticipates that the target will be achieved.





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**To: Finance and Resources Policy Board**

**On: 11 November 2015**

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**Report by: Director of Finance and Resources**

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**Heading: Treasury Management Mid-year Review 2015-2016**

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**1. Summary**

1.1 This mid-year report has been prepared in compliance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services Code of Practice (revised November 2009) which was adopted by Council on 3 March 2010. The report covers the following:

- an economic update for the first six months of 2015-2016;
  - a review of the Treasury Management Strategy Statement 2015-2016, incorporating the annual investment strategy;
  - a review of the Council's investment portfolio for 2015-2016;
  - a review of the Council's borrowing strategy for 2015-2016; and
  - a review of compliance with treasury management indicators for 2015-2016.
- 

**2. Recommendations**

2.1 It is recommended that Members note the treasury management activity for the period 1 April 2015 to 9 October 2015.

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### **3. Economic update**

#### **3.1 External economic review for the period April to October 2015**

The Council's treasury advisers have provided the Council with a review of the economy over the first half of 2015-2016 and this is outlined below for members' reference.

3.2 UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country. Quarter 1 of 2015 was weak at +0.4%, although there was a recovery in quarter 2 to +0.7% (+2.4% y/y). Growth is expected to weaken marginally to about +0.5% in quarter 3 as the economy faces pressures for exporters from the appreciation of Sterling against the Euro. Weak growth in the EU, China and emerging markets along with the continuing dampening effect of the UK Government's austerity programme are all likely to continue to hold back growth.

3.3 Despite these pressures, the Bank of England August Inflation Report had included a forecast for growth to remain around 2.4 – 2.8% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero over the last quarter. Investment expenditure is also expected to support growth. However, since then worldwide economic statistics have been distinctly weak and it is highly likely that these forecasts will be cut in the next Inflation Report out in November.

3.4 The August Bank of England Inflation Report forecast was notably subdued with inflation barely getting back up to the 2% target within the 2-3 year time horizon. However, with the price of oil taking a fresh downward direction and Iran expected to soon rejoin the world oil market after the impending lifting of sanctions, there could be several more months of low inflation still to come, especially as world commodity prices have generally been depressed by the Chinese economic downturn.

3.5 There are therefore considerable risks around whether inflation will rise in the near future as strongly as previously expected. This will make it more difficult for the central banks of both the US and the UK to raise interest rates as soon as had previously been expected, especially given the recent major concerns around the slowdown in Chinese growth, the knock on impact on the earnings of emerging countries from falling oil and commodity prices, and the volatility we have seen in equity and bond markets in 2015. This could potentially spill over to impact countries real economies rather than just financial markets.

#### **3.6 Economic outlook for the remainder of 2015-2016**

The overall balance of risks to economic recovery in the UK is currently evenly balanced. There remains uncertainty in economic forecasts due to a wide range of factors in a number of key areas.

Risks which would influence an increase in Public Works Loan Board (PWLb) borrowing rates include for example:

- Uncertainty around the outcome of a UK referendum on EU membership.
- The European Central Bank disappointing financial markets with a programme of quantitative easing which proves insufficient to significantly stimulate growth in the eurozone.
- The commencement by the US Federal Reserve of increases in the federal funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

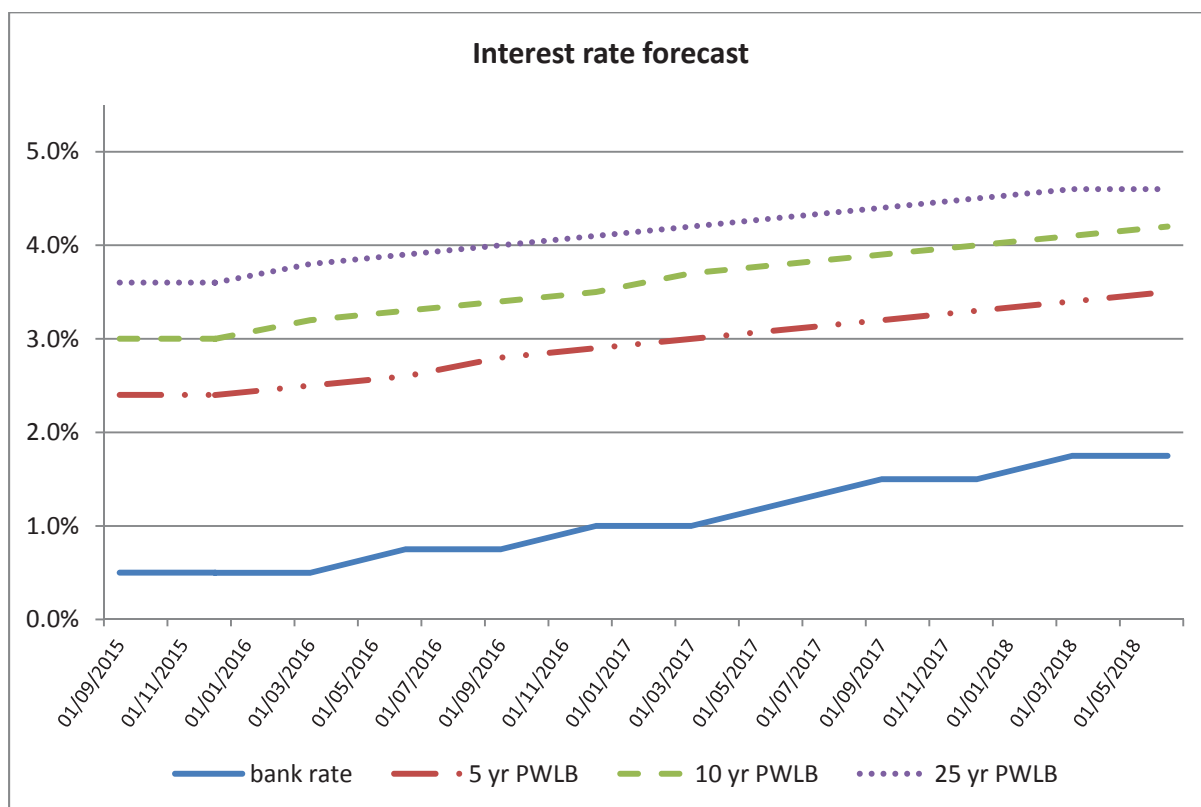
Risks which would influence a decrease in PWLB borrowing rates currently include for example:

- Geopolitical risks in Eastern Europe, the Middle East and Asia, increasing safe haven flows.
- UK economic growth turns significantly weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners - the EU, US and China.
- A resurgence of the eurozone sovereign debt crisis.

### 3.7 **Interest rate forecast**

Market forecasts indicate the Bank Rate is now not expected to start to increase until quarter 2 of 2016. As CPI inflation is now likely to be at or near zero for most of 2015, it is difficult for the MPC to make a start on increasing the Bank Rate when the Inflation Report forecast is also notably subdued with inflation barely getting back up to the 2% target within the 2-3 year time horizon. Despite average weekly earnings increasing to 2.9% year on year in the three months ending in July, this is unlikely to provide sufficient evidence for the MPC to take action to raise Bank Rate soon. The significant appreciation of Sterling against the Euro in 2015 has also acted as a dampening to UK growth while sharp volatility in financial markets since the Inflation Report has depressed equity prices, raised bond prices and lowered bond yields (and PWLB rates).

3.8 The Governor of the Bank of England, Mark Carney, has repeatedly stated that increases in Bank Rate will be slow and gradual. The MPC is concerned about the impact of increases on many heavily indebted consumers, especially when average disposable income is only just starting to recover as a result of recent increases in the rate of wage inflation, though some consumers will not have seen that benefit come through for them.



#### 4 **Review of the Treasury Management Strategy Statement 2015-2016 (incorporating annual investment strategy) as at 9 October 2015**

4.1 The Treasury Management Strategy Statement for 2015-2016 was approved by Council on 12 February 2015. The Council's annual investment strategy, which is incorporated in the Treasury Management Strategy Statement, sets out the Council's investment priorities as follows:

- the security of capital and
- the liquidity of its investments.

4.2 The Council also aims to achieve the optimum returns on its investments commensurate with the proper levels of security and liquidity.

4.3 Investments and borrowing during the first six months of the year have been in line with the strategy and there have been no changes to the policies set out in the Treasury Management Strategy Statement 2015-2016. The details in this report update the position in light of the updated economic position and budgetary changes already approved.

## **5 Review of borrowing and investments over the period 1 April 2015 to 9 October 2015**

- 5.1 The Council's net borrowing position as at 9 October 2015 is shown in Appendix 1.
- 5.2 During the period 1 April 2015 to 9 October 2015 the Council's total external borrowings decreased by £3.933 million to £221.868 million, mainly due to the scheduled repayments of PWLB debt. However, short-term borrowings have increased in this period by £1.739 million as a result of a net increase in deposits temporarily held for Renfrewshire Leisure Limited, who invest in the Council's loans fund.
- 5.3 During the period 1 April 2015 to 9 October 2015, temporary investments have increased by £37.870 million to £93.720 million. The increase in investments is after financing the £5.672 million of debt repayment and reflects:
- the re-profiling of elements of the current capital programme;
  - the "front-loading" (that is, more income being received in the early part of the year) of revenue support grant income and non-domestic rates pool receipts.
- 5.4 The Director of Finance and Resources confirms that, during the period 1 April 2015 to 9 October 2015, the approved limits set out within the annual investment strategy sections of the Treasury Management Strategy Statement 2015-2016 were complied with. The Council only invested with institutions listed in the Council's approved lending list. Similarly, only permitted investment vehicles were used, mainly call accounts, fixed term deposits and money market funds.
- 5.5 In accordance with CIPFA's Treasury Management in the Public Services Code of Practice, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite.
- 5.6 The table below shows the average interest rate achieved by the Council on its temporary investments during the period 1 April 2015 to 9 October 2015. The table also shows for comparison the benchmark comparator, which is the average 7-day LIBID rate (uncompounded) sourced from Capita Treasury Services Limited. (The 7-day LIBID rate means the London Interbank Bid Rate, being the rate at which a bank is willing to borrow from other banks, for borrowings of a maturity of seven days.)

Interest rates achieved on investments	Average value of investments	Actual rate of return	Benchmark return
Internally managed investments	£74.629m	0.619%	0.362%

## 5.7

### Debt rescheduling

Debt rescheduling opportunities have been limited in the current economic climate and it is not anticipated that this is likely to change over the short to medium term. However, in conjunction with the Council's treasury advisors, the service will remain alert to any opportunities which may arise.

## 6

### Review of compliance with treasury management indicators for 2015-2016

### 6.1

During the period 1 April 2015 to 9 October 2015 the Council complied with the approved treasury management indicators as set out in the Treasury Management Strategy Statement 2015-2016. These indicators relate to:

- interest rate exposures: the upper limit on the proportion of investments which are exposed to fixed interest rates and the upper limit on the proportion of investments which are exposed to variable interest rates;
- the maturity structure of borrowing: the lower and upper limits on the proportion of investments which fall into each maturity band.

### 6.2

In addition to the treasury management indicators described at 6.1, there are two *prudential* indicators (as set out in the Prudential Framework for Capital Finance 2015-2018 and Treasury Management Strategy Statement 2015-2016, approved by Council on 12 February 2015) which are of particular relevance to the Council's treasury management strategy:

- operational boundary for external debt;
- authorised limit for external debt.

### 6.3

During the period 1 April 2015 to 9 October 2015 the Council operated within the operational boundary for external debt, and within the authorised limit for external debt. These indicators, along with the Council's *actual* external debt, are shown in Appendix 2.



## Implications of the Report

1. **Financial** – As described in the report. The Treasury Management Strategy Statement and treasury management indicators assist in providing assurance that the Council's treasury management activities and longer term plans are affordable, prudent and sustainable.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** – Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – The Treasury Management Strategy Statement and treasury management indicators provide a framework to take forward the Council's treasury activities in the context of the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This mid-year review report demonstrates that the treasury management activities carried out during the period 1 April 2015 to 9 October 2015 have been consistent with the Treasury Management Strategy Statement 2015-2016 and have complied with the treasury management indicators set out in the Strategy Statement
11. **Privacy Impact** – none

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## List of Background Papers

None

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## Appendix 1

Borrowing and investment position as at 9 October 2015						
	balance at 01-Apr-15	new borrowing in 2015-2016	principal repayments	debt restructuring	net cash movements	balance at 09-Oct-15
<b><u>Long term borrowings</u></b>						
PWLB - fixed	172,640,995.00	-	(5,672,277.99)	-	-	166,968,717.01
PWLB - variable	-	-	-	-	-	-
Market loans	52,916,000.00	-	-	-	-	52,916,000.00
	225,556,995.00	-	(5,672,277.99)	-	-	219,884,717.01
<b><u>Short term borrowings</u></b>						
Temporary loans	-	-	-	-	-	-
Renfrewshire Leisure Ltd	243,613.45	-	1,739,494.42	-	-	1,983,107.87
	243,613.45	-	1,739,494.42	-	-	1,983,107.87
<b><u>Total external borrowings</u></b>	225,800,608.45	-	(3,932,783.57)	-	-	221,867,824.88
<b><u>Investments</u></b>						
Fixed term deposits	24,650,000.00	-	-	-	29,070,000.00	53,720,000.00
Notice accounts	5,000,000.00	-	-	-	1,000,000.00	6,000,000.00
Call accounts	17,000,000.00	-	-	-	1,000,000.00	18,000,000.00
Money market funds	9,200,000.00	-	-	-	6,800,000.00	16,000,000.00
<b><u>Total investments</u></b>	55,850,000.00	-	-	-	37,870,000.00	93,720,000.00
<b><u>Net borrowing</u></b>	169,950,608.45	-	(3,932,783.57)	-	37,870,000.00	128,147,824.88

## Appendix 2

Treasury Management Indicators as at 9 October 2015					
	2015-2016 estimate	2015-2016 probable	2016-2017 estimate	2017-2018 estimate	
<u>Authorised limit for external debt</u>	£383m	£377m	£388m	£397m	
<u>Operational boundary for external debt</u>	£368m	£362m	£372m	£383m	
<u>Actual external debt at 9 October 2015</u>	n/a	£307m	n/a	n/a	
<u>Upper limit for fixed interest rate exposure (borrowing)</u> expressed as percentage of total net outstanding principal	100%	n/a	100%	100%	
<u>Upper limit for variable interest rate exposure (borrowing)</u> expressed as percentage of total net outstanding principal	25%	n/a	25%	25%	
	new borrowing in 2015-2016		total of all borrowing		
	value	maturity structure	upper limit	actual at 9 Oct 2015	
<u>Maturity structure of fixed rate borrowing</u>					
under 12 months	0	0%	15%	0.47%	
12 months and within 24 months	0	0%	15%	5.24%	
24 months and within 5 years	0	0%	45%	8.21%	
5 years and within 10 years	0	0%	50%	4.45%	
10 years and above	0	0%	100%	81.63%	




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**To:** Finance and Resources Policy Board

**On:** 11 November 2015

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**Report by:** Director of Finance and Resources

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**Heading:** Service Improvement Plan Monitoring Report (2015 -2018)

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## 1. Summary

- 1.1 Finance and Resources' Service Improvement Plan (2015-2018) was approved by the Finance & Resources Policy Board in May 2015. The plan sets out how our services will be developed over the next three years and details the specific actions that will be undertaken to deliver priority outcomes for Renfrewshire in line with our Community and Council Plans.
- 1.2 This report gives an update on performance for the period 1<sup>st</sup> April 2015 to 30<sup>th</sup> September 2015. The main purpose of this report is to provide:
  - details of the key achievements of the department in this period;
  - a progress update on implementation of the Service Improvement Plan (2015-2018) actions; and
  - an assessment of the department's key performance indicators.
- 1.3 Over the last few years, the Council has operated in one of the most financially challenging periods in its history. Supporting the Council to deliver the necessary budget reductions in a financially sustainable manner to protect essential services has been a major undertaking for the department. The report to Council on 24<sup>th</sup> September 2015 advised members that the financial outlook will remain challenging for the Council in the medium term, with an estimated funding gap of £28 million through to 2017/18. Finance and Resources has a lead role to play to ensure that elected members are kept informed about the Council's financial position and are appropriately supported to make informed decisions about service provision and investment in priority areas with the resources available.

- 1.4 The Council and wider public sector is undergoing significant reform and change which has and will continue to require appropriate and decisive action to manage and implement it effectively. The Service Improvement Plan takes cognisance of national reforms and recognises that the response to the reform agenda needs to be driven locally as well as by influencing, where possible, national policy direction. The Better Council Change Programme has been developed to deliver the changes required to address the projected budget deficit, support implementation of national reforms, modernise our services and ensure that the Council can focus on key priorities and the things that make a real difference to our customers and citizens.
- 1.5 Our key achievements and service developments over the last six months include:
- **Maintaining the financial stability of the Council** by implementing the principles agreed in the Medium Term Financial strategy and achieving a clean audit certificate for the 2014/15 financial statements. The second phase of the Better Council Change programme is currently being developed to address the estimated £28 million funding gap outlined in the Medium Term Financial strategy;
  - **Implementing the first phase of the Better Council Change Programme** to deliver £13 million in savings through: the redesign of corporate support services; the transfer of management of cultural assets to Renfrewshire Leisure; procurement efficiencies; energy savings; review of facilities management arrangements; and revised management structures;
  - **Developing the Tackling Poverty strategy** approved by Council and Community Planning partners in September 2015 which sets out the cross service and cross agency approach to address the findings and recommendations of the Tackling Poverty Commission. The strategy builds on the initial action plan approved by the Council in June 2015 which allocated £6 million of targeted spend to deliver an early response to the Commission's findings;
  - **Introduction of Universal Credit** in June 2015 across Renfrewshire for a limited cohort of customers. Strong partnership working between the Council and DWP has ensured that customers are able to access relevant information and support in relation to their Universal Credit claims. Plans are now being developed to address the further changes to welfare reform announced as part of the UK Government's July 2015 budget statement;
  - **Implementing a revised Corporate Support Model**, a core work stream in the Better Council Change programme. The review covered a wide and diverse range of professional and administrative services including finance, policy and performance, business support and HR. Restructuring of the services has delivered savings of almost £3 million, with further redesign and restructure expected to deliver a further saving of £1.7 million in phase two of the project;

- **Reviewing our application portfolio and developing a business case to replace core ICT systems** for payroll, finance, HR and procurement systems with a fit for purpose enterprise resource planning (ERP) system. The new system will provide a suite of fully integrated finance, payroll and procurement modules which will support the delivery of the Better Council Change programme and deliver significant cost savings, simplify processes, reduce duplication and improve management information;
- **Establishing Customer and Business Services**, bringing together three significant operational service areas to create a new delivery model to increase capacity, streamline transactional customer services, reduce duplication and deliver an improved overall customer experience;
- **Supporting the development and delivery of the Glasgow and Clyde Valley City Deal** programme put forward to the UK and Scottish Governments by the Council and our neighbouring authorities to invest £1.13 billion in infrastructure projects. The ambitious proposals, developed in collaboration with the other seven authorities, aim to deliver over £2 billion in additional economic activity in the Clyde Valley area and create 29,000 new jobs over the next twenty years;
- **Supporting young people and those furthest from employment** through our modern apprenticeship programme. The Council is supporting a record number of Modern Apprentices, 82 of whom are working directly with the Council;
- **Successfully preparing for and conducting the UK General election** in May 2015 in our two parliamentary constituencies;
- **Developing the Organisational Development strategy (2015-2018) for presentation to the Leadership Board in December** to support transformational change; sustain a skilled, flexible and motivated workforce; build leadership and management capacity; plan for the workforce of the future; and promote equality and diversity to ensure that the Council can continue to deliver core services and meet current and future service needs.
- **Supporting the arrangements and processes to effectively establish the new Integration Joint Board for Health and Social Care in Renfrewshire** in preparation for the new board assuming responsibilities for the delivery of services by 1<sup>st</sup> April 2016.

1.6 Over the next six months, some of the key actions Finance and Resources will progress are:

- Updating the Council's (2016 – 2018) financial strategy to reflect the outcome of the UK Government's Comprehensive Spending Review and Scottish Government grant allocation. Providing advice to members in relation to the updated medium term financial outlook for the Council and to support the development of the 2016/17 – 2017/18 budget strategy;

- Ongoing implementation of the phase one Better Council Change Programme workstreams and ensuring the second phase of the programme is developed, implemented and financial savings are achieved;
- Developing the requirements for the new enterprise resource planning system to enable development of an effective procurement strategy, evaluation of proposals from suppliers and preparation of a system implementation plan;
- Supporting the final development phase of Renfrewshire Health and Social Care Partnership, particularly the associated due diligence process, to ensure that the integrated service is operational from 1<sup>st</sup> April 2016;
- Preparing for electoral boundary changes arising from the review of electoral arrangements by the Boundary Commission to ensure that the changes are implemented ahead of the Local Government elections in May 2017;
- Implementing the key actions in the Organisational Development strategy (2015-2018) to upskill our workforce and ensure that the organisation has the capacity to deliver the Better Council Change programme;
- Developing our online customer portal for our customers to deliver future cost savings through the introduction of online delivery channels for those transactional services with the largest volume of contacts;
- Continuing to support the development and implementation of key strategic collaborative projects with other partner councils, including the development of the City Region Infrastructure Investment Fund programme;
- Developing the Digital Participation Plan for Renfrewshire. Ensuring that the plan includes proposals to improve digital access for deprived communities and progressing the actions in the Connect Renfrewshire strategy to support the delivery of the Better Council Change programme.

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## 2. Recommendations

### 2.1 It is recommended that the Finance and Resources Policy Board:

- (a) Notes the progress that has been made on service performance;
  - (b) Notes the progress made on actions and performance in the action plan;
  - (c) Agrees to review progress on Service Improvement Plan implementation again in Summer 2016.
- 

## 3. Background

### 3.1 The Service Improvement Plan provides a comprehensive statement of what the department intends to achieve. It takes account of the priority areas,



actions, outcomes and targets set out in the Council Plan and Community Plan which detail how the Council and its partners will work together to deliver the better outcomes which make a real difference to Renfrewshire citizens.

- 3.2 One of the main purposes of the service improvement planning process is to enable elected members to take stock of what is happening in the department and to consider and develop policy options which reflect changing circumstances. By doing so, elected members can take account of altering customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.
- 3.3 The service improvement planning process also provides elected members with a mechanism for evaluating the performance of the department and the impact of actions taken. The action plan lies at the core of the Service Improvement Plan; it sets out the priorities being addressed, the key tasks to be implemented over the lifespan of the plan, the implementation timetable and the outcomes and measures against which progress can be assessed.
- 3.4 Section four of this report highlights our main achievements during the first six months of the plan. Further detail is provided in appendix one which contains a progress update on the tasks set out in the Service Improvement Plan Action Plan during the period 1<sup>st</sup> April to 30<sup>th</sup> September 2015. It details areas where significant advances have been made and gives clear targets for completing actions that have been reviewed or delayed.
- 3.5 Appendix two contains the key performance indicators which indicate how we are performing in relation to our service priorities. The appendix includes all of the relevant statutory performance indicators reported to the Improvement Service and Audit Scotland, except where the introduction of new indicators, or changes to existing ones, makes this impossible to show performance for the current and previous three years.
- 3.6 This report provides the basis for assessing the effectiveness of the department. It also forms part of the Council's Public Performance Reporting framework, as it ensures that implementation of actions and improvements in core performance indicators are reported to the relevant Policy Board to note and to approve targets for future years. The next progress update will be submitted to the Board in summer 2015, alongside a new Service Improvement Plan which details our key priorities for the next three years.

#### **4 Finance and Resources Performance**

- 4.1 Finance and Resources aims to support the delivery of Community Plan and Council Plan outcomes for Renfrewshire with other departments and partners; to advise and influence the strategic financial direction of the Council and to deliver efficient, effective and dynamic corporate support functions and frontline services to customers, partners and the public of Renfrewshire.
- 4.2 The main activities provided by Finance and Resources include: providing the corporate management activities, advice and governance to safeguard

Council assets and to ensure the legality of the management and operation of Council activities; advising on the strategic financial direction of the Council, influencing national policy changes, engaging with strategic partners, delivering organisational change and enabling transformational programmes across the Council; and delivering a range of professional transactional and advisory services to the public comprising of:

- an effective customer services unit which annually handles 400,000 phone calls and 40,000 face to face enquiries from the public;
- provision of financial and welfare advice;
- corporate billing, supplier payments and income collection arrangements (including Council Tax for over 80,000 households);
- the provision of registration services for births, deaths, marriages and civil partnerships;
- the provision of regulatory and licensing services;
- the administration of Housing benefit in behalf of the DWP, the Council Tax Reduction scheme, the Scottish Welfare Fund on behalf of the Scottish Government and the provision of information and advice to support and assist our citizens through the transitional arrangements of the Welfare Reform programme; and
- the administration and promotion of the election process.

4.3 The main achievements for Finance and Resources are highlighted below under each of our service priorities.

4.4 ***Council Plan Theme: A Better Future***  
***Service Priority: Tackling the causes and impact of poverty***

Main achievements include:

- Developing the Tackling Poverty strategy approved by Council and Community Planning partners in September 2015 which sets out the cross service and cross agency approach to address the findings and recommendations of the Tackling Poverty Commission. The strategy builds on the initial action plan approved by the Council in June 2015 which allocated £6 million of targeted spend to deliver an early response to the Commission's findings;
- Commissioning advice agencies to deliver new advice services. Renfrewshire Citizens Advice Bureau and Renfrewshire Law Centre are being supported by a third sector development co-ordinator to deliver core advice services across Renfrewshire. The Advice Partnership Renfrewshire has also been created to provide a more strategic approach to the delivery of advice services in the area;
- Providing energy advice to residents to increase energy efficiency and to help reduce fuel poverty. Four energy advocates are working closely with key service providers to identify and provide tailored energy advice to vulnerable and at risk households throughout the area;

- Embedding Scottish Welfare Fund processes within the department. The deployment of the fund is being closely monitored and reviewed to ensure that it supports our most vulnerable residents. Current uptake levels indicate that the budget allocation from the Scottish Government is unlikely to meet demand and will need to continue to be carefully monitored and managed.

#### 4.5 ***Service Priority: Positively engaging, influencing and managing changes in public sector policy***

Main achievements include:

- Engaging with local and national stakeholders to plan for ongoing welfare reform changes, following the announcement of further benefit and tax credit changes in the UK Government's budget statement in July 2015. The report to the Leadership Board on 16<sup>th</sup> September outlined the likely effect of the changes on our citizens and the plans that will be taken forward to develop an effective response to mitigate the impact for local residents and the Council. One solution involves the ongoing investment in place to develop advice services and extend the use of credit unions in Renfrewshire to provide more affordable financial products for our citizens;
- Working with NHS Greater Glasgow & Clyde to progress key workstreams (legal, finance, IT and operations) to ensure that the integrated Renfrewshire Health and Social Care partnership is operational from 1<sup>st</sup> April 2016;
- Implementing the revised Local Government and Teacher's pension schemes on 1<sup>st</sup> April 2015. The Council's scheme of delegation has been amended to reflect the new pension regulations and revised processes have been developed to support the changes.

#### 4.6 ***Council Plan Theme: A Better Council*** ***Service Priority: Leading the transformation programme to enable and deliver change and modernisation across the Council and to support preventative spend***

Main achievements include:

- Supporting the delivery of the Better Council Change Programme by: managing the development and co-ordination of the various workstreams within the programme; ensuring that experienced programme and project managers are in place and efficient and structured reporting tools have been developed to manage and monitor the progress of each work stream within the programme;
- Progressing key projects in the Connect Renfrewshire ICT strategy, with workstreams in place to take forward the full scope of the ICT delivery model. A procurement process is underway for a data centre hosting partner which will reduce costs and increase the physical security of our

data. A project to develop the new web platform is being progressed to enhance the Council's online capabilities and support the delivery of our customer services strategy to enable our customers to carry out more transactions online. The review of the Council's application portfolio is ongoing; a project is underway to replace existing Finance, HR and procurement applications with an enterprise resource planning application to reduce the number of systems in place, simplify processes and reduce duplication.

**4.7 Council Plan Theme: A Better Council**  
***Service Priority: Delivering efficient and effective customer services and achieving the best possible standards of service for our customers***

Main achievements include:

- Increasing self service options for our customers through the development of the customer portal. The first phase of the project is focussing on the delivery of Council Tax accounts, with processes currently being redesigned to increase the volume of Council Tax transactions that can be completed online;
- Establishing customer service and advice service delivery arrangements in the new Johnstone Town Hall facility in time for the opening of the facility to the public in May 2015;
- Developing the new Customer and Business Services function, bringing together three significant operational service areas to streamline processes, increase efficiencies and deliver improved services to our customers.

**4.8 Service Priority: Developing the organisation to create capacity to manage change and sustain a positive performance culture**

Main achievements include:

- Developing a new Organisational Development strategy and action plan to build workforce capability and capacity to improve overall workforce performance. The three year plan will fully support the achievement of outcomes defined in the Better Council Change Programme and will be presented to the Leadership Board in December;
- Investing in learning and development across the Council to support and create greater flexibility in organisational capacity. Investment in training and development will continue as the department and wider Council implement the second phase of the Better Council Change Programme, to ensure that the workforce has the skills and experience to deliver services efficiently and effectively;
- Creating an employee communication and engagement plan for 2015/16. One of the main actions is the publication of a quarterly employee

newsletter to keep staff informed about changes and improvements in the department and wider Council. Discussion topics at the quarterly Staff Panel meetings now include items from the communication and engagement plan which provides staff with further opportunities to discuss and engage in the Better Council change process.

**4.9 Service Priority: Reducing our carbon footprint to create a greener Renfrewshire**

Main achievements include:

- Reducing the Council's energy consumption and carbon emissions and delivering over £200,000 in efficiency savings through improvements in energy management arrangements across the property estate;
- Development of the Corporate Asset Strategy approved by the Planning and Property Policy Board on 25<sup>th</sup> August 2015. The strategy sets out a high level framework for the effective management and investment strategy for the Council's physical assets.

**4.10 Council Plan Theme: A High Performing Council  
Service Priority: Delivering effective strategic management of the Council's financial, property, ICT and human resources and maintaining sound corporate governance across the Council.**

Main achievements include:

- Completing the financial statements for 2014/15 within statutory timescales and receiving an audit certificate free of qualification. The financial results were in line with the financial position projected throughout the year;
- Establishing governance arrangements for all the Council's major projects, with appropriate oversight by senior officers and elected members. The Council has representation on Steering Groups and Cabinet in all joint projects to ensure that the Council's interests are represented effectively. Appropriate corporate support and governance arrangements are in place to deliver the major City Deal projects within Renfrewshire which recognise the complexity of these projects and the additional requirements necessary to satisfy and meet the wider City Deal governance arrangements.

**4.11 Service Priority: Developing the organisation to create capacity to manage change and sustain a positive performance culture.**

Main achievements include:

- Benchmarking our services to compare our performance with other councils and partner organisations to identify and share best practice to improve our service delivery arrangements;

- Completing the second cycle of Public Sector Improvement Framework assessments and progressing the improvement actions across all service areas within Finance and Resources.

## 5. Progress against the service scorecard

5.1 Our key performance indicators are reported in Appendix Two. The appendix shows that the majority of our indicators are on target and are performing well. Nineteen of our indicators have a green status; eight are amber, five are red and three are data only or new indicators. The indicators to highlight which are performing particularly well are:

- **Benefit processing** - the implementation of major welfare reform changes over the last few years has placed exceptional demand on the Benefits Service. Despite the increase in work load that the changes created, the time taken to process new housing benefit applications has reduced from 33.49 days in 2011/12 to 25.41 days in 2014/15 and is currently at 22.1 days in the period to end of September 2015. The time taken to process change of circumstance housing benefit applications is also within target at quarter two (5.78 days against a target of 10 days).
- **Percentage of Council invoices paid within 30 days** has improved over the last three years from 95.4% in 2012/13 to 97.21% in 2014/15, helping to support local businesses through our prompt payment practices. 97.36% of invoices were paid within 30 days in quarter two;
- **Cost of collection of Council Tax** has reduced from £14.69 in 2013/14 to £11.26 in 2014/15. This is mainly due to a reduction in our support service costs as a result of consolidation of our customer service unit and streamlining of our support service functions.

5.2 A few of our indicators are currently performing below target; they are listed below with details of the actions that are being taken to improve performance:

- **Percentage of calls answered within 40 seconds** was 31% against a target of 70%. Technical difficulties and contractor delays in the implementation of self service kiosks and the automated Switchboard impacted on service delivery. Staff vacancies which have now been filled also impacted on the service; the new recruits are currently going through the training programme to deliver the full range of customer services. The average wait time in the customer service centre was less than 17 minutes in the same period, against a target of 20 minutes and a recovery in performance is expected over the short term.
- **Percentage of managers in 360 process with completed reports** – 81.69% of managers in the 360 process have completed reports, against a target of 100%. Following implementation of the new system, the programme is currently being rolled out in line with the two yearly review cycle;



- **Percentage of employees with a completed Individual Development Plan** - 82% of employees have an IDP (against a target of 100%). Plans continue to be completed across the department;
- **The average number of work days lost through sickness absence per FTE** has risen slightly over the last three years from 6.74 days in 2012/13 to 7.68 in 2014/15 and was above the phased target at quarter two this year. The majority of the absence has been medically certified. Absence cases are actively managed and guidance on the supporting attendance procedures is being provided to employees and their managers. The use of the early intervention helpline, programme of flu vaccinations, Occupational Health referrals and phased return to work are also being utilised where appropriate.

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### **Implications of this report**

- 1 **Financial** – none.
- 2 **HR & Organisational Development** - an update on organisational development actions is contained in appendix one.
- 3 **Community Planning** – appendix one provides an update on the actions which contribute to the achievement of the Community Plan priorities.
- 4 **Legal** - none.
- 5 **Property/Assets** - none.
- 6 **Information Technology** – progress on IT actions and developments are detailed in appendix one.
- 7 **Equality and Human Rights** – no negative impacts on equality groups or potential for infringement of individuals' human rights have been identified from the recommendations contained in this report. If required, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** – progress on health and safety actions and developments are outlined in appendix one.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.

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### **List of Background Papers**

(a) None






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## APPENDIX 1 Action Plan Progress



### Finance and Resources Action Plan

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed






Council Plan Theme: A Better Future						
Service Priority: Tackling the causes and impact of poverty						
Code & Title	Description	Status	Progress Bar	Due Date	Latest Note	
FR-SIP-15-1-1-01 Tackling Poverty Action Plan	Work with partners to implement an action plan which will address the recommendations from the Tackling Poverty Commission		<div><div>20%</div></div>	31-Mar-2018	The Council approved an initial action plan in June 2015 which outlined £6 million of targeted spend to deliver an early response to address the Tackling Poverty Commission's findings and recommendations. The Tackling Poverty action plan is now being implemented in partnership with our community planning partners.	
FR-SIP-15-1-1-02 Fuel Poverty	Implementing the Fuel Poverty Strategy Action Plan		<div><div>32%</div></div>	31-May-2016	The Tackling Poverty Strategy was approved in September 2015. The Fuel Poverty actions are being taken forward with the Fuel Poverty Forum. Updated performance data has been circulated to forum members to review and monitor progress. Four energy advocates are working with key service	




Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-1-1-03 Welfare Reform	Continue to develop the Council's response to the welfare reform changes to mitigate, where possible, the impact on people and communities. Working with partners to develop the Local Delivery Partnership agreement for the introduction of services to assist claimants through the Universal Credit claims process and agreeing data sharing arrangements between partners		<div><div>32%</div></div>	31-Mar-2016	<p>providers to increase energy efficiency and to offer tailored energy advice to vulnerable and at risk households.</p> <p>The Council worked with partners to ensure effective support arrangements were in place for the introduction of Universal Credit in Renfrewshire on 22 June 2015. The ongoing arrangements are being regularly monitored to identify and address any issues arising at an early stage.</p> <p>Plans are now being developed to address the welfare reform changes announced as part of the UK Government's July 2015 budget statement; the plans will be taken forward through the Tackling Poverty programme.</p>
FR-SIP-15-1-1-04 Welfare Reform	Reviewing and redesigning processes for Benefits, including Housing Benefit, Council Tax Reduction, Discretionary Housing Payment and the Scottish Welfare Fund to reflect changes arising from the introduction of Universal Credit		<div><div>75%</div></div>	31-Mar-2016	<p>Universal Credit was introduced in Renfrewshire in June 2015; all related processes in Housing, Customer and Business Services have been revised to reflect the changes. Renfrewshire was commended for its design of 'Universal services delivered locally'. A key part of this approach involved the co-location of Advice Works staff in JobCentres to enable continued joint working with DWP at a local level.</p> <p>Regular project updates with the DWP will continue through to March 2016 to ensure the Council is ready for an increased number of Universal Credit claimants.</p>
FR-SIP-15-1-1-05 Advice Services	Providing and commissioning effective and efficient advisory services and advocacy services to enable residents to make informed decisions and access the financial and legal support they require		<div><div>50%</div></div>	31-Mar-2018	<p>Externally funded advice agencies are now working to a new service specification, with funding in place until September 2017. A third sector development co-ordinator has been appointed to support both Renfrewshire Citizens Advice Bureau and Renfrewshire Law Centre to achieve key development objectives. The new Advice Partnership Renfrewshire has also been established to provide a more strategic</p>

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
					approach to advice service delivery in the area.  The Advice Work service transferred from Social Work to Customer and Business Services in August 2015. Work is underway to identify changes in systems and processes to improve the overall service.
FR-SIP-15-1-1-06 Digital Inclusion Strategy	Deliver additional support to residents with limited access to, or experience of using digital technologies to ensure that they can access digital access solutions that offer services that enrich the lives of the Renfrewshire community and meets their emerging needs		<div><div>32%</div></div>	31-Mar-2016	A Digital Participation Plan is currently being developed for the Council which will inform support arrangements for individuals who experience difficulties in accessing or using on-line systems. Feedback has been sought from a range of representative customer groups to aid the development of the strategy and to ensure that no group is disadvantaged by the development of digital council services.
FR-SIP-15-1-1-07 Scottish Welfare Fund	Embed and refine the local arrangements for the Scottish Welfare Fund to better support more vulnerable members of the community		<div><div>45%</div></div>	31-Mar-2016	Scottish Welfare Fund processes are now well embedded. The deployment of the fund is regularly monitored and reviewed to ensure that it supports those most in need in Renfrewshire; however, current uptake levels indicate that it is unlikely that the budget allocation from Scottish Government will be sufficient to meet demand. The announcement of a number of welfare and personal taxation changes by the UK Government in July 2015 will have a significant impact on our citizens and may place greater pressures on the fund. A welfare reform work stream will be established within the Tackling Poverty programme to manage and mitigate the impact of the changes as far as possible.

### Council Plan Theme: A Better Future



### Service Priority: Positively engaging, influencing and managing changes in public sector policy


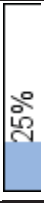
Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-1-2-08 Partnership Working	Supporting the development of new joint working arrangements with community planning partners, in particular the development of Renfrewshire Health and Social Care Partnership for the delivery of adult health and care services		<div><div>45%</div></div>	31-Mar-2016	<p>The new Integrated Joint Board was formally established on 27 June 2015. Preparatory work is continuing through various workstreams (legal, operational, financial) to ensure the integrated service is operational from 1 April 2016.</p> <p>The Information Sharing Protocol (ISP) between the Council and NHS GG&amp;C is being reviewed and will be updated as needed to reflect the new context created by the establishment of the Integrated Joint Board. An IT workshop was held to understand the landscape of IT systems and evaluate opportunities to improve information sharing and collaboration. Immediate priorities include shared access to contact directories, simpler arrangements for email exchange, a common web presence and file sharing. Agreement has been reached across the Greater Glasgow and Clyde Area on a shared data set for adult services.</p>
FR-SIP-15-1-2-09 Welfare Reform	Actively influence and engage with relevant stakeholders at a local and national level in adequately planning for and responding to the impact of the developing changes in the welfare system. Assess and implement strategies and plans to, where possible, mitigate potential negative financial impacts on the Council and partners arising from the long term welfare reform agenda.		<div><div>30%</div></div>	31-Mar-2018	<p>Senior officers are engaging in national and local fora to plan for ongoing welfare reform changes. Following the announcement of further benefit and tax credit changes in the UK Government's budget statement in July 2015, attention is focussing on understanding the impact in Renfrewshire. The report to the Leadership Board on 16<sup>th</sup> September outlined the likely effect of the changes on our citizens and the plans that will be taken forward to develop an effective response to mitigate the impact for local residents and the Council. One solution involves the ongoing investment in place to develop advice services and extend the use of credit unions in Renfrewshire to provide more affordable financial products for our citizens.</p>
FR-SIP-15-1-2-10 Welfare	Proactively engage in, and seek to influence, the UK and Scottish Government longer term intentions		<div><div>30%</div></div>	31-Mar-2017	<p>Senior officers continue to engage with national and local partners in relation to the welfare reform programme and developments in the administration of housing benefit and the council tax reduction scheme</p>

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
Reform	in respect to the administration of housing benefit and council tax reduction scheme				in addition to the wider changes in Local Government funding arrangements.
FR-SIP-15-1-2-11 Community Empowerment	Implement the outcome of the review of electoral arrangements by the Boundary Commission for Scotland. Preparing for and implementing the recommendations and ensuring that revised governance arrangements are in place.		<div><div>40%</div></div>	31-Mar-2017	The Commission has now commenced its public consultation on electoral ward boundaries within council areas. A report went to the Council meeting on 24 September 2015 providing details of the public consultation which closed in October 2015. After the consultation exercise is complete, the Commission will publish a report for consideration by the Scottish Ministers who will decide whether or not to accept the Commission's recommendations. Any changes to councillor numbers and ward boundaries will require to be implemented ahead of the Local Government Elections in May 2017.
FR-SIP-15-1-2-12 Community Empowerment	Progressing Community Asset transfer proposals; this strategy supports the commitments contained in the Community Empowerment Action Plan (CEAP) published jointly by the Scottish Government and COSLA to establish community empowerment as an important means of supporting communities to own and develop local facilities and realise wider community benefits		<div><div>30%</div></div>	31-Mar-2017	The Community Empowerment (Scotland) Act 2015 was passed on 17th June. The Council's existing arrangements and guidance are being reviewed to ensure that they remain compliant with the Act. A Community Planning Partnership Property and Regeneration subgroup has also been established to manage public assets in order to deliver benefits for the whole community.
FR-SIP-15-1-2-13 Pension Reforms	Implementing major pension reforms and the new Local Government Pensions Scheme (LGPS) and Teachers Scheme, new contracting out arrangements and		<div><div>40%</div></div>	31-Mar-2017	The Council implemented the revised LGPS and Teachers pension scheme on 1 April 2015. The Council's Scheme of delegation has been amended to reflect the new LGPS pension regulations and revised processes have been developed to support the changes.



Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
	preparing for Automatic Enrolment in 2017. Ensuring that employees are aware of the changes and revised payroll administration processes are in place				

**Council Plan Theme: A Better Council**  
**Service Priority: Leading the Council's transformation programme to enable and deliver change and modernisation across the Council and to support preventative spend**



Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-2-1-14 Better Council Change Programme	Managing the Better Council Change programme. Providing professional change support for initiatives to reduce organisational complexity, enhance customer intelligence, manage demand, develop new service delivery models and create new support models.		<div><div>50%</div></div>	31-Mar-2016	Implementation of the Better Council Change programme remains on target. Professional change managers are in place to support the delivery of individual projects and project management awareness training is also being provided to managers to inform them about the Better Council change programme framework methodology.  A wide range of projects were implemented in phase one which delivered efficiency savings in line with the Council's financial strategy and supported the delivery of Council priorities. The second phase of the programme is now being developed.
FR-SIP-15-2-1-15 Connect Renfrewshire	Delivering the Connect Renfrewshire ICT strategy to deliver:  · <b>Operational excellence and transformation</b> by creating a secure, accessible and efficient environment for information; · <b>Digital delivery and citizen</b>		<div><div>25%</div></div>	31-Mar-2018	The ICT Transformation programme is well underway, with workstreams established to cover the full scope of the ICT delivery model.  A review of the options for the future provision of data hosting and data centres has been completed and a procurement exercise is in progress for a data centre hosting partner.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
	<p><b>engagement</b> by expanding and improving the range of Council services available through digital channels; engaging with community planning partners to develop an area wide digital strategy; and by developing the website to improve design and layout for customers to enable content to be stored and accessed once across all delivery channels;</p> <p>. <b>Information accessibility and data sharing</b> through the development of an Information Management strategy which creates a culture of valuing information as an asset; establishing good information management practices for information and delivers effective Business Intelligence solutions;</p> <p>. <b>Enhancing ICT delivery and innovation</b> by reviewing the infrastructure and application portfolios and working in partnership with neighbouring councils on the ICT collaboration programme and managing capacity through application of good processes for service requests and programme management.</p>				<p>The development of a new web platform is being progressed to help support the delivery of our customer services strategy by enabling increased use of digital services and greater volumes of online transactions.</p> <p>The role, remit and membership of the Corporate Information Management Governance Group has been refreshed, following service restructures, to focus on supporting the principle that information should be managed as a corporate asset. An information sharing and ICT workstream is in place to develop the approach to information sharing in the Joint Health and Social Care Partnership Board to agree local information sharing protocol between the Council and NHS Greater Glasgow and Clyde.</p> <p>The review of the Council's application portfolio is ongoing with decisions reached on the re-provisioning of the existing website, Intranet, finance, HR and procurement applications.</p>
FR-SIP-15-2-1-16 Change	Implement the Organisational Development strategy Action Plan			31-Mar-2018	The Council's new Organisational Development Plan 2015-18 has been developed which will be submitted to the Policy Board for approval. The




Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
Management Skills					plan aims to provide the Council with a range of organisational development interventions to help it identify and address organisational skills gaps. The plan will help the Council transform services and ensure that the Council can respond to change quickly, whilst fully maximising the skills and abilities of the workforce. Organisational flexibility will be supported by integrating into change programmes opportunities to involve and develop the workforce to ensure that targeted benefits are realised and achieved.
FR-SIP-15-2-1-17 Information Management Strategy	Implementing improvements in information management by developing a robust approach to knowledge management to support policy and strategic decision-making		<div><div>32%</div></div>	31-Mar-2017	The Information as an asset workstream under the ICT transformation programme will define, develop and publish an Information Management Strategy. A vision for the workstream is currently under development and will be available by the end of November 2015.
FR-SIP-15-2-1-18 Information Management Strategy	Implementing business intelligence principles and tools to enhance analysis and reporting of information.		<div><div>50%</div></div>	31-Mar-2016	There has been significant development of the business intelligence platform that provides reporting and analytical capabilities for HR data. A project is underway to upgrade Business Objects which will allow further improvements in reporting and analysis across a range of business critical systems; the contractual arrangements for the upgrade of the system are expected to be completed before the end of the year.
FR-SIP-15-2-1-19 Corporate Support Model	Leading the development of the revised corporate support model to ensure that our corporate support arrangements deliver robust, efficient and effective professional support services.		<div><div>50%</div></div>	31-Mar-2016	A revised corporate support model has been developed which covers a wide and diverse range of services, including both professional and administrative functions covering finance, HR, policy and performance and business support. Implementation of the revised model is underway which will deliver over £2.9 million in savings in phase one. Further redesign and restructure is being progressed which will realise further financial savings of £1.7 million in phase 2 of the programme.








Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-2-1-20 Review of Financial and HR Systems	Leading the review of the Council's financial and HR systems to support transformational change, supporting the delivery of transactional services and the implementation of the second phase of the corporate support model, improve management information and deliver efficiency savings.		<div><div>25%</div></div>	31-Mar-2018	The business case to implement an Enterprise Resource Planning solution across the Council was approved by the Leadership Board on 16 <sup>th</sup> September 2015. The new system is likely to provide a suite of fully integrated finance, payroll and procurement software applications which will support the delivery of the second phase of the corporate support model, deliver significant cost savings, remove duplication of processes and improve management information.
FR-SIP-15-2-1-21 Asset Management	Reviewing the Council's property portfolio and energy management arrangements to optimise utilisation of the property estate and maximise our approach to energy management		<div><div>50%</div></div>	31-Mar-2016	The Council approved the Carbon Management Plan in November 2014. The plan sets a target of 36% in carbon savings from 2014/15 to 2019/20. The plan covers, electricity, water, gas and oil in buildings, along with waste, transport fleet, street lighting and staff travel. Current progress shows that there was an overall reduction in carbon emissions of 14% in 2014/15.

### Council Plan Theme: A Better Council

### Service Priority: Delivering efficient and effective customer and business services and achieving the best possible standards of service for our customers



Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-2-2-22 Customer Access Strategy.1	Implementing the Customer Access Strategy action plan: Increasing the availability of online services through the development of the Council website platform to increase the volume of customer transactions completed online;		<div><div>40%</div></div>	31-Mar-2016	The business case to implement a customer portal to provide customers with the choice of carrying out a greater number of transactions via the Council's website was approved by the Leadership Board on 16 <sup>th</sup> September 2015. The customer access project will initially target areas of high customer contact such as Council Tax where demand for digital options is rising.





Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-2-2-22 Customer Access Strategy.2	Redesigning processes to encourage online customer transactions for high volume demand services including council tax, benefits, housing repairs, pest control, recycling and waste collection;		<div><div>30%</div></div>	31-Mar-2016	Council Tax processes are being redesigned to help increase the volume of Council Tax transactions completed on-line; plans are in place to ensure this is completed by end January 2016 in time for the annual Council Tax billing process; this will provide the maximum opportunity to launch the new service channel to all households in Renfrewshire.
FR-SIP-15-2-2-22 Customer Access Strategy.3	Creating the capability for customers to create a secure account to enable our customers to manage their interactions with the Council through the national myaccount portal.		<div><div>30%</div></div>	31-Mar-2017	The Council is participating in the 'Myaccount' service managed by the Improvement Service. This service will provide a secure mechanism to authenticate individual customers via the Customer Portal and provide customers with secure access to online services.
FR-SIP-15-2-2-23 Digital Services/ Channel Shift	<p>Increase self service options for customers and enable streamlined, right first time services by:</p> <ul style="list-style-type: none"> <li>Expanding and improving the range of Council services available through digital channels.</li> <li>Defining the scope and objectives of the digital delivery and engagement project</li> <li>Developing delivery channels from a customer's perspective</li> </ul>		<div><div>40%</div></div>	31-Mar-2016	The development and implementation of the Customer Portal will increase self service opportunities for our customers. The initial phase of the project will focus on the delivery of Council Tax accounts which will be available online in early 2016; housing repairs, business support contacts and payments for other Council services will follow in subsequent phases. The developments will be supported by customer communications to drive online usage and reduce telephone and face to face contact.
FR-SIP-15-2-2-24 Customer Service Delivery	Implementing a new customer and business services delivery model to increase capacity, streamline transactional customer services, reduce duplication and deliver an improved overall customer		<div><div>20%</div></div>	31-Mar-2018	Following the creation of the Customer and Business Services function in June 2015, work is ongoing to consolidate the new service and develop and implement improvements to streamline processes, increase efficiencies and deliver improved services to customers.



Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
	experience.				
FR-SIP-15-2-2-25 Equality	Continue to work towards a fairer and more equal Renfrewshire through the implementation of key equality objectives and outcomes to address the Equality Act 2010 and Public Sector Equality duties.		<div><div>30%</div></div>	31-Mar-2016	The Council published the progress report on meeting its statutory duty to mainstream equality and deliver equality outcomes for the Renfrewshire Community in April 2015. Progress will continue to be monitored closely and updates reported regularly in line with the requirements of the Act.

### Council Plan Theme: A Better Council

### Service Priority: Developing the organisation to create capacity to manage change and sustain a positive performance culture


Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-2-3-26 Workforce Planning	Implementing the Council's People and Organisational Development Strategy and the key priorities of the Council Plan.		<div><div>20%</div></div>	31-Mar-2018	A new Organisational Development strategy and action plan has been developed to build capability and capacity to improve overall workforce performance. The three year plan will fully support the achievement of outcomes defined in the Better Council Change Programme and will be presented to the Leadership Board in December
FR-SIP-15-2-3-27 Workforce Planning	Ensuring that the rights skills and capacity are available to support the delivery of the Better Council programme through skills assessments, developing our employees and partnership working.		<div><div>20%</div></div>	31-Mar-2016	Two key actions in the new Organisational Development plan focus on: developing leadership and management development programmes to equip managers with the skills to manage and embrace fast paced change and; implementing a new performance management system and linked talent management strategy which will manage, maximise and utilise the core skills and key strengths of our workforce. These key actions will help support the Council in a climate of reducing resources to deliver its Better Council change programme outcomes whilst ensuring the workforce remains engaged, motivated and supported


Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
					through a further period of change.
FR-SIP-15-2-3-28 Modern Apprenticeship Programme	Support the creation of employment and training opportunities for young people in the community by exploring training schemes and supporting Modern Apprenticeships in various occupational areas.		<div><div>50%</div></div>	31-Mar-2016	The Council currently has 82 Modern Apprenticeships (MA's). 23 of these MA's have recently been recruited for the 2015/16 Skills Development Scotland contract. The Council remains committed to expanding the MA programme with services into new occupational areas such as digital/media and procurement.
FR-SIP-15-2-3-29 Employee Development	Review and strengthen our Performance Development Review process to ensure that employees performance is measured, reviewed and staff have Performance Development Plans in place.		<div><div>75%</div></div>	31-Oct-2015	The new Organisational Development plan includes actions to develop and implement a robust performance and development management system which aligns individual job roles, tasks and performance to the delivery of service improvement plans, the Better Council Change programme and Council outcomes.
FR-SIP-15-2-3-30 Employee Engagement	Development and implementation of an employee Communication and Engagement Plan		<div><div>20%</div></div>	31-Mar-2016	An employee communication and engagement plan was developed and is currently being implemented. One of the main actions is the publication of a quarterly employee newsletter which informs our workforce about departmental and Council priorities and is supported by face to face briefings, Staff Panel discussions and Renfo updates.  Service specific communications is also underway, with a series of planned communications being developed to inform staff about plans and developments in their service area.
FR-SIP-15-2-3-31 Health and Safety	Continue to ensure Council meets the BS OHSAS 18001: 2007 standard.		<div><div>30%</div></div>	31-Mar-2016	The latest BSI external audit took place on 21 <sup>st</sup> to 23 <sup>rd</sup> September 2015. No non conformances were identified during the assessment visit and the assessors highlighted a number of good practices, particularly our legal compliance register.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-2-3-32 Supporting Attendance	Support the improvement in the Council's attendance levels and Industrial Injury figures through the utilisation of Occupational Health and Counselling service, reviewing Health and Safety and Supporting Attendance policies and ensuring their consistent application.		<div><div>50%</div></div>	31-Mar-2016	Quarterly contract review meetings continue to be held with the Council's Occupational Health and Employee Counselling providers to ensure contracts are being managed efficiently and effectively. Supporting policies are regularly reviewed and updated to reflect best practice.
FR-SIP-15-2-3-33 Supporting Attendance	Promote health improvement amongst our employees and within the community by maintaining Healthy Working Lives Gold Award and Mental Health and Wellbeing Commendation Award.		<div><div>30%</div></div>	31-Mar-2016	Health promotion activities continue in line with the Healthy Working Lives plan. At the recent assessment in August, the assessor reviewed our approach and was satisfied that it continues to meet the gold standard.

### Council Plan Theme: A Better Council







### Service Priority: Reducing our carbon footprint to help create a greener Renfrewshire

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-2-4-34 Carbon Management	Implementing the key actions in the Carbon Management Plan: * To increase energy efficiency, reduce energy consumption and to reduce carbon emissions across the property estate * Ensuring energy management initiatives are aligned to our capital investment programme and		<div><div>30%</div></div>	31-Mar-2018	The first carbon management plan working group meeting took place in July 2015. A variety of outcomes have been agreed to monitor progress and highlight risks and barriers. Regular meetings will take place to monitor progress.  Carbon emissions in buildings reduced by 12% during the 2014/15; this is a direct result of our energy efficiency and awareness projects. Further projects are being progressed to reduce energy consumption


Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
	<p>corporate asset strategy to optimise use of our property estate and to reduce overall running costs and energy consumption levels</p> <p>* Monitoring and reporting revised targets for the measurable reduction of carbon emissions across the whole property estate to capture carbon emission savings and resultant financial savings</p> <p>Promoting reductions in energy usage and advising our employees and our residents about energy efficiency</p>				<p>across the property estate.</p> <p>All energy management initiatives are aligned to the Corporate Asset strategy to ensure that they reflect the capital investment programme.</p> <p>Four weekly management meetings continue to take place to ensure current projects remain on course. A new carbon awareness programme has been agreed at the carbon management working group.</p>
FR-SIP-15-2-4-35 Corporate Asset Management Strategy	Completing implementation of the Corporate Asset Management Strategy to ensure that the property assets are managed effectively and efficiently through the provision of relevant management and performance information.		<div><div>20%</div></div>	31-Mar-2016	<p>The Corporate Asset Strategy was approved by the Planning and Property Policy Board on 25<sup>th</sup> August 2015. The strategy sets out a high level framework for the management of all the Council's assets to deliver Council priorities.</p>

#### Council Plan Theme: A High Performing Council

**Service Priority: Delivering effective strategic management of the Council's financial, property, ICT and human resources and maintaining sound corporate governance across the Council.**



Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-3-1-36 Financial Planning	Develop and implement a financial strategy which maintains the Council's financial stability, supports the delivery of the Council's existing transformation and investment programmes, delivers the necessary saving requirements and addresses, on a sustainable basis, the financial challenges the Council will face over the medium term.			31-Mar-2016	A further review of the financial strategy for 2016 to 2018 has been completed and updated to reflect anticipated pay awards, emerging UK public spending projections, City Deal funding commitments and grant payments, demand pressures and emerging risks including the Non Domestic Rates revaluation and likely reductions in support grant funding. The estimated saving requirement through 2017/018 is approximately £28 million. The second phase of the Better Council change programme is being developed to deliver savings and target resources to priority areas.
FR-SIP-15-3-1-37 Elections	Conduct elections (UK Government, Local Government and Scottish Parliament) during plan period taking cognisance of changing legislation, processes and use of e-counting systems: . UK Government elections (7 May 2015) . Scottish Parliament elections (5 May 2016) - Local Government elections (4 May 2017)			31-May-2017	The UK General Election was conducted successfully in our two Parliamentary Constituencies and saw a significantly higher turnout than in 2010. Preliminary preparations have commenced for the Scottish Parliament Election in 2016. The progress of the national e-voting tender for the Local Government Elections in 2017 is being monitored.
FR-SIP-15-3-1-38 Corporate Governance	Implement and promote effective governance arrangements and provide appropriate advice and support to deliver major projects including the Glasgow and Clyde Valley City Deal, expansion of Renfrewshire Leisure, Paisley			31-Mar-2016	Governance arrangements have been agreed for all the Council's major projects, with appropriate oversight by senior officers and elected members. Where the project is a joint arrangement with other parties (eg City Deal, Clyde Valley Waste), the Council has active representation on Steering groups and Cabinet to ensure the best interests of the



Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
	Heritage Strategy, Better Council Programme, Property Asset Management Strategy, Schools and Leisure Investment Programme and Clyde Valley Waste Management Project.				Council are represented.
FR-SIP-15-3-1-39 Corporate Governance	Maintaining good governance arrangements through suitable and proportionate application of internal control and risk management to ensure best value is delivered.		<div><div>40%</div></div>	31-Mar-2016	Internal Audit is working through the planned programme of work for 2015/16. Approximately 40% of the plan has been completed as at 30 <sup>th</sup> September 2015.

### Council Plan Theme: A High Performing Council

### Service Priority: Developing the organisation to create capacity to manage change and sustain a positive performance culture

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FR-SIP-15-3-2-40 Benchmarking /Performance Management	Development of performance metrics and enhancing our suite of performance indicators, measures and targets across all service areas and benchmarking with other with other local authorities and partners to share best practice and support service improvements.		<div><div>30%</div></div>	31-Mar-2016	Benchmarking activities are regularly carried out across all service areas in the department to identify best practice and improve service delivery arrangements. A review of our performance indicators will be undertaken later in the year as part of our annual service improvement planning process.
FR-SIP-15-3-2-41 Public Service Improvement Framework	Implement the PSIF self assessment action plans across all service areas		<div><div>30%</div></div>	31-Mar-2016	The second cycle of PSIF self assessment action plans are being implemented across the department. Each assessment team is meeting regularly with their managers to monitor the implementation of their respective improvement plans.














Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
(PSIF)					



## APPENDIX 2 Performance Indicators







### Finance and Resources

#### Service Improvement Plan Performance Indicators

PI Status		Long Term Trends			Short Term Trends		
	Alert		Improving			Improving	
	Warning		No Change			No Change	
	OK		Getting Worse			Getting Worse	
	Unknown						
	Data Only						

#### Council Plan Theme: A Better Future







#### Priority: Tackling the causes and impact of poverty




PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16		2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	Target	
FCSKPI010 Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days						1	2	1	2	1	2	2	2	2	The service is continuing to meet the Scottish Government target of processing Crisis Grants within 2 days.
FCSKPI011 Average speed of						12	15	9	15	10	15	15	15	15	The service is continuing to meet the Scottish Government target

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
processing a Community Care Grant (Scottish Welfare Fund) in days														of processing Community Care grants within 2 days.

### Council Plan Theme: A Better Future




#### Priority: Positively engaging, influencing and managing changes in public sector policy
















PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
FCSKPI005a Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)				29.5	27	28.88	29	25.41	29	22.1	24	24	24	The time taken to process new housing benefit applications has been reducing year on year from 29.5 days in 2012/13 to 22 days in quarter two in 2015/16.
FCSKPI005c Time taken for processing change of circumstance housing benefit				9.05	11	13.01	10	8.34	10	5.78	10	10	10	The time taken to process change of circumstance housing benefit claims has also reduced from 13.01 days in 2013/14 to 5.78 days in quarter two in

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
applications up until the posting of notification of outcome of the application (cumulative)														2015/16.
SOA09.1117 Number of community participants in Local Area Committees				120	115	120	120	120	120	Not measured for Quarters	120	120	120	

### Council Plan Theme: A Better Council

#### Priority: Leading the transformation programme to enable and deliver change and modernisation and to support preventative spend




PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
FCSICT001 Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)				83.7%	85%	88.9%	85%	83.3%	85%	86%	85%	85%	85%	IT performance is within target. The service continues to manage the Council's core operating system and support the delivery of the Better Council Change programme.













PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
FCSICT002 Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)				80.5%	85%	87.1%	85%	82.4%	85%	85.1%	85%	85%	85%	IT performance is within target. The service continues to manage the delivery of the Council's core operating system.
FCSICT003 IT Customer Satisfaction Rating (out of 5)				4.88	4.72	4.94	4.72	4.75	4.8	4.92	4.8	4.8	4.8	IT performance is within target. The service continues to support the delivery of the Better Council Change programme.
FCSICT004 Percentage of uptime for key IT systems				99.94%	99%	99.94%	99%	99.88%	99%	99.96%	99%	99%	99%	IT performance is within target. The service continues to manage the delivery of the Council's core operating system.
FCSKPI173 Invoice Lines matched to Purchase orders (by volume)				97.49%	92%	97.24%	95%	97.75%	96%	Not measured for Quarters	96%	96%	96%	
FTCM13 Number of transactions conducted online				92,066	15,000	94,948	90,000	109,733	90,000	26,068	95,000	100,000	105,000	The volume of transactions completed on-line has increased from 92,066 in 2012/13 to 109,731 in 2014/15. In Quarter two: Online Payments 17,424; Lagan eforms 1,922

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
														Tagish eForms 1,910 LocalView DiTV usage 3,194 LocalView RenRepairs 1,618 <b>TOTAL - 26,068</b>  The development of the website and customer portal will increase opportunities for customers to use on-line services.




### Council Plan Theme - A Better Council

### Priority: Delivering efficient and effective customer and business services and achieving the best possible standards of service for our customers

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
FCSCOMPYP Total % of complaints responded to within targets by FACS (cumulative to date)				97.99%	88%	92.1%	90%	96.7%	100%	95.56%	100%	100%	100%	90 Complaints were received in (April - September). To date 86 complaints were completed within target timescales, 2 complaints received in April and 1 in August were not completed within the required timescale. 1 received in September is still being followed up out with the target timescale.




PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
FCSCSU03 % of calls answered by the Customer Service Unit within target (40 seconds)				43.48%	70%	70%	70%	74%	70%	31%	70%	70%	70%	Technical difficulties and contractor delays in the implementation of self service kiosks and the automated Switchboard have impacted on service delivery. Staff vacancies have also impacted on the service; replacements are now in place and are going through their training period.
FCSCSUENQ01c Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative				99.9%	95%	99.9%	95%	99.98%	90%	100%	90%	90%	90%	
FCSCSUSAT09 Average waiting time of customers in the Customer Service Centre				19.95	20	17.45	20	13.43	20	16.78	20	20	20	Wait time targets for face to face visits continue to be within target. Face to face staff will be used more extensively to provide support to the phone team in order to achieve a balance between service levels in both areas.
FCSF0107 % of FOI reviews completed within				84.62%	100%	100%	100%	100%	100%	100%	100%	100%	100%	All FOI reviews were completed within 20 days.















PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
20 days														
FCSFOI08 % of Finance and Corporate Services FOI requests completed within timescale				99.53%	100%	97.38%	100%	98.21%	100%	95.96%	100%	100%	100%	Four requests were released out with timescale. Administrative errors in logging and tracking requests caused the late responses.













### Council Plan Theme: A Better Council













### Priority: Developing the organisation to create capacity to manage change and sustain a positive performance culture










PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
CSADIV35MS Number of Elected Members with an annually reviewed Personal Development Plan.				0	40	33	40	31	40	0	40	40	40	Members are currently developing personal development plans. A training programme is in place for all elected members to ensure that they have the skills and experience to discharge their responsibilities.




PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
FCSABS01dii Average number of work days lost through sickness absence per employee (FCS) (FTE)				6.74	6.8	7.33	6.6	7.68	6.5	2.28	6.4	6.4	6.4	Absence was above target at quarter two. Employee absence is being managed in line with the supporting attendance policy.
FCSPERSOD08 % of managers, in the 360° process, with completed reports				93.9%	90%	86.21%	90%	60%	100%	81.69%	100%	100%	100%	Following implementation of the new 360 system, the programme is currently being rolled out in line with the two yearly review cycle.
FCSPERSOD09 % of employees having completed IDPs (from MDP/MTIPD) cumulative to date				72.24%	90%	93.02%	90%	87.1%	100%	87.1%	100%	100%	100%	MTIPD/MDP meetings continue to be carried out and development plans implemented across the department.
CSCMT10 % of posts of the highest 5% of earners among employees (excl. Teachers) who are women				52.4%		54.52%		56.98%		Not measured for Quarters				




**Council Plan Theme: A High Performing Council**  
**Priority: Delivering effective strategic management of the Council's financial, property, ICT and human resources and maintaining sound corporate governance across the Council**

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16		2016/17		2017/18		Notes & History Latest Note
				Value	Target	Value	Target	Value	Target		Value	Target	Value	Target	Value	Target	
FCSCORP01 Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure)				6.4%		4.53%				Not measured for Quarters							This data is published by the Improvement Service on an annual basis as part of the LGBF Framework. The 2014/15 data is due to be published late in 2015.
FCSCORP02 Cost of Democratic Core per 1,000 of Population				£46,618.00		£45,037.38				Not measured for Quarters							This data is published by the Improvement Service on an annual basis as part of the LGBF Framework. The 2014/15 data is due to be published late in 2015.
FCSCREDFCS01f % of invoices paid within 30 days - Finance & Corporate Services invoices				99.12%	98%	99.67%	98%	99.69%	98%	99.12%			98%				Over 99% of departmental invoices were paid within 30 days.
FCSKPI001 Percentage of Council Tax due in the year, collected by the end of the year				95.94%	95.1%	94.69%	95.6%	96%	96%	59.88%			96%				Collection performance continues to be monitored and follow up is run every month to help with the recovery of payment.

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
(cumulative position to date)														
FCSKPI002 Percentage of Income due from Council Tax for prior years (cumulative position to date)				96.79%	96.5%	96.92%	97%	97.03%	97.25%	97%	97.27%	97.27%	97.27%	Any arrangement which have been made to collect payments are allocated to current year first before being allocated to previous years.
FCSKPI003 Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				95.4%	97%	96.54%	96%	97.29%	96%	97.36%	96%	96%	96%	Since April 2015, 106,174 invoices have been processed, of which 103,376 invoices were paid within 30 days.
FCSKPI004a Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				97.5%	98%	98.4%	98%	97.31%	98%	47.43%	98%	98%	98%	Part of the reason collection is behind target is because a couple of large accounts were paid just after the September cut off date.
FCSKPI008 Cost of collecting				13.4	15.8	14.69	16.1	11.26	15.25	Not measured	15.25	15.25	15.25	

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
council tax per chargeable dwelling										for Quarters				The cost of collection of council tax has reduced from £14.69 in 2013/14 to £11.26 in 2014/15. This is mainly due to reduction in our support services costs as a result of consolidation of our customer service unit and streamlining of our support service functions.
FCSKPI133 Percentage of Audit Plan completed (cumulative)				94.8%	94.6%	95.7%	94.7%	95.2%	94.8%	40%	95%	95%	95%	
FCSKPI172 No of Successful sanctions administered by the Benefit Investigation Team per month (Cumulative)				84	78	96	80	90	82	Not measured for Quarters	84	85	86	
HPCMT12 % of council buildings in which all public areas are suitable for, and accessible to, disabled people				83%	81%	82%	83%	83.5%	84%	Not measured for Quarters	85%	85%	85%	The 2014/15 measure of public accessibility stands was 83.5%, showing a small uplift from the previous year. While there has been continued investment in the estate to improve public accessibility (i.e. DDA improvement works) the

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
														2014/15 measure has been influenced mainly by changes in the operational property portfolio.
HPCMT14a The proportion of operational accommodation in satisfactory condition.				87%	87%	88.5%	88%	88.8%	89%	Not measured for Quarters	90%	91%	92%	<p>The 2014/15 measure of condition stands at 88.8%, showing a marginal decline from the previous year. The 2014/15 measure, based on gross internal floor area (sqm), has been influenced by the following factors:</p> <p>New-build properties (such as Johnstone Town Hall &amp; Civic Hub and St James Primary School in Renfrew)</p> <p>New acquisitions (such as the Grade A Listed Russell Institute building and new leased accommodation for the Business Incubator Hub at 27 High Street, Paisley)</p> <p>Lease termination and / or closure of existing assets (such as Mirren House; Floorsburn House; Advice Works, Collier Street, Johnstone).</p>

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q2 2015/16	2015/16	2016/17	2017/18	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
HPCMT14b The proportion of operational accommodation that is suitable for its current use.				91%	86%	91%	91%	91%	92%	Not measured for Quarters	93%	94%	95%	The 2014/15 suitability measure remains stable at 91%. A suitability module will be enabled during 2015/16 as part of the ongoing phased 'roll out' of CAMIS (the corporate asset management information system) and thereafter, a review of the operational estate will be undertaken to update the current suitability assessments.







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**To: Finance and Resources Policy Board**

**On: 11 November 2015**

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**Report by: Chief Executive**

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**Heading: Chief Executive's Service Improvement Plan 2015 – 2018:  
6 monthly monitoring report**

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## **1. Introduction**

- 1.1 This report provides a summary of activity and progress from the first 6 months of the Chief Executive's current service improvement plan, which was approved by the Finance and Resources Policy Board in May 2015. It provides an update on key areas of progress over the past 6 months with detailed progress against each of the actions contained in appendix 1. Appendix 2 contains details of indicators which are updated during the year.
- 1.2 The Chief Executive's Service Improvement Plan outlines what the service intends to achieve over the next three years, based on the resources likely to be available. The Service has identified 5 high level outcomes that it is working to achieve and these are linked to the vision for Renfrewshire set out in our Community Plan as well as to the key aims of the Council detailed in the Council Plan.
- 1.3 The Service Improvement Plan provides information on the service, our action plan for improvement and our measures of performance. The action plan is the core of the service improvement plan. It sets out the priorities being addressed, the key tasks to be implemented, timescales and the outcomes against which progress will be measured.
- 1.4 While the action plan sets out all the key tasks for implementation, the main focus of activities in the Chief Executive's Service over the period of the plan will be to:
- Lead community planning to deliver the outcomes agreed in the Community Plan and Single Outcome Agreement.

- Lead the corporate response to poverty and work with community planning partners to implement the recommendations of the Renfrewshire Tackling Poverty Commission.
- Drive the Better Council change programme to adapt the organisation to meet new demands on service alongside financial constraints, and support employees to manage upcoming changes.
- Lead the corporate policy, planning and performance function to ensure it is linked with the existing procurement function and managed strategically. This will enable a policy led approach to future commissioning of services.
- Provide internal and external communications, media and public relations services for the Council and all its services.

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## 2. Recommendations

2.1 It is recommended that the Finance and Resources Policy Board:

- notes the progress that has been made on service performance;
- requests a further progress update in Spring 2016.

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## 3. Background

3.1 The Council continues to focus on the delivery of key policy priorities despite continued financial constraints and reducing resources. In order to adapt to new demands on the organisation, the Chief Executive's Service is currently undertaking significant change.

3.2 As approved by the Leadership Board on 18 February 2015, there will be a strengthening of the role of corporate policy, planning and performance management across the organisation, with the Chief Executive's service managing this on behalf of the Council. This will ensure that it is managed strategically and that the reducing capacity and resources available to the Council continue to be focussed on the delivery of Council priorities. Related to this, the policy, planning and performance function will now be directly linked to the Council's existing procurement service to enable a strategic and policy led approach to future commissioning of services.

3.3 Similarly, the management of the corporate change programme has been brought together in the Chief Executive's Service, better reflecting its strategic importance to the future performance of the whole Council.

3.4 The Tackling Poverty Team has also moved into the Chief Executive's Service where it will be better placed to influence and develop policy in this critical area and to work with community planning partners to deliver the recommendations set out in the Tackling Poverty Commission report published in April 2015.

- 3.5 The Communications Team and the Community Planning Team will continue to be located within the Chief Executive's Service, fulfilling their important role in the organisation.
- 3.6 Alongside the significant progress in restructuring the service, there has been identifiable progress in a range of key projects and areas of work. This has included:
- The Corporate Procurement Unit were recognised at the GO Awards for their approach to achieving sustainability and community benefits in the procurement process. They were listed as one of the finalists for the GO Sustainability/Corporate Social Responsibility Initiative of the Year Award. Furthermore, the work of the unit to establish a Community Benefit Forum is being used as an example of best practice in the 'Community Benefits Toolkit for Construction' developed by Scottish Futures Trust. The Toolkit will be rolled out across Scotland enabling other organisations to be able to respond to community benefit requirements as part of the procurement process.
  - Following the report of the Tackling Poverty Commission's findings and recommendations in March 2015, a £6 million early investment was made by Council to accelerate the delivery of the recommendations. In June 2015 a Community Planning Partnership Action Plan was approved and this was followed by a Tackling Poverty Strategy which was approved in September 2015, and sets out Renfrewshire Council's approach to Tackling Poverty in the next 2 years. The Action Plan is currently within its delivery phase, with cross-organisational governance set up, and regular reporting to both Leadership Board and Community Planning Partnership Board.
  - Renfrewshire's open data strategy and open data publication plan are on track to be published by December 2015. The aim is to acquire a suitable open data platform, formalise processes, provide training and prepare data during 2016 then start publishing open data in an iterative manner by January 2017 in line with the Scottish Government open data strategy and guidelines.
  - The Better Council Change programme continues to identify, manage and deliver changes across the Council that will improve our efficiency, modernise our ways of working and support long term financial sustainability as well as delivering savings specifically to contribute to addressing the Council's forecast medium term budget pressures through to 2017/18. Already around £12M of savings have been delivered in Phase 1 where the focus was on delivering financial sustainability. The Programme Management Unit (PMU) continues to develop and strengthen the councils change management capability in order to continue to deliver a wide range of change initiatives. Phase 2 of the programme has commenced with a focus on improving our customer's experiences; optimising use of our assets; managing demand; developing new service delivery models; and delivering organisational change.

- A cultural, economic and social regeneration communications strategy is now in place, underpinned by communications strategies for key priorities such as Tackling Poverty, Paisley Regeneration, City Deal and Better Council. This is supported by a new focus on marketing which will link closely with the regeneration work and development of the 2021 City of Culture bid.

3.7 Progress against all actions is detailed in Appendix 1. All actions are in progress and are on target to be achieved by the due dates set out in the original report.

#### 4.0 Performance

4.1 Progress against our service scorecard is contained within appendix 2 of this report. This contains the performance indicators which are updated during the year. A full list of performance indicators – including all of those that are collected on an annual basis will be presented in the outturn report in Spring 2015.

4.2 Some key indicators to highlight are:

- 100% of freedom of information requests responded to within target times
- The number of twitter followers has increased from 6,860 to 13,500 in the past 3 years.
- The number of employees who have a current MTIDP is not being collected at present as the service is restructuring.

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#### Implications of the Report

1. **Financial** - none

2. **HR & Organisational Development** - none

3. **Community Planning –**

**Children and Young People** – The Chief Executive’s Service will support services and partners to meet the targets set out in the Community Plan.

**Community Care, Health & Well-being** - The Chief Executive’s Service will support services and partners to meet the targets set out in the Community Plan.

**Empowering our Communities** - The Chief Executive’s Service will support services and partners to meet the targets set out in the Community Plan.

**Greener** - The Chief Executive’s Service will support services and partners to meet the targets set out in the Community Plan.

**Jobs and the Economy** - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

**Safer and Stronger** - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

4. **Legal** - none
5. **Property/Assets** - none.
6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none
9. **Procurement** – none
10. **Risk** - none
11. **Privacy Impact** - none

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## List of Background Papers






Chief Executive's Service Improvement Plan, 2015/16-2017/18

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**Author:** Nicola McKeand, Policy Lead, 0141 618 7413




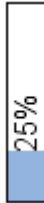

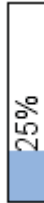



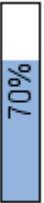


## Appendix 1 - Chief Executive's Service Improvement Plan - Actions

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed




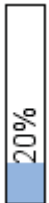

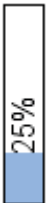
### Service Outcome 01. The Council's vision and priorities are driven and communicated across Renfrewshire

Action Title	Due Date	Status	Progress Bar	Progress on actions
Develop an integrated communications strategy underpinned by priority specific supporting strategies	31-Dec-2015		<div><div>100%</div></div>	A cultural, economic and social regeneration communications strategy is now in place, underpinned by communications strategies for key priorities such as Tackling Poverty, Paisley Regeneration, City Deal and Better Council.


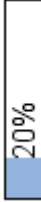


Action Title	Due Date	Status	Progress Bar	Progress on actions
Maintain partnership structures that drive actions in the Community Plan/Single Outcome Agreement	31-Mar-2018			The Community Planning Partnership Board and Thematic Boards are now well established and operating effectively to ensure that we are on track to achieve our aspirational outcomes for Renfrewshire.
Develop effective monitoring arrangements to assess progress of the Council Plan	31-Mar-2016			A mid-year report was taken to the CMT in August 2015. It was agreed that the Council Plan should be refreshed for 2016-17 to reflect changes to the organisation. This is currently underway and an report is due to be submitted to Council in December.
Conduct Public Services Panel surveys to address Council and partner priorities.	31-Mar-2016			The Spring/Summer 2015 Public Services Panel Survey was sent out in June 2015. We will continue to consult the residents of Renfrewshire with the Autumn/Winter survey due to be sent out in November 2015.
Co-ordinate and drive the Council's progress in achieving its equality outcomes.	31-Mar-2017			Statutory reporting on mainstreaming progress, equality outcome progress and equality information was produced and published in line with legislation in April 2015. It was agreed that outcomes and performance measures will be refreshed by next reporting period which is due in April 2017.
Monitor and co-ordinate progress of integrated approach to equality and human rights impact assessment.	31-Mar-2016			Following evaluation of integrated EqHRIA process in 2014, a self assessment on progress was carried out. EqHRIA process will now be replaced with an integrated assessment which includes poverty, following approval of the Tackling Poverty Action Plan by Council in June 2015. This is currently being progressed.











**Service Outcome 02.** The causes and impact of poverty on children and their families are reduced



Action Title	Due Date	Status	Progress Bar	Progress on actions
Work with partners to develop and implement an action plan which will address the recommendations from the Tackling Poverty Commission.	31-Mar-2018			Following the report of the Tackling Poverty Commission's findings and recommendations in March 2015, a £6 million early investment was made by Council to accelerate the delivery of the recommendations. In June 2015 a Community Planning Partnership Action Plan was approved, and this was followed by a Tackling Poverty Strategy which was approved in September 2015, and sets out Renfrewshire Council's approach to Tackling Poverty in the next 2 years. The Action Plan is currently within its delivery phase, with cross-organisational governance set up, and regular reporting to both Leadership Board and Community Planning Partnership Board.
Continue to develop targeted communications schedule to support the Welfare Reform programme as part of the Tackling Poverty Communications Strategy.	31-Mar-2018			The council's communications plan for welfare reforms affecting Renfrewshire during 2015 provided residents with a wide range of information on changes to Disability Living Allowance and the introduction of Universal Credit. Communication plans will support the council's new response to the next phase of welfare reforms (announced by government in summer 2015) that will be introduced between April 2016 and 2017.
Continue to drive the Council's policy on Fair Trade and support local campaign groups and schools.	31-Mar-2016			Renfrewshire has made great strides across the year to increase the reach of the fair trade message across the authority. The local groups have completed an impressive number of activities throughout the year which keep Renfrewshire towns alive to the message and more willing to support the campaign. There has been a significant increase in the attendance at the steering group meetings with teachers and pupils also attending which is encouraging moving forward.

**Service Outcome 03. People are effective, engaged and motivated at work**








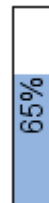


Action Title	Due Date	Status	Progress Bar	Progress on actions
Contribute to and support the Organisational Development Strategy.	31-Mar-2018			Staff continue to attend training sessions in response to training needs. Chief Executive's will be rolling out the new IDPs when launched.
Develop and maintain the Chief Executive's Health and Safety action plan.	31-Mar-2016			Chief Executive's Health and Safety action plan for 2015/2016 has been developed and submitted to the Finance and Resources Policy Board in May 2015. Actions included in the report are being progressed and updated on a regular basis.










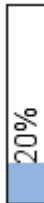
**Service Outcome 04.** The Better Council strategic change programme delivers change and modernisation across services to support preventative spend

Action Title	Due Date	Status	Progress Bar	Progress on actions
Through the Better Council strategic change programme, provide professional change support for initiatives to reduce organisational complexity, enhance customer intelligence, manage demand, develop new service delivery models and create new support models	31-Mar-2018			The Better Council Change programme continues to identify, manage and deliver changes across the Council that will improve our efficiency, modernise our ways of working and support long term financial sustainability as well as delivering savings specifically to contribute to addressing the Council's forecast medium term budget pressures through to 2017/18. Already ~£12M of savings have been delivered in Phase 1 where the focus was on delivering financial sustainability. The Programme Management Unit (PMU) continues to develop and strengthen the councils change management capability in order to continue to deliver a wide range of change initiatives. Phase 2 of the programme has commenced with a focus on improving our customers experiences; optimising use of our assets; managing demand; developing new service delivery models; and delivering organisational change.
Identify and roll out stage 2 of the Better Council strategic change programme	31-Mar-2018			Work continues to identify projects that will deliver both efficiency and financial savings in phase 2. Phase 2 of the programme has been designed and is structured around the following themes:  Demand; Customers; Commissioning; Optimisation of use of our assets; ICT transformation; organisational change; and Better Working. In addition to identifying projects that support the deliver of our commitments in the council plan; progress has been made in identifying changes and efficiencies to deliver the £7M savings target associated with Phase 2 of the programme.
Increase capacity of Project Management staff to effectively manage programme and risks	31-Mar-2018			The PMU are now part of the Policy and Commissioning department within Chief Executives office. Strategic programme manager and head of policy and commissioning are reviewing the level of resources and structure of the team to ensure there is sufficient skilled resource to support the future programme of work.
Increase wider capacity and capability across the Council to manage local projects effectively	31-Mar-2018			Half day introduction to project management courses ran by the PMU have been re-launched and are available for staff across the council involved in delivering change. The Better Working toolkit (tools to

Action Title	Due Date	Status	Progress Bar	Progress on actions
				<p>support managers in identifying and developing opportunities for change in their own areas) is being developed with taster sessions planned for Oct, Nov and Dec.</p> <p>The councils project management tools (PMF) is being reviewed and updated to make it clearer and easier to use by all staff across the council.</p> <p>A 2 day practitioner project management course is planned to be brought in house and delivered more widely from March 2016.</p>
Develop an internal communications strategy	30-Sep-2015			An internal communications strategy was be presented to corporate management team on 3 November 2015.












**Service Outcome 05. The Council is performing well and improving**




Action Title	Due Date	Status	Progress Bar	Progress on actions
Provide the CMT and relevant Policy Boards with performance reports on the Council's priorities	31-Mar-2016			To further strengthen our monitoring of our priorities the CMT's quarterly performance reports are changing from service lead to spotlight reporting, on our key corporate areas e.g. city deal, city of culture. The CMT and relevant Policy Boards will still receive operational performance reports and the annual Local Government Benchmarking Framework paper.
Ensure that all Services undertake suitable benchmarking activity to facilitate improved performance and working practices, as part of the Local Government Benchmarking Framework	31-Mar-2016			Staff have participated in the following Local Government Benchmarking Framework meetings: Looked after Children, Council Tax, Waste Management, HR, Museums, Street Cleaning and Equalities. Some of these benchmarking meetings have still to meet for the second time.  These meetings have provided an opportunity to discuss the data in detail, understand variances and learn from best practices with fellow Scottish Authorities.
Ensure a robust Service Planning process across all services	31-Mar-2016			Services continue to report progress on their Service Improvement Plans on a 6 monthly basis to Board. A review of SIPs is due to take place in late 2015 to link with the refreshed Council Plan.
Ensure all services are monitoring and implementing PSIF Improvement Plans from Cycle 2	31-Mar-2016			All services that took part in the PSIF assessment sessions for cycle 2 have developed and submitted their improvement plans and are currently monitoring them. The overall PSIF results for Cycle 2 have been evaluated and presented to the CMT.
Deliver on Audit Scotland's Statutory Performance Indicator Direction and fulfill our statutory duties	30-Sep-2016			We met the Audit requirements submission date of collecting the Statutory Performance Indicators, as stated in Audit Scotland's Direction.  Work is currently underway to meet the second part of the Direction, which is to publish the data by the 31st March 2015. This is part of a













Action Title	Due Date	Status	Progress Bar	Progress on actions
				wider review of public performance reporting (PPR).
Contribute to the Council's code of corporate governance, and ensure that it is consistent with national guidance	31-Mar-2016			The next review is due to take place in early 2016.
Improve and maintain detailed data about the demographic and health profile of the communities of Renfrewshire as well as businesses, industry, transport infrastructure and the economic profile of Renfrewshire.	31-Mar-2018			Detailed demographic and health data is available in the Renfo toolbox. A strategic review of the council's data requirements will be made after restructure of the Policy and Commissioning service area has been completed and a Data Analytics & Research manager has been appointed. This will identify what data is or is not currently available but required. Subsequent plans will be put in place to acquire and fill any information gaps and how that data will be made available throughout the council.
Make thorough use of data, especially SIMD, to inform policy and strategy development and inform decisions that improve outcomes.	31-Mar-2018			Within Chief Executives data, including SIMD, is being used to inform policy and strategy development. When the new Data Analytics & Research manager is appointed after the Policy and Commissioning restructure, it will be suggested that regular briefing notes that refer to Renfrewshire based on statistical bulletins produced by Scottish Government and any other relevant and reliable source be created. Based on the type of statistical information, the briefing notes will be distributed to those service areas not just in Chief Executives but to any service that are interested in them. It will also be suggested they be made available to a wider audience in a location giving greatest exposure e.g. possibly on Renfo.
Develop and implement an open data strategy for the Council	31-Mar-2017			Currently Renfrewshire's open data strategy and open data publication plan are on track to be published by December 2015. The strategy is being developed in consultation with ICT's Information & Application Services manager. The broad intention is to acquire a suitable open data platform, formalise processes, provide training and prepare data during 2016 then start publishing open data in an iterative manner by January 2017 in line with the Scottish Government open data strategy and guidelines.
Ensure all risk management arrangements are implemented and maintained.	31-Mar-2016			The Service continues to attend the corporate risk meetings and reviews its risks on a quarterly basis with the next risk report being reported to Board in November.

## Appendix 2- Chief Executive's Service Improvement Plan













### Performance Indicators

PI Status		Long Term Trends			Short Term Trends		
	Alert		Improving			Improving	
	Warning		No Change			No Change	
	OK		Getting Worse			Getting Worse	
	Unknown						
	Data Only						

PI Code & Short Name	Data on target	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q1 2015/16		Q2 2015/16		2015/16	2016/17	2017/18	Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	Target	
CE08 % of FOI requests in a quarter				100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	All FOI requests continue to be responded to within timescales.

PI Code & Short Name	Data on target	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q1 2015/16	Q2 2015/16	2015/16	2016/17	2017/18	Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Value	Target	Target	Target	
completed within timescale in the Chief Executive's Department															
CE119 % of Chief Executive's employees trained in equalities legislation					100%		100%		100%	100%	100%	100%	100%	100%	Training is part of the Service's induction process for all new employees.
CE120b % of PSIF improvement actions completed (cycle 2 - cumulative)				75%	80%	92%	90%	20%	25%	28%	40%	50%	75%	100%	A PSIF improvement plan is in place for 23 service areas, for cycle 2 of the Council's PSIF programme. Services are monitoring progress against these actions. Progress has stagnated on a few areas of improvement due to the other service priorities, change programme activity and staffing changes.
CE138 Number of followers on social media (twitter)				-	-	9,570	7,900	11,900	10,000	12,700	13,500	11,000	12,000	13,000	Twitter is a growing area of communications and the Service continues to promote its use.
CE151 Percentage of responses received for the Public Services Panel				-	-	49%	49%	64%	60%	64%	-	65%	67%	69%	The response rate from the Winter 2014 survey was 64%.



PI Code & Short Name	Data on target	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		Q1 2015/16	Q2 2015/16	2015/16	2016/17	2017/18		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Value	Target	Target	Target	Target	
CE163 Number of website visits				-	-	1,490,600	1,400,000	1,793,342	1,600,000	395,135	393,200	1,800,000	2,000,000	2,200,000		Website visitors continue to grow and new developments to the website and online transactions are expected to increase unique visitors.
CEABS01dlii Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				3.72	2	1.6	2	2.13	2	1.8	-	2	2	2		Sickness continues to be monitored and levels are low compared to other services.
CEPERSOD09 % of CE employees having completed IDPs (from MDP/MTIPD)				53%	100%	57%	100%	62%	100%	-	-	100%	100%	100%		This is currently being reviewed as the service is restructured and will be reported to Board in the outturn report in spring 2016.
FCSCREDCE01f % of invoices paid within 30 days by the Chief Executive's Service				99.29%	100%	98.75%	100%	100%	100%	100%	100%	100%	100%	100%		The Chief Executive's Service is committed to ensuring invoices are paid promptly to support local businesses.






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**To: Finance and Resources Policy Board**

**On: 11 November 2015**

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**Report by: Director of Finance and Resources**

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**Heading: Corporate Risk Register 2015 – Mid Year Progress Report**

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**1. Summary**

- 1.1 In keeping with 'Risk Matters,' the council's risk management policy and strategy, the Board is provided with a midyear progress report on the management of the risks recorded in the corporate risk register.
  - 1.2 This paper provides the midyear progress report on the management of the corporate risks. The complete risk register, showing risks, planned actions and progress is provided in Appendix 1.
- 

**2. Recommendations**

- 2.1 It is recommended that the Board notes and is assured by the progress being made by the council in managing the risks identified.
- 

**3. Background**

- 3.1 At the midyear review of the register there has been good progress made in the control and management of the identified risks.
- 3.2 No new corporate risks have emerged that were not anticipated as part of the process to revise the corporate risk register earlier in the year.
- 3.3 There have been no significant changes in terms of the risk scoring for any of the individual risks that form the corporate risk register.
- 3.4 The council continues to apply good risk management activity that is proportionate to the levels of risk.

- 3.5 The corporate risk profile remains unchanged from that reported to the board in May this year, and as shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	05	14	1	20

3.6 Top corporate risks

The top risk for the council continues to be the ongoing pressures faced by the council in relation to financial sustainability. The following provides a brief narrative update on this risk and the other top corporate risks reported to the Board in May this year.

(1) Financial sustainability

The Council's immediate financial position remains stable with the 2014/15 accounts having recently been provided with a clean audit certificate and the 2015/16 budget monitoring position remaining in line with the financial assumptions made in the setting of the budget.

The Council continues to review the key elements of its medium term financial strategy and the estimated savings requirement for 2014/15 through to 2017/18 remains within the previously established £20 million - £30 million range.

Within this period the Council has set two budgets covering 2014/15 and 2015/16 which have secured agreement on over £16 million of savings including the Better Council Change Programme which was created to deliver financial benefits that contribute to the achievement of the medium term financial strategy. A number of change projects have been approved by Council and will support the delivery of £9.2 million of savings over 2015/16 and 2016/17.

In addition, the Council's medium term debt smoothing strategy remains a key element of the medium term financial strategy with £5.9 million of savings identified as part of the 2014/15 and 2015/16 budgets.

(2) Tackling poverty and inequality

Following the report of Renfrewshire's Tackling Poverty Commission's findings and recommendations in March 2015, a Tackling Poverty Strategy and Action Plan has been produced which provides a blueprint for the Council's approach to tackling poverty over the next two years.

Renfrewshire Council has made an early investment of £6 million to kick-start the implementation of the Commission's recommendations, and the Action Plan was approved by Council in June 2015.

The Action Plan comprises over 50 projects which span all services within the Council, building on pre-existing successful programmes such as Invest in Renfrewshire, Families First and Street Stuff as well as testing new approaches to tackling poverty, such as developing new approaches to teaching reading and addressing the educational attainment gap.

The Tackling Poverty Programme will also oversee Renfrewshire

Council's response to the next phase of Welfare Reforms announced in 2015, including the corporate response to devolution of welfare powers to local government through the Scotland Bill.

### (3) Unemployment and economy

Over the last three years Renfrewshire's economic recovery has been quicker than other parts of Scotland. The extra investment from Renfrewshire Council to deliver the Invest in Renfrewshire programme - growing jobs and supporting business growth - has paid dividends, particularly in terms of youth employment.

Youth unemployment has now hit an all time low and has fallen from 10.9% at the start of Invest in Renfrewshire to 2.2% currently - an 80% drop. The additional financial support provided has also meant that extra EU funds could be applied for in terms of match funding, making the financial allocation go further and provide more than planned.

The next three years sees the continuation of Invest in Renfrewshire and a range of new employability and business programmes. With the reduction in unemployment these programmes now support the most disadvantaged in our communities and a new focus is both those who are currently on health related benefits and also those who are aged 50+.

A range of EU support has been secured for the 2015-2018 period and the staff team is in place to deliver the services required.

A change of premises from Assurance House to the Russell Institute will take place at the end of 2016 but every effort will be made to ensure that service disruption will be minimised during this transition.

### (4) Health and social care integration (high risk, score unchanged)

Preparations for the formal integration of health and social care services in Renfrewshire are progressing well.

The Renfrewshire Integration Joint Board was legally established on 27 June 2015 when the Scottish Government approved Renfrewshire's Integration Scheme (the formal partnership agreement between the Council and NHS GGC).

The Integration Joint Board held its first meeting on 18 September 2015 where it agreed its Standing Orders and ratified the appointment of its Chief Officer and its Chief Finance Officer and established its Strategic Planning Group.

The Council and Health Board must also ensure that all legislative requirements and commitment set out the Public Bodies (Joint Working) (Scotland) Act 2014 and the Renfrewshire Integration Scheme are in place by 1 April 2015. The legislation requires the Joint Board to develop and approve its Strategic Plan in order to allow the prescribed health and adult social care functions to be delegated from parent organisations to the Partnership by April 2015.

Key milestones to be completed are as follows:

- Integration Joint Board to approve Strategic Plan following consultation with key stakeholders and taking advice from its Strategic Planning Group, in line with process outlined in the Public

Bodies (Joint Working) (Scotland) Act 2014

- Council to ensure all local arrangements are in place for delegation of adult services to the new Joint Board during 2015
- Council to agree delegated budget and baseline joint budget following due diligence process
- Council must ensure that all legislative requirements and commitments set out legislation and the Integration Scheme are in place by 1 April 2015
- Joint Board to be fully operational by April 2016

#### (5) City Deal: failure to deliver

The risk of non delivery of the City Deal Programme is that the eight partner authorities fail the 2019 Gateway Review and the next tranche of funding is not realised.

A Programme Management Office (PMO) has been set up in Glasgow City Council and is overseen by the eight Partner Authority Chief Executives and the Glasgow and Clyde Valley City Deal Cabinet, attended by the Leader. The Renfrewshire Project Delivery Team is working closely with the PMO to ensure all monitoring requirements are met to ensure that any project or programme issues would be identified and resolved early.

Cost overruns in the Renfrewshire Projects would not be funded by City Deal and so Renfrewshire Council has set up a suitably resourced and experienced dedicated multi disciplinary Project Team to deliver the three Renfrewshire Projects.

The Projects are overseen by a Programme Board, chaired by the Chief Executive and attended by relevant Directors and Heads of Service. Additionally a Joint Chief Executives Steering Board jointly chaired by the Chief Executives from Renfrewshire and Glasgow has been set up to oversee the Airport Access Project, which is to be jointly delivered by Renfrewshire and Glasgow, with Renfrewshire as Lead Authority.

An internal Coordination Group has also been established, attended by appropriate Heads of Service, to ensure the Renfrewshire City Deal programme aligns with the other Key Council Projects and Programmes, to ensure the best possible benefits and outcomes for Renfrewshire are achieved from the City Deal Investment.

The individual projects are currently reporting 'green status' on the monthly monitoring reports. With the internal project management systems in place any issue arising would be identified and resolved early.

#### (6) Community safety and public protection

Reports are regularly taken to the Renfrewshire Chief Officers Group and the Child Protection Committee identifying the learning from nationally published Significant Case Reviews. Where necessary, additional work is undertaken. Two key examples are noted below.

The most recent published SCR regarding foster care was also the subject of a learning and development session for middle managers across the child care social work service who have a role in commissioning and/ or supporting and monitoring foster care

placements.

Professor Alexis Jay, the author of the Rotherham report into child sexual exploitation, supported a development session with the Child Protection Committee members and provided an input to elected members in respect of the learning from Rotherham. Professor Jay later presented these findings to a wider group of Renfrewshire staff at the annual Child Protection Committee conference which took place in September 2015.

The criminal justice social work service has also been involved in the national Thematic Review of the Multi Agency Public Protection Arrangements (MAPPA). A national report is due to be published in November 2015 which will reflect the findings across Scotland and again any learning that is relevant locally.

Renfrewshire Child Protection Committee (RCPC) has also recently considered the newly published Significant Case Review (SCR) guidance and this has been remitted to the Case Review sub group for consideration and reflection in terms of our own approach. A member of staff has attended a learning event delivered by With Scotland on approaches to undertaking SCRs and this has also been the subject of a presentation to RCPC.

Following our Integrated Children's Services Inspection, the partnership was asked to present to members of the Care Inspectorate team on arrangements for detecting and combating any child sexual exploitation in Renfrewshire. The Children's Services Child Protection Officer represents Renfrewshire on the national working group tackling child sexual exploitation in Scotland. The Director of Children's Services is a member of the National Missing Group that has developed guidance for practitioners in Scotland on children who go missing.

The Renfrewshire Children's Services Child Protection Officer represents SW Scotland on the Scottish Human Rights Commission InterAction review group in relation to historic child abuse. The work of this group has included involvement in the planning of the National Historic Abuse Inquiry which commenced on 1st October 2015."

### Progress against planned actions

3.7

In relation to the 20 corporate risks, there are 77 related actions to be undertaken. Of these, 43 are due for completion by the end of the financial year, where others have a longer timescale for completion.

Progress made to date by council officers in relation to the actions due for completion by the year end can be summarised as follows:

- ✔ 14 or 33% of the actions have been completed,
- ▶ 28 or 65% are progressing as planned, and
- 01 action has not yet been completed within the original timescale anticipated. The action relates to the creation of a central repository for statutory inspections. It should be noted that the CAMIS system is in place to capture all statutory inspection information, however further work is required to gather the information into one system.



3.8 It should be noted that actions prefixed by “CRR” exist only for the benefit of reducing or containing the corporate risks or auditing arrangements for managing risks, whereas actions with any other prefix reflect improvement activities that lie within the services’ improvement plans that have been linked through to the Corporate Risk Register for completeness where they have a knock on benefit to the related risk.

3.9 The Corporate Risk Management Group continues to monitor the corporate risk register on a quarterly basis on behalf of the Corporate Management Team.

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## **Implications of the Report**

### **1. Financial**

The Corporate Risk Management Group (on behalf of the Corporate Management Team), considers that recurring costs associated with the measures in place for each risk are proportionate to the level of risk, as are the costs relating to actions underway.

### **2. HR & Organisational Development**

Risks relating to HR and Organisational Development issues are reflected within Appendix 1.

### **3. Community Planning**

**Children and Young People**  
**Community Care, Health & Well-being**  
**Empowering our Communities**  
**Greener**  
**Jobs and the Economy**  
**Safer and Stronger**

Any risks relating to the Community Planning themes are reflected within Appendix 1.

### **4. Legal**

Any risks that may have legal implications are reflected within Appendix 1.

### **5. Property/Assets**

Any property-related risks are reflected within Appendix 1.

### **6. Information Technology**

Any risks relating to ICT are reflected within Appendix 1.

### **7. Equality & Human Rights**

Any risks relating to Equality and Human Rights are reflected within Appendix 1. There are no direct E&HR implications in relation to the provision of this progress report.



8. **Health & Safety**  
Any risks relating to health, safety and wellbeing are reflected within Appendix 1.
  9. **Procurement**  
Any risks relating to procurement are reflected within Appendix 1.
  10. **Risk**  
As per the subject content of this paper.
  11. **Privacy Impact**  
Any risks relating to privacy matters are reflected within Appendix 1
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### **List of Background Papers**

(a) Background Paper 1: Corporate Risk Register 2015/16

The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Risk Manager, Risk Manager, 0141 618 7019, [Karen.Locke@renfrewshire.gov.uk](mailto:Karen.Locke@renfrewshire.gov.uk)







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# Corporate Risk Register Appendix





Report Type: Mid Year Risk Report  
Report Author: Risk Manager

Priority 1: A Better Future Objective 01 Increased sustainable investment in our economy									
Context	Risk Statement			Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation	
CRR15.01.01 City Deal: Failure to Deliver	The design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. All funding conditions and business case assumptions must be accurate to allow the funding to be received. Failure to manage the contracts and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and reputational damage.			Director of Development & Housing Services	All projects will be managed using the Council's established Project Management Framework and the City Deal Assurance Framework. Internal governance is now in place via the City Deal Programme Board chaired by the Chief Executive and the Leadership Board. City Deal Programme Director now appointed.	03	05	15 High	
<u>Context:</u> The Glasgow and Clyde Valley City Deal will deliver an investment of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in the Renfrewshire area, together with additional investment into employment support through the Labour Market Project. The specific Renfrewshire Infrastructure projects are: 1) Airport Access (to be jointly delivered with Glasgow City Council) 2) Clyde Waterfront and Renfrew Riverside 3) Glasgow Airport Investment Area 4) Labour Market Projects									
Action Codes	Linked Actions			Latest Note		Assigned To	Due Date	Status	
CRR15.01.01a	Achieve planned milestones for current year for Airport Access project			Strategic Business Case being progressed for submission and approval from RC Leadership Board and City Deal Cabinet in December		City Deal Project Director	31-Mar-2016		
CRR15.01.01b	Achieve planned milestones for current year for Clyde Waterfront and Renfrew Riverside project			Strategic Business Case approved by RC Leadership board and City Deal Cabinet in June 2015. Lead Consultants appointed in October		City Deal Project Director	31-Mar-2016		
CRR15.01.01c	Achieve planned milestones for current year for Glasgow Airport Investment Area project			Strategic Business Case approved by RC Leadership board and City Deal Cabinet in June 2015. Lead Consultants appointed in October		City Deal Project Director	31-Mar-2016		
CRR15.01.01d	Achieve planned milestones for current year for Labour Markets projects			Working Matters Project went live in August 2015. Youth Guarantee Project now progressing		City Deal Project Director	31-Mar-2016		
DHRR14.01.05b	Establish a dedicated Project Team with relevant experience of delivering major infrastructure projects.			Action Complete – the Project Team is now established		Director of Dev' & Housing Services	30-Jun-2015		
DHRR14.01.05f	Negotiate and develop legal agreements with all relevant Partners and Stakeholders. Initial meetings to be arranged.			Action Complete – Initial meetings have taken place with relevant Partners and Stakeholders		City Deal Project Director	30-Jun-2015		

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR15.01.02 Unemployment and economy</p> <p>Context: (1) Immediate considerations such as tackling worklessness and youth unemployment (2) Achieving positive destinations for school leavers (3) Longer term considerations such as investing in infrastructure (such as roads, bridges and lighting) to support local economic development (4) Heritage Strategy (5) Town Centre Regeneration (6) Other public focused issues that may emerge from council plan/ SOA indicators</p>	<p>There are significant challenges in (1) reaching the people who most need our support, (2) enabling more resilient communities/voluntary groups and (3) getting the right infrastructure and investment in place for the economic development of our towns and villages. If the council and its key partners do not effectively manage these challenges there is a risk of increased poverty, adverse physical and mental health, domestic violence, homelessness, worklessness, youth unemployment, and acquisitive crime</p>	<p>Director of Development &amp; Housing Services; Director of Children's Services</p>	<p><u>Employability Initiatives</u> The Renfrewshire Employability Programme (REP) concluded in June 2015 and is being replaced by the new Invest in Renfrewshire programmes which will see a focus on particular groups who are furthest from the labour market. The services offered will be more intensive and with greater barrier removal support over the next three years. This will be delivered through a mix of in-house delivery, partnership funding and contracted activity and in order to recognise the changing demographics of the unemployed population the range of youth services will now be available to people up to the age of 29 while an enhanced programme of Adult Employability Services will also be developed partly in relation to the emerging programmes which are being delivered through the City Deal.</p> <p><u>Early Years Strategy</u> The new Strategy aims to give Renfrewshire children the 'best start' in life by improving early education and supporting families on a range of issues which have a direct impact on the youngsters' ability to learn and develop their potential.</p> <p><u>Renfrewshire Homelessness Strategy 2010-15</u> Agreed partnership homelessness strategy based on Prevention, Access To Services, Housing Options and Sustainable Options.</p> <p><u>Town Centres Economic Growth</u>  <ul style="list-style-type: none"> <li>■ Paisley Heritage Asset Strategy approved in January 2014</li> <li>■ Paisley BID (Business Improvement District) Steering Group established, the Council is supporting the BID process.</li> <li>■ Measures to improve the accessibility and the safety and security of the Town Centres have been undertaken.</li> <li>■ Comprehensive action plan and governance arrangements in place.</li> <li>■ Renfrew Town Centre improvement projected completed.</li> <li>■ Johnstone town hall project being implemented. Significant renewal project of old town hall/swimming pool/library complex. Brings together Council services into a new civic centre piece for the town.</li> <li>■ Business incubators initiative to support new businesses locating in Town Centres.</li> </ul> </p> <p><u>External Funding</u>  <ul style="list-style-type: none"> <li>■ Significant levels of external funding secured from a number of sources incl Big Lottery, ESF, ERDF, LEADER, Townscape Heritage Fund, Conservation Area Regeneration Scheme.</li> <li>■ Compliance team in place to continuously monitor compliance with conditions of EU grant.</li> <li>■ Funding Strategy developed to support Paisley Town Centre and Heritage Asset Strategy.</li> </ul> </p> <p><u>Glasgow Airport</u>  <ul style="list-style-type: none"> <li>* Maximising the local economic development potential of Glasgow Airport.</li> <li>* Establishment of Glasgow Airport Business Forum.</li> <li>* Joint sponsorship of ECOS Study</li> <li>* Glasgow Airport Investment Area project being progressed through City Deal Community Investment</li> </ul> </p> <p>Council maintains significant capital investment locally which supports the local economy. Many major capital projects have significant community benefits built in, e.g. play park provision, enhanced infrastructure.</p>	03	05	15 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CE.SIP.14.03.16	Continue to develop targeted communications to support the Early Years Strategy and Family Centres initiative as part of the Children and Young People and Tackling Poverty communications strategies	Communications activity is planned and delivered within six monthly action plans which focus on communicating key elements and milestones of the Early Years Strategy.	Policy Lead	31-Mar-2017	
DHSIP14.01.04.20	Deliver Business Gateway services in Renfrewshire in partnership with Inverclyde and East Renfrewshire Councils	The current contract will run until Oct 2016 and the current year's programme is largely running to plan. An options appraisal for the future delivery of the Business gateway services is currently being prepared. Any change to the delivery structure would be most likely from October 2016 and would be reported to board in the new year	Economic Development Manager	31-Mar-2016	





Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.03 Corporate Events Management	Context: (1) Beer Festival/Food & Drink Festival (2) The Visit (Conference) (3) Street Velodrome (4) Mission Discovery (5) Sma' Shot day (6) National Youth Circuit Race Championships (7) Paisley Pipe Band competition (8) Fire Engine Rally (9) Doors Open Days (10) Bring it All Home (11) The Spree (12) Halloween Festival (13) Fireworks (14) Town Centre Christmas Lights switch ons	Effective preparation and co-ordination across a number of services, for high profile events coming to Renfrewshire is essential and should this not be achieved there is a risk of adverse reputational impact for the council on a national and international level	Director of Development & Housing Services	*Monthly Strategic Events Group in place to co-ordinate preparation for various events as per event schedule, with representation from all relevant council services and community partners *Events Guidance Manual in operation *Considerable pre-event liaison with in house teams and the emergency services *The events team have a number of years experience in organising and managing events *Accredited and experienced stewarding staff are employed at all large scale events *Paramedic and trained first aiders are on site at all large scale events *Town centre management team training and support from in house specialists *Annual events cancellation insurance cover in place although this is not a blanket insurance for all events *Suppliers procured in accordance with Contract Standing Orders, with indemnity limits agreed and insurance covers checked	03	04	12 High
Action Codes		Linked Actions	Latest Note	Assigned To	Due Date	Status	
DHRR15.01.03a	Deliver Events Strategy	Delivered an expanded and improved events programme across 2015. Delivery of new events including National Youth Cycle Race, Beer and Food Festival, development of Sma' Shot day, Bring it all Home and Halloween Festivals. Planned public launch of City of Culture as part of the Paisley Christmas Lights Switch on	Town Centres Project Manager	31-Mar-2016			
DHSIP14.01.05.31	Deliver increased programme of town centre activities as outlined in an approved event strategy	Delivered an expanded and improved events programme across 2015. Delivery of new events including National Youth Cycle Race, Beer and Food Festival, development of Sma' Shot day, Bring it all Home and Halloween Festivals. Planned public launch of City of Culture as part of the Paisley Christmas Lights Switch on	Town Centres Project Manager	31-Mar-2016			

Priority 1: A Better Future Objective 02 Improved health, well-being and life chances for Children & Families						
Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.04 Delivering on SOA outcomes through the Community Planning Partnership	The Community Planning Partnership seeks to deliver key outcomes for the community such as tackling poverty and inequality gap in Renfrewshire. If the council does not effectively engage with the partnership through a significant period of challenge, adapting strategy, policy and operations to meet these challenges and ensuring good governance and performance, there will be greater uncertainty around delivering the community benefits and achieving the partnership aims and objectives.	Corporate Policy and Performance Manager	<ul style="list-style-type: none"> <li>*The Renfrewshire Community Plan is the action plan for delivery of the Community Plan and the SOA</li> <li>*The plan clearly outlines a positive vision for change which will be driven by partners</li> <li>*Community Planning targets are defined. These will be revised and updated each year by the Community Plan Partnership Board as progress is achieved</li> <li>*Progress on achieving Community Planning/ Single Outcome Agreement targets is monitored by 6 thematic boards and is reported annually to the CPP Board.</li> <li>*Clear accountability and public reporting is an important aspect of the CPP approach, using data and other evidence, to drive performance within all aspects of the Community Plan.</li> </ul>	03	04	12 High
Action Codes	Linked Actions	Latest Note				
CE.SIP.14.01.02	Produce and promote the Community Planning website in conjunction with Engage Renfrewshire	The website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is now being used as the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/ 2015. The structure of the website was being expanded in March 2015 to accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.	Assigned	Senior Comms Officer	31-Mar-2017	
CE.SIP.14.01.05	Support Engage Renfrewshire to ensure that community and voluntary groups are involved in and contribute to community planning outcomes	An officer from the Chief Executive's Service has been seconded to Engage Renfrewshire since July 2013 to ensure that voluntary sector and community organisations are fully engaged in contributing to community planning outcomes. During the first six months of 2015/16, 16 third sector organisations have been involved in Renfrewshire Community Planning Partnership Board meetings. Third sector organisations have produced 15 reports or presentations to the Boards during that period. The Forum has also raised a number of issues with the other Boards, including the Living Wage and accessibility of streets. In addition to these organisations attending full Board meetings, a wider group of community and voluntary organisations are engaged in community planning through networks aligned with the Boards as follows: Childcare Voluntary Sector Forum (Children & Young People), Green Network and Greener Communities Sub Group (Greener Renfrewshire), Voluntary Sector Managers Forum ((Jobs and Economy), Education, Diversion and Engagement Group (Safer and Stronger), forums and communities aligned with the Community Care Health and Wellbeing Board and the Advice Services Oversight Group(Forum For Empowering Communities). During the first six months of 2015/16, organisations from Engage Renfrewshire's membership of 350 have been engaged through events to discuss their role in delivering outcomes relating to tackling poverty, health and social care integration, community health and wellbeing, asset transfer and management, Getting It Right For Every Child (GIRFEC) and the Paisley City of Culture bid 2021. Engage Renfrewshire and other third sector organisations are also engaged in delivering Renfrewshire's Digital Participation Plan, including chairing groups and informing website development.		Policy Officer	30-Sep-2015	
CE.SIP.14.01.06	Support Renfrewshire Community Planning Partnership to develop a resource plan	Renfrewshire Community Planning Partnership has completed an exercise to identify the estimated public sector revenue expenditure in Renfrewshire. This showed that £975 million is spent by partners in Renfrewshire. Following this exercise the Community Planning Partnership Board identified two areas for the partnership to investigate: opportunities for assets/property and learning and development. This work is now underway and will be reported to future meetings of the Community Planning Partnership Board.		Policy Officer	31-Mar-2015	
CE.SIP.14.02.15	Include and maintain detailed data about the businesses,	The original proposal for a Knowledge Bank has been dropped due to the Scottish Government Open Data strategy taking precedence and the requirement to comply. The Open Data strategy entails all public service organisations having their own Open Data publication plan approved and published by the end of		Lead Data Research & Analysis	31-Mar-2017	

	industry, transport infrastructure and economic profile of the communities of Renfrewshire in the Knowledge Bank	<p>2015 and to begin publishing their open data in accordance with Scottish Government guidelines by January 2017. The Council's Open Data strategy is being developed in line with the Connect Renfrewshire, ICT, Information Governance and Scottish Gov OD strategies and will be published with the publication plan in December 2015. It's envisaged that data on business, industry and transport infrastructure will be included in any data made open to the public. CMT has approved the creation of an Open Data portal. A round of discussions with potential dataset owners has commenced. The portal platform is expected to be acquired in the first part of 2016 and data flow processes and roles will be defined during that year in time to begin publishing the beginning of 2017 or sooner if possible.</p>			
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Priority 1: A Better Future Objective 04 Reduction in the causes and impact of poverty						
Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.05 Tackling Poverty and Inequality  Context: (1) Tackling Poverty Commission report published March 2015 (2) Initial council response – March 2015 (3) Planning for implementation – March to June 2015 (4) Implementation - June 2015 onwards (5) Impact of welfare reform on Renfrewshire citizens	The council is committed along with its partners to break the poverty cycle in Renfrewshire. If the partners do not effectively tackle the causes and impacts of Poverty in Renfrewshire there will be further polarity of poverty in Renfrewshire, increasing inequality and health inequalities, and greater demand for services.	Head of Policy & Commissioning	<ul style="list-style-type: none"> <li>*Tackling Poverty Commission established to address the causes and impacts of poverty (priorities will be agreed and reflected as action below)</li> <li>*Community Care, Health and Wellbeing Thematic board of the Community Planning Partnership is focused on tackling inequalities at a strategic level.</li> <li>* Elements within a range of council policies and strategies tackle inequalities, such as:               <ul style="list-style-type: none"> <li>- Sustainable Food Strategy</li> <li>- Tobacco Control Strategy</li> <li>- Tobacco Policy for Looked After and Accommodated Children</li> <li>* Elements within a range of partnerships, programmes and projects tackle inequalities, such as:                   <ul style="list-style-type: none"> <li>- Families First Project</li> <li>- Triple P (Positive Parenting Programme)</li> <li>- Family Nurse Partnership</li> <li>- Healthier Welfare Children Project</li> <li>* Joint Health Improvement Manager</li> <li>* Support for community led health activities</li> <li>* Activity co-ordinators in local authority residential homes for older people</li> <li>* Targeted events such as AgeFest and Feelgood Renfrewshire</li> <li>* Universal Credit is being introduced by the UK government in June 2016. The Council will provide support services to assist customer access to the new benefit.</li> </ul> </li> </ul> </li> </ul>	04	04	16 High
Action Codes	Linked Actions	Latest Note				
FR-SIP-15-1-1-01	Tackling Poverty Action Plan - address the recommendations from the Commission	The Tackling Poverty strategy was approved by the Council and partners in September 2015. An initial action plan was approved by the Council in June 2015 which outlined £6 million of targeted spend to deliver an early response to address the Tackling Poverty Commission's findings and recommendations. The action plan is being implemented in partnership with our community planning partners.	Assigned To	Due Date	Status	
FR-SIP-15-1-1-02	Implement the Fuel Poverty Strategy Action Plan	At the last meeting of the Fuel Poverty Forum, an update of all the indicators was requested. This has now been complete and circulated to attendees.	Policy Lead	31-Mar-2018		
FR-SIP-15-1-1-03	Continue to develop the Council's response to the welfare reform changes	The Council has worked with partners to ensure effective support was put in place for the introduction of Universal Credit in Renfrewshire, on 22 June 2015. Monitoring at an operational and strategic level has been put in place to identify issues arising at an early stage. Work is beginning to plan for the welfare reform changes announced as part of the July 2015 budget as part of the tackling poverty programme	Head of Property Services	31-May-2016		
FR-SIP-15-1-1-04	Reviewing and redesigning processes for Benefits	Universal Credit now live, and all related processes in Housing, Customer and Business Services have been amended and implemented. Regular project updates with DWP will continue through to March 2016 to ensure the Council is ready for an increased number of Universal Credit claimants.	Head of Customer and Business Services	31-Mar-2016		
FR-SIP-15-1-1-05	Providing and commissioning advisory services and advocacy services	Advisory services are in place, the responsibility for the service transferred to Customer and Business Services in August 2015. Work has started to identify changes in systems / processes to improve the overall service.	Head of Customer and Business Services	31-Mar-2016		
			Customer Services Mgr	31-Mar-2018		

FR-SIP-15-1-1-06	Digital Inclusion Strategy - Deliver additional support to residents with limited access	Digital Participation Plan being developed for the Council which will inform support arrangements for individuals who experience difficulties in accessing or using on-line systems	Customer Services Mgr	31-Mar-2016	
FR-SIP-15-1-1-07	Embed and refine the local arrangements for the Scottish Welfare Fund	Scottish Welfare Fund processes are now well embedded. The deployment of the fund is regularly monitored and reviewed to ensure that it supports those most in need in Renfrewshire; however, current uptake levels indicate that it is unlikely that the budget allocation from Scottish Government will be sufficient to meet demand. The announcement of a number of welfare and personal taxation changes by the UK Government in July 2015 will have a significant impact on our citizens and may place greater pressures on the fund. A welfare reform work stream will be established within the Tackling Poverty programme to manage and mitigate the impact of the changes as far as possible.	Customer and Business Services	31-Mar-2016	
SWSIP1403b	Support communities to lead their own health improvement activities, or to co-produce ideas and services with local people	The Health Improvement and Community Link team continues to support community groups. A portal, 'My Renfrewshire' has been developed make it easier for people to find groups which will help them to live healthier and more independent lives. The team is involved in work supporting older peoples' groups, groups for people with disabilities and carers' groups. An exercise to analyse information gathered on localities from community planning conferences and other consultation events began in August 2014 and has identified a number of opportunities for co-production of services and activities. During October 2014, the team provided support for the Scottish Mental Health Arts and Film Festival.	Health Improvement Manager	31-Mar-2015	
SWSIP1403c	Work with wider partners in the Community Care, Health and Wellbeing Thematic Board to tackle health inequalities	Work on health inequalities is a key focus for this board, which receives regular updates on activity in this area. Tackling health inequality will continue to be a long term priority for community planning partners.	Director of Children's Services	31-Mar-2015	

**Priority 1: A Better Future**  
**Objective 05 A safer and stronger Renfrewshire**

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR15.01.06 Community Safety &amp; Public Protection</p> <p><u>Context:</u></p> <p>(1) Levels of deprivation in Renfrewshire; (2) No. of vulnerable children and adults in Renfrewshire; (3) Complexity of partnership arrangements; (4) Community Safety delivery model arrangements; (5) Community Safety Review (6) Community safety and public protection steering group (7) Rollout of CCTV/ Hub project</p>	<p>The council's community safety and public protection role, delivered within an integrated partnership model is critical to ensuring child and adult protection, and that offending behaviour and community safety services are effectively delivered, or risk of harm to and from individuals may arise.</p>	<p>Director of Children's Services; Director of Community Resources</p>	<p>* The community safety and public protection steering group drives the strategic focus for the Council, whilst providing a framework for the day to day delivery of early intervention and prevention activities: o Delivering strategic oversight and planning for key legislative and environmental changes including development of the future model for community justice in Scotland o Delivering strategic oversight to ensure partner organisations are effectively managing risk in relation to key threats and disruptive activities in our communities and organisations and that appropriate risks and mitigating actions are recorded.</p> <p>* Multi-agency child and adult protection committees well established, with independent chair in place for both. * Procedures developed and implemented across partnerships through the child and adult protection committees and through North Strathclyde Community Justice Authority. * Chief Officers Group, comprising of leaders from all relevant partner agencies meet on a regular basis to discuss key issues. * Joint Communications sub group now established. * Multi-agency child and adult protection training programme in place, facilitated by dedicated trainer * Legally defined role of the Chief Social Worker within Renfrewshire Council to make decisions in relation to individual cases in specific circumstances as prescribed in legislation. * Regular programme of case file auditing undertaken by the adult and child protection committee. Social Work Service implementing and internal case file audit programme. * Practice and service quality subject to regular external scrutiny by Care Inspectorate and other bodies as required in terms of registered services or through thematic inspections. * A multi-agency action plan has been implemented; the Care Inspectorate was invited to review this during 2012 and reported that good progress has been made. * Effective Community Safety Hub, tasking and case management arrangements * Effective diversionary activities and programmes in place including Street Stuff * Good overall governance controls in place for civil contingencies including links to the wider public protection agenda, and corporate strategic management. * Development of female offender services following national review. * Some specialist services for offenders provided on a partnership basis with other local authorities. National review of community justice services currently underway. * The first edition of the new Renfrewshire Public Protection Newsletter Issued to all staff on 15 April 2014 * Annual conferences held by both the adult and child protection committees</p>	03	05	15 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CHSSIP151605a	Implement new arrangements flowing from the national review of criminal justice services.	Strategic planning arrangements are in process to take forward the new model. A National Strategy and National Performance Framework for community justice are anticipated to be available by March 2016. A Lead Officer Community Justice post has been created with recruitment in progress.	Criminal Justice Manager	31-Mar-2016	
CRR14.01.05a	Internal Audit to review business support arrangements for adult protection	Audit has been completed	Chief Auditor	30-Jun-2015	
CRR15.01.06a	Undertake a review of key professional (external) reports to benchmark council arrangements and identify any improvements required	<p>Reports are regularly taken to the Renfrewshire Chief Officers Group and the Child Protection Committee identifying the learning from nationally published Significant Case Reviews. Where necessary, additional work is undertaken.</p> <p>The Criminal Justice Social Work service has also been involved in the national Thematic Review of the Multi Agency Public Protection Arrangements (MAPPA). A national report is due to be published in November 2015 which will reflect the findings across Scotland and again any learning that is relevant for us locally.</p> <p>Renfrewshire Child Protection Committee (RCPC) has also recently considered the newly published Significant Case Review (SCR) guidance and this has been remitted to the Case Review sub group for consideration and reflection in terms of our own approach. A member of staff has attended a learning event delivered by With Scotland on approaches to undertaking SCRs and this has also been the subject of a presentation to RCPC.</p> <p>Following our Integrated Children's Services Inspection, the partnership was asked to present to members of the Care Inspectorate team on our arrangements for detecting and combating any Child Sexual Exploitation here in Renfrewshire. The Children's Services Child Protection Officer represents Renfrewshire on the national working group tackling child sexual exploitation in Scotland. The Director of Children's Services is a member of the National Missing Group that has developed guidance for practitioner in Scotland on children who go missing.</p> <p>The Renfrewshire Children's Services Child Protection Officer represents SW Scotland on the SHRC InterAction review group in relation to historic child abuse. This work of this group has included involvement in the planning of the National Historic Abuse Inquiry which commenced on 1st October 2015.</p>	Head of Child Care & Criminal Justice	30-Sep-2015	
CRR15.01.06b	Deliver the integrated CCTV Hub	The construction of the Community Safety Hub and Integrated Control Room is now complete with the building being operational for week commencing 12 October. The facility will be occupied on a phased basis with the last employee group transferring in December 2015.	Head of Public Protection	31-Mar-2016	
CRR15.01.06c	Deliver the Prevent Group work plan	The group have completed their high level assessment identifying a clear understanding of what radicalisation means from a local authority perspective and what level of awareness there is of it across the council. This council information will now be merged with additional data from Police Scotland to create a single composite document as to what action can be taken to prevent vulnerable people in Renfrewshire from being radicalised	Head of Public Protection	30-Jun-2016	
CRR15.01.06d	Internal Audit to review arrangements for Community Payback Orders	Fieldwork in this area of audit is ongoing	Chief Auditor	30-Jun-2016	
SWSIP1401d	Develop self-evaluation framework for the Adult Protection Committee	A multi-agency case file audit was completed in 2014 and another will take place before the end of this financial year. The committee has now adopted the Hogg self-evaluation framework. A self-evaluation exercise is scheduled for early 2016, to be completed within 6 months. Proposals for a new schedule of self evaluation activity will be put to the RAPC before the end of 2015.	Adult Services Manager	31-Mar-2015	

Context		Risk Statement	Owned by	Current Risk Control Measures		Likelihood	Impact	Evaluation
CRR15.01.07 Serious Organised Crime, Insider Threat and Corporate Fraud  Context: (1) Serious and Organised Crime is a threat to national security (2) It costs the UK more than £24 billion a year (3) Organised crime, insider threat, bribery and corporate fraud could become an area of concern for the council (4) The council needs to protect its citizens and its business resources		The council implements a range of measures to prevent and detect serious organised crime and corporate fraud. Should measures not implemented and monitored effectively there would be increased threat to resources and security of information.	Head of Public Protection	* Understanding and mitigating risk with 3rd party providers/partners accessing our systems * Integrity Group established to look at the arrangements for managing this risk * Integrity group will deliver the oversight of development and implementation of strategies to respond effectively as an organisation to national strategies relating to serious and organised crime * Other measures recorded within the 'Internal Controls' tab - not published publicly.		03	04	12 High
	<b>Action Codes</b>	<b>Linked Actions</b>	<b>Latest Note</b>		<b>Assigned To</b>	<b>Due Date</b>	<b>Status</b>	
	CRR15.01.07a	Undertake counter fraud pilot	Formal pilot has been completed. Outcome of the pilot is currently being evaluated and a business case is being prepared for management consideration		Chief Auditor	31-Dec-2015		
	CRR15.01.07b	Internal Audit to review the council's arrangements for the prevention and detection of fraud and corruption	Internal Audit are represented on the integrity group. A self assessment has been undertaken and internal audit have a number of actions arising which will be progressed		Chief Auditor	30-Jun-2016		
	CRR15.01.07c	Deliver the Integrity Group work plan	The launch of the Serious Organised Crime Strategy for Scotland provided a number of recommendations that will be used by the Council's Integrity Group to update and improve upon the current Integrity group action plan and ensure that the Council is as resilient as possible in responding to the threats posed by organised crime and to put in place the necessary actions to support the wider Renfrewshire community, in particular the most vulnerable residents.		Head of Public Protection	30-Jun-2016		


Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.08 Incident Response Management	Disruptive events such as those reflected within the Community Risk Register may adversely impact on the community, the environment, our employees and the reputation of the council	Director of Community Resources	<b>Specific to the Community Risk Register:</b> *Council Civil Contingencies Arrangements *Council Business Continuity Arrangements *Council Pandemic Influenza Arrangements *Corporate communication plan *Local Authority Major Accident Hazards Pipelines (MAHP) Emergency plans *Local Authorities' inspections of all of their bridges on a regular basis *Local Authority Rest Centre Plans *Local Authorities able to identify vulnerable customers for alternative water supplies *Ongoing investment in flood alleviation/ flood response protocol is in place and regularly reviewed *Category 1 and 2 Responders generic emergency plans & procedures *Generic Major Incident Plans *National and local contingency plans *Maritime and Coastguard Agency Major Incident Plans, in conjunction with other Category 1 Responders *Regular exercising of emergency plans *Vaccination programme instigated to priority at risk groups  <b>Other corporate arrangements:</b> *Civil Contingency Service - Joint service with Inverclyde and East Renfrewshire Councils *Corporate and service department Crisis and Resilience Management Teams *Senior staff trained as Council Incident Officers *Learning and development programme in place to train all officers with an incident response role *Learning and Development Grant money made available for officers with incident response role to undertake required specialist training *Exercise programme in place to test council response to incidents at an individual, service and corporate level *Debriefing arrangements to enable lessons to be learned and fed back into the planning process *Winter maintenance strategy with appropriate employees trained and exercises undertaken	03	03	9 Moderate
<u>Context (from Community Risk Register):</u> (1) Industrial Accidents and Environmental Pollution (2) Transport Accidents (3) Severe Weather Incidents (4) Structural Incidents (5) Human Health (6) Animal Health (7) Industrial Action (8) International Events (9) Industrial Technical Failure						
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status



## Priority 2: A Better Council




### Objective 01 A Sustainable Council - effective and financially sound





Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.09 Financial Sustainability	If significant cost pressures and reducing available resources are not successfully planned for and managed effectively over the medium to longer term, there is a serious risk of unplanned/ reactive budget realignments that could jeopardise the financial stability of the council with significant impact on availability and quality of front-line services and capital resource	Director of Finance & Resources	<ul style="list-style-type: none"><li>• The Council approved its Medium Term Financial Strategy in Sept 2012, including key planning principles with regards use of reserves, addressing costs growth, investment in early intervention and preventative spend areas and the use of capital receipts.</li><li>• Well developed budget planning, budget setting and budget monitoring arrangements at both officer and member level; clear decision making and escalation process in place with regards budget management; improving budget reporting to both officer groups and Policy Boards</li><li>• As part of medium term financial planning arrangements there is continuous development of saving workstreams to ensure that the Council has an appropriate range of projects underway which will provide a sufficient scope and depth of saving options for elected members as part of delivering a balanced budget year on year. There is also close monitoring of agreed savings to ensure risk of double counting is minimised</li><li>• Regular updates provided to CMT and Council with regards the national fiscal position, likely developments and the impact on the council through close liaison with national groups and the Scottish Government</li><li>• Areas of improvement with regards financial management, efficiency and competitiveness identified from undertaking the BV2 toolkit self-assessments with actions agreed.</li><li>• Well developed forecasts for energy consumption and related costs based on national contract prices; role as a partner in the development of a waste management shared service allows the council to influence key decisions and be clear on related costs.</li><li>• Improving asset management planning has clarified priority areas for investment in the council's estate, supported by dedicated sources in both the capital plan and revenue budget.</li><li>• Well developed debt strategy which ensures over the medium term the Council's current and future debt levels are prudent and sustainable in the context of reducing resources and also that maximum opportunity for recurring savings are taken advantage of as part of examining the profile of debt payments over the long term.</li></ul>	04	05	20 V.High
Context: Due to effective financial planning, the council is well placed to address the financial challenges forecast over the shorter term, however there are significant and rising pressures forecast from 2014/15 onwards over the course of the next spending review period. Consequently the risk remains very high and continues to be subject to significant and regular scrutiny.						
Ongoing challenges include: (1) Demand/ changing demographics (2) Reduction in resources available to deliver services (3) New 'Self Directed Support' agenda requires the council to make funds available to clients with no guarantee that they will use council services (4) Financial/ efficiency savings, inflation rates and reduced income from asset sales (5) Workforce/ Rising employee and pension costs, meeting increased demand with reduced workforce (6) Investment/ for roads, schools, housing stock to support existing services and economic growth. (7) Maintaining assets/ backlog maintenance and repair for the estate (8) Environmental/ rising energy and fuel costs, emission reduction targets (9) Potential financial impact of the introduction of Universal Credit (10) Potential outcomes of the Smith Commission						
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
CRR15.02.09a	Internal Audit to review the council's arrangements for Capital Accounting	Audit work due to commence in the second half of 2015/16		Chief Auditor	30-Jun-2016	
CRR15.02.09b	Internal Audit to review the council's arrangements for Debt Management	Audit work due to commence in the second half of 2015/16		Chief Auditor	30-Jun-2016	
CRR15.02.09c	Internal Audit to review the council's arrangements for Council Tax	Review has recently commenced, fieldwork is ongoing		Chief Auditor	30-Jun-2016	
FR-SIP-15-3-1-36	Financial Planning	Information has been received from services and is being collated and discussed with the Director and Chief Executive as part of the 16/17 budget setting.		Head of Finance	31-Mar-2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.10 Energy, carbon and waste management	If the council does not make the most of innovative opportunities to develop solutions and/or implement robust arrangements for energy and carbon management challenges (such as the council's Carbon Reduction Commitment), there is a risk of reputational harm (in terms of corporate social responsibility) but more especially the potential for significant unbudgeted costs, financial penalties and a missed opportunity for maximising energy savings	Director of Community Resources; Director of Development & Housing Services; Director of Finance & Resources	<u>Energy Management</u> (greener energy, biotechnology, affordability) * Process in place to monitor energy consumption and targets. * Energy Management Unit promotes energy awareness throughout the council. * Participation in national awareness schemes including Earth Hour and National Energy Week. * Automated meter readers installed in operational council buildings. * Boiler control panels installed in council buildings. * PC Power Management Software is implemented. * Programme of energy saving measures have reduced power consumption for street lighting. * Application of Building Regulations (sustainability certificates).  <u>Carbon Management</u> (carbon emissions, carbon accounting) * Strong links in place between the Energy Management Unit and Corporate Finance to ensure potential liabilities related to the Carbon Reduction Commitment are well understood and planned for. * Renfrewshire Council have purchased CRC credits 2 years in advance to secure a £47k discount. * Council's Carbon Management Programme/ Plan in place to achieve emissions and cost reductions set out by the Scottish Government and the council. * Greener Fleet monitoring tool supplemented by vehicle tracking system looking at fuel usage, idling, speeding and CO2 usage. * Monitoring the positive impact of recycling through the new proposed carbon metric measure for recycling. * Departmental representative on the Greener Thematic Board.  <u>Energy Efficiency Standard for Social Housing (EESH)</u> * Opportunities are being investigated to secure external grant funding for energy improvements to meet new energy standards. * The Scottish Government has confirmed that a review will take place in 2017 to establish if landlords have been successful in securing funding for the investment. Temporary exemptions may be possible where it can be demonstrated that external funding has been sought but cannot be secured.  <u>Waste Management</u> * Monitoring the positive impact of recycling through the new proposed carbon metric measure for recycling. * Continued monitoring of Managed Weekly Collections * 4 weekly monitoring of recycling performance in place to ensure zero waste targets are achieved * Disposal contract includes a level of diversion from landfill * Monitoring arrangements are in place to ensure compliance with the Waste (Scotland) Regulations 2012	02	04	8 Moderate
Context: (1) Environmental Legislation (2) Costs/ financial penalties regime and taxes associated in particular with waste management (3) Clyde Valley Waste Project – in planning phase – moving towards construction in 2016 (4) £.25m funding for energy initiatives (5) % going to Landfill (6) Food waste funding ends 1 April 2015						
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
DHRR15.02.07a	Complete Phase 2 of the PV Installation programme	Work planned for October holiday to complete PV programme in schools		Asset/ Energy Mgr	31-Dec-2015	






Priority 2: A Better Council Objective 02 Effective Change Management						
Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.11 Health & Social Care Integration	If the Council does not prepare effectively for the implementation of the Public Bodies (Joint Working) (Scotland) Act and form a fully operational Health and Social Care Partnership by 1 April 2016 there could be significant consequences in terms of logistics and reputation and further impact to council structures, budgets and governance.	Chief Executive	<p>*A high level working group has been established lead by the Chief Executive of Renfrewshire Council and NHS GGC</p> <p>*Project management arrangements are in place to plan the programme of work in order to have all the required elements of integrated working in place by the statutory deadline of 1 April 2016.</p> <p>*An integration scheme has been approved by Council and NHS GG&amp;C and will be submitted through the Health Board to the Scottish Government for approval before the statutory deadline of 1 April 2015.</p> <p>* A Chief Officer Designate has been appointed.*The Director of Finance and Resources, and the Social Work head of Resources are a members of the national Integrated Resource Advisory Group which is now working to finalise required financial governance and reporting arrangements. A a Board wide joint finance working group has also been established, and meets regularly to agree a consistent approach to the practical implementation of the national guidance.</p> <p>*The Director of Social Work co-chairs the national working group established by the Scottish Government to develop and agree the key outcomes and performance measures which would be adopted by health and social care partnerships.</p> <p>*Social Work Service is one of a small number of councils working with the Information Services Division to develop a national health and social care dataset required by health and social care partnerships to develop a performance management framework for integrated service delivery.</p> <p>*Significant level of joint working already embedded locally between health and social care, with a number of joint teams and co-location arrangements in place. Change Fund for Older People activity is a specific example of the effectiveness of jointly planning and delivery improvements to service provision.</p> <p>*Partnership working well advanced in terms of developing joint commissioning plans with a 10 year plan for older people published during 2014/15 and an overarching strategic plan and care group plans under development.</p> <p>* Joint planning groups for health and social care services (JPIGs) well established, overseen by a Joint Management Group.</p> <p>* Information sharing protocols in place across health and social care services and developed as required.</p>	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
CRR15.02.11a	Internal Audit to review the arrangements for Health and Social Care – IJB/ Due Diligence Review	Audit work due to commence in the second half of 2015/16		Chief Auditor	30-Jun-2016	
SWSIP1404g	Work with NHS and corporate colleagues and partners to agree plans to deliver integrated health and social care in Renfrewshire in line with legislative provisions and timescales	The integration scheme was approved by the Scottish Ministers in June 2015 and the Integration Joint Board has been formally constituted. At the first full meeting on 18 September 2015, the appointments of the Chief Officer and the Chief Finance Officer were ratified. Workstreams are progressing well and the strategic plan will be published by 1 April 2016, allowing formal delegation of budgets and services to the Integration Joint Board.		Director of Children's Services	31-Mar-2016	
SWSIP1404I	Continue to develop strategic commissioning, and deliver Joint Commissioning Plans for all areas of Adult Services	Initial work has been undertaken on strategic commissioning plans for Learning Disability Services, Mental Health Services and Physical Disability & Sensory Impairment Services. In order to meet legislative requirements in relation to the integration of health and social care, officers have prioritised to the development of an overarching strategic plan for the new partnership. This will be published by 1 April 2016. Care group plans will be produced 2016/17.		Principle Officer	31-Mar-2016	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.12 Better Council Programme	The current strategic and transformational change agenda makes for a highly complex and challenging change environment which, if not co-ordinated and managed effectively across all aspects of the council's business, could result in benefits not being delivered and impact significantly on future service delivery and the longer term effectiveness of the organisation	Chief Executive	* Sound programme governance in line with the Council's Project Management Framework * Reform and Change Management facilitate the coordination of change across the Council and with partners * Resources have been invested in a core team of change specialists (PMU) * Partnership with Ernst and Young established for additional support * Methodologies and processes have been developed and adopted to manage change. * Investment is being made to enable better and quicker decision making through the deployment of technology * The development of new processes in business support is seeking to address data quality issues * Investment in research and investigation supports innovation in organisation design and service delivery	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.15.04.01	Through the Better Council strategic change programme, provide professional support for initiatives to reduce organisational complexity, enhance customer intelligence, manage demand, develop new service delivery models and create new support models	The Better Council Change programme continues to identify, manage and deliver changes across the Council that will improve our efficiency, modernise our ways of working and support long term financial sustainability as well as delivering savings specifically to contribute to addressing the Council's forecast medium term budget pressures through to 2017/18. Already ~£12M of savings have been delivered in Phase 1 where the focus was on delivering financial sustainability. The Programme Management Unit (PMU) continues to develop and strengthen the councils change management capability in order to continue to deliver a wide range of change initiatives. Phase 2 of the programme has commenced with a focus on improving our customers experiences; optimising use of our assets; managing demand; developing new service delivery models; and delivering organisational change.		Strategic Programme Manager	31-Mar-2018	
CE.SIP.15.04.02	Identify and roll out stage 2 of the Better Council strategic change programme	Work continues to identify projects that will deliver both efficiency and financial savings in phase 2. Phase 2 of the programme has been designed and is structured around the following themes: Demand; Customers; Commissioning; Optimisation of use of our assets; ICT transformation; organisational change; and Better Working. In addition to identifying projects that support the delivery of our commitments in the council plan; progress has been made in identifying changes and efficiencies to deliver the £7M savings target associated with Phase 2 of the programme.		Strategic Programme Manager	31-Mar-2018	
CRR14.02.13c	Implementation of monitoring of benefits	A benefits mapping template has been created that will facilitate the capture and monitoring of programme benefits. This will be used across the Better Council Programme. The council's tools for project management (the Project Management Framework - PMF) is being reviewed and tools and guidance on benefits management will be included in the next version.		Strategic Programme Manager	31-Mar-2017	

CRR15.02.12a	Internal Audit to review arrangements for Workforce Planning	Audit work due to commence in the second half of 2015/16	Chief Auditor	30-Jun-2016	
CRR15.02.12b	Internal Audit to review arrangements for Programme Management – Options Appraisal	Audit work due to commence in the second half of 2015/16	Chief Auditor	30-Jun-2016	
CRR15.02.12c	Internal Audit to review Supporting Attendance arrangements	Review has recently commenced, fieldwork is ongoing	Chief Auditor	30-Jun-2016	
FR-SIP-15-2-1-14	Better Council Change Programme	The programme stays on target, efficiency savings are achieved in line with the Council's financial strategy.	Strategic Programme Manager	31-Mar-2016	









**Priority 2: A Better Council**  
**Objective 03 Putting Customers First**



Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.13 Business Continuity  <u>Context:</u> Non availability of premises, employees or systems impacting on services/ functions	Non availability of (1) premises, either through fire or flood etc; (2) key staff or significant numbers of front-line staff; and/ or (3) systems (ICT, telephony, power failure, data centre proximity and restoration etc) may result in adverse impact on all council functions	Director of Community Resources	<ul style="list-style-type: none"><li>* Corporate Business Continuity Plan in place and regularly reviewed. This corporate document reflects information from each service continuity plan and contains information required to prioritise relocation of services across the council and restoration of critical services;</li><li>* Service Business Continuity Plans are reviewed regularly across services – standing item on Crisis and Resilience Management Teams</li><li>* A priority footway network for winter maintenance has been developed taking into account the needs of the Community in accessing services supplied by the Council and external services such as the Health Service.</li><li>* Business Continuity Exercise and Training Manual implemented across all service departments and Civil Contingency Service ensures exercise schedules are adhered to;</li><li>* Learning Development Grant in place to enable service departments to resource appropriate training.</li><li>* ICT Disaster Recovery and Management Plan in place. This document reflects all the critical IT applications/ business systems in use for a range of functions across all service departments and provides instruction on the priorities for restoration. the plan is supported by a detailed applications portfolio</li><li>* Technical controls are in place to prevent and limit the effects of ICT system unavailability including anti-virus software, system/ data backup routines, and system resilience in the form of clustered storage and networks. Restoration Plans expand on how access to essential information and data will be restored.</li></ul>	03	03	9 Moderate
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.14.06.26	Offer advice and assistance to local companies and voluntary agencies on business continuity	CCS website now has updated business information on website and produced and distributed a leaflet on business resilience		Senior Civil Contingencies Officer	31-Mar-2017	
CRR15.02.13a	Internal Audit to review the schools' arrangements for business continuity	Audit work due to commence in the second half of 2015/16		Chief Auditor	30-Jun-2016	
CRR15.02.13b	Internal Audit to review ICT Acquisition and Implementation/ Business Continuity – Cloud Services	Audit work due to commence in the second half of 2015/16		Chief Auditor	30-Jun-2016	

Priority 2: A Better Council Objective 06 Smarter use of Assets						
Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.14 Property and Infrastructure Management  Context: (1) Decline in capital spending (2) Assets retained in conflict with strategy (3) Market conditions returning less favourable capital receipts (4) Community asset transfer (5) Statutory compliance inspections/ ensuring assets are safe and fit for purpose for employees and service users (6) General need for more efficient use of assets, in particular property, roads and lighting infrastructure (7) Transfer of operations for Cultural properties (8) Heritage and Regeneration Strategies (9) Asset and management review for hard and soft facilities management	If the council fails to effectively implement an asset management strategy that is comprehensive, prioritised and aligned to the council's objectives, there is a risk of (1) increased maintenance costs and statutory compliance requirements (2) difficulty in demonstrating best value in the disposal or transfer of assets (3) uncertainty around liabilities and potential increased claims (4) challenges in meeting energy targets, and (5) in the worst case scenario, harm to service users.	Director of Community Resources; Director of Finance & Resources	* Corporate Asset Management Strategy approved by Board, covering all asset classes. * All service departments have property asset plans in place. * Corporate Landlord arrangements in place to ensure consistent approach to asset management, planning and maintenance. * All operational properties are now statutory compliant for all inspections and a full database has been implemented to ensure that future inspections are planned and scheduled when they become due. * Council agreed financial planning principle that capital grant funding be utilised primarily in lifecycle maintenance across all asset classes, and this has been built in to the current capital programme. * Phase 1 (Excluding Education) of the asset master planning has been completed as part of the Transforming Renfrewshire programme has been completed, identifying 25 surplus properties to be disposed of. * Working practices have been reviewed to meet the Better Council recommendation of only progressing wind, water tight and statutory compliance works. * Capital investment has been planned up to March 2016 through the Council's Lifecycle Capital projects. * Condition surveys completed for all operational buildings in 2011, programme of updates is ongoing. * The Council has allocated £3m to encourage communities to take control over local community assets.	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
CRR14.02.17a	Internal Audit to conduct review of major investment programmes	Review was restricted to high level oversight of the governance arrangements for the City Deal investment programme. The work is complete.		Chief Auditor	30-Jun-2015	
CRR15.02.14a	Internal Audit to review the Heritage Asset Strategy	Audit work due to commence in the second half of 2015/16		Chief Auditor	30-Jun-2016	
CRR15.02.14b	Internal Audit to review arrangements for Roads Maintenance	Audit work due to commence in the second half of 2015/16		Chief Auditor	30-Jun-2016	
DHRR15.02.15a	Complete updated condition surveys for Council properties that are transferring to RL.	The surveys for the properties transferred in June were completed as per the requirements. Further surveys are being arranged for the properties transferring in December 2015.		Head of Facilities Mgt	30-Jun-2015	
DHRR15.02.15b	Create a central repository for all statutory inspection information.	The exact location for a central repository for all statutory inspections is under review and will be part of the full FM review.		Head of Facilities Mgt	30-Jun-2015	
DHRR15.02.15c	Deliver the savings/income targets as detained in the Better Council Board papers	All savings for the BCCP for energy have been delivered and are on course to deliver next financial year. Issue still exists for the non delivery of the £190,000 for the income generation for the asset management work stream.		Asset/ Energy Mgr	31-Mar-2016	
DHRR15.02.15d	Roll out the implementation of the PPM (Pre-planned Maintenance) module on CAMIS to improve the Statutory inspection regime.	The use of CAMIS is under review and will be part of the larger review of FM services currently underway.		Head of Facilities Mgt	31-Mar-2016	
DHRR15.02.15e	Updated Corporate Asset Strategy to be presented to May cycle.	Was presented and approved at 25th August board		Asset/ Energy Mgr	30-Jun-2015	





Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR15.02.15 Information Management</p> <p>Context: Information is a critical resource for council operation therefore the availability, appropriateness and accountability of information, regardless of the format it is held in, is of great importance. The Information Management risk reflects challenges associated with delivery of the outcomes set out in the approved Information Management Policy:</p> <p>(1) Information sharing (2) Information compliance (3) Information efficiency (4) Information quality (5) Information security and resilience</p>	<p>Insufficient development, implementation and monitoring of information management arrangements and practices could lead to the unavailability of the right information in the right time, with knock on impact to effective and efficient service delivery and organisational decision-making. The Council might be affected by serious reputational damage and significant financial penalties as a result of improper and inappropriate management of information which cause a loss and unauthorised access to Council's information.</p>	<p>Director of Finance &amp; Resources</p>	<p>(1) Information sharing *A corporate data sharing code established with clear roles and responsibilities and practices defined *A corporate template is used for information sharing agreements across the Council</p> <p>(2) Information compliance *A corporate Privacy Impact Assessment process established to assess privacy risks when the Council introduce new or changes of information management arrangements and practices as well as to check their compliance to the Data Protection Act (1998) *Remote access procedures for external contractors are in place to monitor the third party access to the Council's information and ICT system and infrastructure in order to compliance with the PSN Accreditation requirements *Working procedures for accepting credit and debit card payments and for managing their associated information are in place for the annual PCI compliance exercise</p> <p>(3) Information efficiency *An ICT business-requirements-based methodology is widely adopted throughout ICT system and database development.</p> <p>(4) Information quality *A corporate Information Asset Register is implemented and consistent information recorded for each information asset.</p> <p>(5) Information security and resilience *Access to the Council network is managed through a corporate identity management system with strong password management controls in place *Two factors authentication is applied to all Council employees when accessing to the Council system remotely *All Council ICT computers are protected by anti-virus software with regular pack upgrade applied *The use of internet is protected by an internet filtering software and can be monitored by managers *Only Council approved and encrypted USB pens are permitted to transfer data and the use of USB pens are reviewed and monitored by the services' representatives of the Information Management and Governance Group *A reporting procedure on information security incidents is in place *A working practice guide on the management of confidential waste is published *All Council information is backed-up regularly on site and a copy is transferred to a remote site simultaneously *Access to the Council building is protected by ID card activated locks and key areas are restricting to authorised staff.</p>	03	04	12 High





Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
FR-SIP-15-2-1-15	Deliver the Connect Renfrewshire ICT strategy	ICT Delivery and Innovation - The ICT Transformation programme is well underway and workstreams are established that cover the full scope of the ICT delivery model. A Transition Partner to support the delivery of the transformation has been appointed. Approval has been given by CMT to procure a data centre hosting partner – this process is now underway.  Other Themes - ICT support numerous Better Council programme workstreams through the delivery of technical advice and support.	Head of ICT Services	31-Mar-2018	
FR-SIP-15-2-1-17	Information Management Strategy - developing a robust approach to knowledge management to support policy and strategic decision-making	The Information as an Asset workstream under the ICT Transformation programme will define, develop and publish an Information Management Strategy. A vision for the workstream is currently under development and will be available by the end of November 2015.	Head of ICT Services	31-Mar-2017	
FR-SIP-15-2-1-18	Implementing business intelligence principles and tools to enhance analysis and reporting of information.	Final issues are being resolved around the contractual arrangements for Business Objects upgrade which will be completed before the end of the year.	Head of ICT Services	31-Mar-2016	
FR-SIP-15-2-2-22	Customer Access Strategy. 1 - Increasing the availability of online services	Preferred supplier has been identified through the Government Gateway procurement process. A Project team has been set up to map current processes and define the customer journeys on the digital platform. The team remain focussed on delivering the council tax service online by Annual Billing 2016.	Customer Services Mgr	31-Mar-2016	
FR-SIP-15-2-2-22	Customer Access Strategy. 2 - Redesigning processes to encourage online customer transactions for high volume demand services	Council Tax will be the first on-line service and plans in place to ensure this is implemented early 2016 in time for the Annual Bills being issued.	Customer Services Mgr	31-Mar-2016	
FR-SIP-15-2-2-22	Customer Access Strategy. 3 - Creating the capability for customers to create a secure account	Formally engaged with the Improvement Service who will work with the Customer Portal supplier to provide secure access to Council Tax data using the Myaccount authentication portal	Customer Services Mgr	31-Mar-2017	
FR-SIP-15-2-2-23	Digital Services/ Channel Shift - Increase self service options for customers	Council Tax accounts will be available online early 2016, and customer communication activity will take place to drive online usage and reduce telephone and face to face contact.	Customer Services Mgr; Head of Customer and Business Services	31-Mar-2016	
FR-SIP-15-2-2-24	Customer Service Delivery - Implementing a new customer and business services delivery model	Customer and Business Services was created from the start of June 2015. Work is ongoing to consolidate the new service and develop process improvement proposals.	Head of Customer and Business Services	31-Mar-2018	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.16 Records Management: Public Records (Scotland) Act 2011	If the council is unable to demonstrate compliance with the Records Management Plan, there is a risk that 'The Keeper of Records' could return an 'unsatisfactory' plan or use their powers to undertake records management reviews and issue action notices for improvement, all of which would be damaging to the council's reputation.	Head of Corporate Governance	*Records Management Policy approved by Board 12 March 2014 *FCS Short life working group established *Archives Working Group monitor progress	02	04	8 Moderate
Context: (1) The Public Records (Scotland) Act 2011 came into effect in January 2013 (2) The Keeper of the Records of Scotland has invited public authorities to submit their records management plans (RMPs) (3) Renfrewshire Council is required to submit its records management plans (RMP) to the Keeper by October 2014  *RMP has 14 elements for the council to comply with or demonstrate working towards compliance: • Senior management responsibility • Records manager responsibility • Records management policy statement • Business classification • Retention schedules • Destruction arrangements • Archiving and transfer arrangements • Information security • Data protection • Business continuity and vital records • Audit trail • Competency framework for records management staff • Assessment and review • Shared information						
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CRR15.02.16a	Records Manager to meet with Keeper's office to discuss new submission date	Records Manager met with Keeper's Office on 20 March 2015 to discuss a revised submission date. Keeper's Office agreed to a revised submission date of March 2016 for the Records Management Plan.		Records Manager	30-Apr-2015	
CRR15.02.16b	Records Manager to identify new key milestones and timescales to ensure timely submission to the Keeper	There are the following key milestones for submission of the Records Management Plan: Oct 2015 - Service area approvals of Records Retention Schedules Nov 2015 - Finance & Resources Board for approval of revised Records Management Policy & update report to CMT Jan 2016 - Submit plan for approval by CMT Feb 2016 - Submit plan for approval by full Council Mar 2016 - Submit plan to Keeper's Office		Records Manager	31-May-2015	





**Priority 2: A Better Council**  
**Objective 07 Communications and Engagement**

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.17 Equality and Human Rights	Context: Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by the Human Rights Act 1988	The council requires an integrated and transparent approach to implementing Equality and Human Rights and if this is not achieved in a co-ordinated manner across council services and with partners there is a risk that the council will be challenged in evidencing compliance with the duties of the Act.	Chief Executive	*Progress and areas of development and improvement reported to Strategy & Performance Network *Corporate progress reported to CMT and Council's Leadership Board on an annual basis *Corporate guidance to support assessment of equality and human rights impacts accessible on Renfo and the Council's website *Equality and Human Rights Impact Assessment e-learning developed to support for employees and managers *Board Reports revised to ensure equality and human rights impacts are an integral part of the decision making *An Equality Awareness Week is run every year, demonstrating the council's commitment, support employees to develop a better understanding *Continue to lead on Diversity and Equality Alliance in Renfrewshire Group in order to achieve better outcomes for everyone in Renfrewshire	03	04	12 High
Action Codes		Linked Actions	Latest Note	Assigned To	Due Date	Status	
CE.SIP.14.06.33	Continue to coordinate the activities/actions of the Diversity and Equality Alliance Group, promoting positive attitudes, encouraging participation of individuals and groups from the diverse communities across Renfrewshire	Partners and members are actively contributing to 6 relevant Equality outcomes. Evidence of progress is now being held electronically on Covalent and is a key agenda item at meetings.	Policy Lead	31-Mar-2016			
CE.SIP.14.08.51	Monitor and coordinate progress of integrated approach to equality and human rights impact assessment	Meetings have been undertaken with the SMT and Officer Working Group to support the EQHRIA approach. New guidance and templates were issued and are now in place.	Policy Lead	31-Mar-2016			

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.18 Communications  Context: (1) The importance of respectful and strategically driven communications with staff during times of change and to effect excellent service delivery (2) Engaging Renfrewshire's communities in the objectives of the Community Plan (3) Informing and supporting communities of the work and resultant outcomes of the tackling poverty commission (4) Crisis communications (5) Increasing demand for employees' access to social media sites and feeds for professional and personal purposes creates security and reputational concerns	Poor information flow across services and with Renfrewshire citizens can result in inappropriate, ineffective or poorly timed communications both within and out with the council. This will in turn impact on staff commitment, crisis response, service delivery, consultation, policy development and the organisation's reputation.	Head of Communications	<ul style="list-style-type: none"> <li>* Head of Communications and senior communications officers liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones</li> <li>* Communications database (NASDAC) is used to track and manage media enquiries</li> <li>* Council information channels such as; website, social media, magazine are used effectively to promote council initiatives</li> </ul> Head of Communications is full member of Corporate Management Team <ul style="list-style-type: none"> <li>* Crisis Communications Strategy in place</li> <li>* All content on website and intranet have review dates set so that checks can be made on currency of information</li> <li>* The Communication Team continue to corporately approve web and intranet content</li> <li>* Communications employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter</li> <li>* The Communications team monitors all social media accounts</li> <li>* Emergency Contacts Directory updated to reflect new contact details every 6 months</li> </ul>	03	04	12 High
Action Codes	Linked Actions	Latest Note				
CE.SIP.14.01.09	Implement an integrated communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our development of all communications channels and support the council and community plans	Development of an integrated communications strategy is being undertaken.	Assigned To	Due Date	Status	
			Communications Officer	31-Mar-2017		
CE.SIP.14.07.38	Continue to extend the use and understanding of technology and new communications channels	The council is launching a MyRenfrewshire website which aggregates information published online by community groups and presents in one easily-accessible place for local residents. Development work is ongoing to introduce a My Account feature on the council's website which will allow users to sign-in and personalise content	Communications Officer	31-Mar-2017		
CE.SIP.14.08.47	Develop a communications module within the corporate induction pack and management development programme	This will be undertaken in line with the new Organisational Development Strategy	Communications Officer	31-Mar-2016		
CRR15.02.18a	Internal Audit to review Corporate Communications	Fieldwork is ongoing	Chief Auditor	30-Jun-2016		

**Priority 3: A High Performing Council**  
**Objective 01 Governance and Assurance**

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.03.19 Management of Elections		If the council does not effectively manage the forthcoming series of elections this may be damaging to the council's reputation and that of those responsible for conducting elections, with significant adverse media attention and consequences for those directly involved.	Chief Executive; Head of Corporate Governance	* Experienced team in place to oversee the management of the specific challenges of multiple and simultaneous elections; * Good governance in place; * Guidance from the Electoral Commission is always followed and implemented; * Detailed contingency plans and risk registers are always put in place for these events with responsibility for contingency/ mitigating actions clearly defined	02	05	10 High
	Context: (1) European and UK Government elections (2) Being cognisant of changing legislation, processes and use of e-counting systems.						
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
FR-SIP-15-3-1-37	Elections - Conduct elections (UK Government, Local Government and Scottish Parliament) during plan period taking cognisance of changing legislation, processes and use of e-counting systems	The UK General Election was conducted successfully in our two Parliamentary Constituencies and saw a significantly higher turnout than in 2010. Preliminary preparations have commenced for the Scottish Parliament Election in 2016. The progress of the national e-voting tender for the Local Government Elections in 2017 is being monitored.			Head of Corporate Governance	31-May-2017	

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.03.20	Information Governance	Insufficient implementation and monitoring of governance arrangements could lead to an information governance failure with reputational harm and financial penalties imposed	Director of Finance & Resources	A range of policies and procedures are in place including: Data Protection Policy Data Sharing Code Information Governance Strategy Framework Information Management policy Information Security Policy Privacy Impact Assessment process Information Security Incident Reporting Guidelines Confidential Waste Management Guidelines Freedom of Information Manual and procedures Data Protection guidelines and procedures Records Management Policy and Records Management Guidance ICT Acceptable Use Policy, (AUP) Code of Practice and guidance on responsible use of personal & confidential information A reporting procedure on information security incidents is in place  <u>Roles and responsibilities are clearly defined in the Information Governance Strategy Framework:</u> The role of the SIRO has been appointed to the Director of Finance and Resources An Information Governance team sits within Legal Services (as defined in the Information Governance Strategy Framework) An Information Management role sits within Reform and Change Management An Information Governance Group (IMGG) is in place, which meets regularly and reports to the SIRO on key performance indicators The IMGG is empowered to delegate matters/ initiatives to relevant subgroups  <u>A training and development strategy is in place covering a range of training opportunities:</u> Data Protection Awareness e-learning module on ILearn An online training package is in place for Information Security and Data Protection Employee and Elected Member training has been provided Awareness campaigns have been delivered and continue via actions from the IMGG (including an annual Information Governance Awareness Week) .  <u>Incident recording and monitoring:</u> Information Security Incident Reporting Guidelines Information loss/ compromise reporting mechanism in place Corporate Information Security Incident log in place Serious breaches escalated to Head of Legal Services and SIRO subject to internal sanctions such as disciplinary procedures, as appropriate.  <u>Other:</u> Internal Audit test and review compliance with policies, procedures and controls	02	04	8 Moderate
Action Codes	Linked Actions	Latest Note			Assigned	Due	Status
CRR15.03.20a	Internal Audit to review arrangements in respect of Freedom of Information requests	Fieldwork is nearing completion			Chief Auditor	30-Jun-2016	



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**To: Finance and Resources Policy Board**

**On: 11 November 2015**

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**Report by: Chief Executive**

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**Heading: Chief Executive's Service Risk Management Plan 2015/16 – mid year progress report**

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**1. Summary**

- 1.1 The Chief Executive's Service Risk Management Plan for 2015/16 was approved by the Finance and Resources Policy Board on 13 May 2015.
- 1.2 This paper provides a mid year progress report on the management of the identified risks. The complete risk register, showing risks, planned actions and progress is provided in Appendix 1.
- 1.3 At the beginning of 2015/16 the service identified 4 risks and these were evaluated as moderate (1) and high (3) risks. Midway through the year there is no change to the number of risks or the evaluation of these risks.
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**2. Recommendations**

- 2.1 It is recommended that the Finance and Resources Policy Board:
- notes the progress being made by the service in the control and management of the identified risks.
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### 3. Background

3.1 At the mid year review of the plan, good progress has been made in the control and management of the identified risks. No new risks have emerged and there has been no change in the level of scoring for these risks.

3.2 The service risk profile therefore remains unchanged from that reported to the Board in May this year, and is shown in the table below:

<b>Evaluation:</b>	<b>Low</b>	<b>Moderate</b>	<b>High</b>	<b>Very High</b>	<b>Total</b>
<b>No. of Risks:</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>4</b>

3.3 The service's 4 risks are set out below with a brief overview of progress. The risks are aligned to the Chief Executive's service Improvement Plan.

#### **(1) Communication**

A cultural, economic and social regeneration communications strategy is now in place, underpinned by communications strategies for key priorities such as Tackling Poverty, Paisley Regeneration, City Deal and Better Council.

#### **(2) Equality and Human Rights**

Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire.

Statutory reporting on mainstreaming progress, equality outcome progress and equality information was produced and published in line with legislation in April 2015. It has been agreed that outcomes and performance measures will be refreshed by next reporting period which is due in April 2017. This process is due to start in 2016. Following evaluation of integrated EqHRIA process in 2014, a self assessment on progress was carried out. EqHRIA process will now be replaced with an integrated assessment which includes poverty, following approval of the Tackling Poverty Action Plan by Council in June 2015. This is currently being progressed.

#### **(3) Community Planning Partnership**

Community Planning continues to build strong relationships across key partners in Renfrewshire. The Team is currently working on

the Community Empowerment Bill and preparing for changes relating to locality plans.

#### **(4) Data and Performance Management**

Renfrewshire's open data strategy and open data publication plan are on track to be published by December 2015. The aim is to acquire a suitable open data platform, formalise processes, provide training and prepare data during 2016 then start publishing open data in an iterative manner by January 2017 in line with the Scottish Government open data strategy and guidelines.

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### **Implications of the Report**

1. **Financial** – recurring costs associated with the measures in place for each risk are proportionate to the level of risk.
  2. **HR & Organisational Development** – risks related to HR/workforce issues are reflected in Appendix 1
  3. **Community Planning** – risks relating to Community Planning are reflected in Appendix 1
  4. **Legal** – risks relating to legislation are reflected in Appendix 1.
  5. **Property/Assets** – None
  6. **Information Technology** - None
  7. **Equality & Human Rights**
    - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website
  8. **Health & Safety** - None.
  9. **Procurement** – None
  10. **Risk** – as per the subject content of this paper
  11. **Privacy Impact** - None
-

## List of Background Papers



- (a) Background Paper 1 Chief Executive's Service Risk Management Plan 2015/16  
The foregoing background papers will be retained within Chief Executive's Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is



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**Author:** Nicola McKeand, Policy Lead, 0141 618 7415









## Appendix 1 - Chief Executive's Service Risk Register 2015/16

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR15.01.04 <b>Delivering on SOA outcomes through the Community Planning Partnership</b></p> <p>(1) SOA themes</p> <p>(2) Improvement Service benchmarking</p> <p>(3) SOA indicators and performance</p> <p>(4) CPP future role in respect of Criminal Justice</p>	<p>The Community Planning Partnership seeks to deliver key outcomes for the community such as tackling poverty and inequality gap in Renfrewshire. If the council does not effectively engage with the partnership through a significant period of challenge, adapting strategy, policy and operations to meet these challenges and ensuring good governance and performance, there will be greater uncertainty around delivering the community benefits and achieving the partnership aims and objectives.</p>	<p>*The Renfrewshire Community Plan is the action plan for delivery of the Community Plan and the SOA</p> <p>*The plan clearly outlines a positive vision for change which will be driven by partners</p> <p>*Community Planning targets are defined. These will be revised and updated each year by the Community Plan Partnership Board as progress is achieved</p> <p>*Progress on achieving Community Planning/ Single Outcome Agreement targets is monitored by 6 thematic boards and is reported annually to the CPP Board.</p> <p>*Clear accountability and public reporting is an important aspect of the CPP approach, using data and other evidence, to drive performance within all aspects of the Community Plan.</p>	03	04	12 High
Action Codes	Linked Actions	Progress update	Due Date	Status	
CE.SIP.14.01.02	Produce and promote the Community Planning website in conjunction with Engage Renfrewshire	The website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is now being used as the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/2015. The structure of the website is currently being expanded to accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.	31-Mar-2017		
CE.SIP.14.01.05	Support Engage Renfrewshire to ensure that community and Voluntary groups are involved in and contribute to community	The service has provided support to Engage Renfrewshire to develop the Renfrewshire Forum for Empowering Communities. Membership of Engage Renfrewshire has been increasing steadily - from 290 member organisations in May 2014 to 322 organisations in December 2014. A	30-Sep-2015		




	planning outcomes	volunteering toolkit has been developed and used by local community groups and a number of volunteer recruitment campaigns have been initiated for organisations including St Vincent's Hospice, Reaching Older Adults in Renfrewshire and Active Communities. There has been an increase in the number of people registering to become a volunteer.		
CE.SIP.14.01.06	Support Renfrewshire Community Planning Partnership to develop a resource plan	Renfrewshire Community Planning Partnership has completed an exercise to identify the estimated public sector revenue expenditure in Renfrewshire. This showed that £975 million is spent by partners in Renfrewshire. Following this exercise the Community Planning Partnership Board identified two areas for the partnership to investigate: opportunities for assets/property and learning and development. This work is now underway and will be reported to future meetings of the Community Planning Partnership Board.	31-Mar-2015	
CE.SIP.14.02.15	Include and maintain detailed data about the businesses, industry, transport infrastructure and economic profile of the communities of Renfrewshire in the Knowledge Bank	Renfrewshire's open data strategy and open data publication plan are on track to be published by December 2015. The aim is to acquire a suitable open data platform, formalise processes, provide training and prepare data during 2016 then start publishing open data in an iterative manner by January 2017 in line with the Scottish Government open data strategy and guidelines	31-Mar-2017	


Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR15.02.17 <b>Equality and Human Rights</b></p> <p><u>Context:</u></p> <p>Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by</p>	<p>The council requires an integrated and transparent approach to implementing Equality and Human Rights and if this is not achieved in a co-ordinated manner across council services and with partners there is a risk that the council will be challenged in evidencing compliance with the duties of the Act.</p>	<p>*Progress and areas of development and improvement reported to Strategy and Performance Network</p> <p>*Corporate progress reported to CMT and Council's Leadership Board on an annual basis</p> <p>*Corporate guidance to support assessment of equality and human rights impacts accessible on Renfo and the Council's website</p> <p>*Equality and Human Rights Impact Assessment e-learning developed to support</p>	03	04	12 High

the Human Rights Act 1988			for employees and managers  *Board Reports revised to ensure equality and human rights impacts are an integral part of the decision making  *An Equality Awareness Week is run every year, demonstrating the council's commitment, support employees to develop a better understanding  *Continue to lead on Diversity and Equality Alliance in Renfrewshire Group in order to achieve better outcomes for everyone in Renfrewshire			
	<b>Action Codes</b>	<b>Linked Actions</b>	<b>Progress update</b>	<b>Due Date</b>	<b>Status</b>	
	CE.SIP.14.05.23	Coordinate and monitor progress of the Council's equality outcomes	Progress on equality outcomes was collected and reported to the Leadership Board on 1 April 2015 and will be published on the Council's website to meet the requirements of the Equality Act. Next public reporting date for progress against outcomes is 2017.	30-Apr-2015		
	CE.SIP.14.06.33	Continue to coordinate the activities/actions of the Diversity and Equality Alliance Group, promoting positive attitudes, encouraging participation of individuals and groups from the diverse communities across Renfrewshire	Partners and members are actively contributing to 6 relevant Equality outcomes. Evidence of progress is now being held electronically on Covalent and is a key agenda item at meetings.	31-Mar-2016		
	CE.SIP.14.08.51	Monitor and coordinate progress of integrated approach to equality and human rights impact assessment	Following evaluation of integrated EqHRIA process in 2014, a self assessment on progress was carried out. EqHRIA process will now be replaced with an integrated assessment which includes poverty, following approval of the Tackling Poverty Action Plan by Council in June 2015.	31-Mar-2016		








		This is currently being progressed.			
CERR14.P1.04.01	Coordinate and monitor corporate actions and activities to evaluate performance and compliance with the general equality duty and human rights	Statutory reporting on mainstreaming progress, equality outcome progress and equality information was produced and published in line with legislation in April 2015. Agreed that outcomes and performance measures will be refreshed by next reporting period which is due in April 2017.	30-Apr-2015		
CERR14.P1.04.02	Conduct an annual review of Council's Policy Board reports to assess progress on adapting an integrated approach to equality and human rights in practise, evaluation and decision making	On the basis of the review further guidance is being developed to update and support services.	30-Apr-2015		
CERR14.P1.04.03	Collaborate with a wide range of diverse organisations supporting and contributing to the achievement of the Council's Equality Outcomes	Partners from the Diversity & Equality Alliance Group, which is chaired by a Council officer, actively contribute to the achievement of equalities outcomes	30-Apr-2015		

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR15.02.18 <b>Communications</b></p> <p><u>Context:</u></p> <p>(1) The importance of respectful and strategically driven communications with staff during times of change and to effect excellent service delivery</p> <p>(2) Engaging Renfrewshire's communities in the objectives of the Community Plan</p> <p>(3) Informing and supporting</p>	<p>Poor information flow across services and with Renfrewshire citizens can result in inappropriate, ineffective or poorly timed communications both within and out with the council. This will in turn impact on staff commitment, crisis response, service delivery, consultation, policy development and the organisation's reputation.</p>	<p>* Head of Communications and senior communications officers liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones</p> <p>* Communications database (NASDAC) is used to track and manage media enquiries</p> <p>* Council information channels such as; website, social media, magazine are used effectively to promote council initiatives</p> <p>* Head of Communications is a member of Corporate</p>	03	04	12 High

<p>communities of the work and resultant outcomes of the tackling poverty commission</p> <p>(4) Crisis communications</p> <p>(5) Increasing demand for employees' access to social media sites and feeds for professional and personal purposes creates security and reputational concerns</p>		<p>Management Team</p> <ul style="list-style-type: none"> <li>* Crisis Communications Strategy in place</li> <li>* All content on website and intranet have review dates set so that checks can be made on currency of information</li> <li>* The Communications Team continues to corporately approve web and intranet content</li> <li>* Communications employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter</li> <li>* The Communications Team monitors all social media accounts</li> <li>* Emergency Contacts Directory updated to reflect new contact details every 6 months</li> </ul>			
<b>Action Codes</b>		<b>Linked Actions</b>	<b>Progress update</b>	<b>Due Date</b>	<b>Status</b>
CE.SIP.14.01.09	Implement a communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our development of all communications channels and support the council and community plans	A cultural, economic and social regeneration communications strategy is now in place, underpinned by communications strategies for key priorities such as Tackling Poverty, Paisley Regeneration, City Deal and Better Council.		31-Mar-2017	
CE.SIP.14.07.38	Continue to extend the use and understanding of technology and new communications channels	The council is launching a MyRenfrewshire website which aggregates information published online by community groups and presents in one easily-accessible place for local residents. Development work is ongoing to introduce a My Account feature on the council's website which will allow users to sign-in and personalise content		31-Mar-2017	
CE.SIP.14.08.47	Develop a communications module within the corporate induction pack and management development	This will be undertaken in line with the new Organisational Development Strategy		31-Mar-2016	

	programme			
CRR15.02.18a	Internal Audit to review Corporate Communications	This is planned for the Q3/4 2015/16.	30-Jun-2016	

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CERR14.P4.01 <b>Data and Performance Management</b>	Failure to ensure that data sets are kept up to date leads to an inability to monitor and report progress on the strategic plans of the Council and community planning partners with the risk that the Council will be unable to deliver our statutory duties and/or identify improvements that can be made to services.	<p>SOA and Community Plan performance indicators held on Covalent to ensure that they are kept secure and easily accessible</p> <p>Local Government Benchmarking Indicators included as part of the SPLs from April 2014 and are held on Covalent and monitored to ensure that accurate information is reported to the Improvement Service within timescale;</p> <p>Arrangements in place for collection of accurate and complete information;</p> <p>Arrangements in place that meet the criteria in Audit Scotland's Direction for reporting performance information (including Public Performance Reporting);</p> <p>Audit Scotland SPI Direction and the council's statutory duties complied with;</p> <p>Council and Community planning partner performance information available from the Council's website;</p> <p>Annual submission to the Local Area Network auditors for the Council's shared risk assessment.</p>	02	04	8
Action Codes	Linked Actions	Progress update			Status

CE.SIP.14.10.60	Build on the publication of the Community Planning Public Performance Reporting magazine, working with partners to improve PPR arrangements alongside the new Community Plan and SOA	Community Planning website is now established providing a range of community planning performance information.	31-Dec-2014	
CE.SIP.14.10.61	Implement the next stages of the Local Government Benchmarking Framework	Renfrewshire participates fully with the requirements set out by the Improvement Service. Returns were made on time and reported on council website and the Council is a member of all the family benchmarking groups.	31-Mar-2017	
CE.SIP.14.10.62	Provide the CMT with quarterly performance reports on the Council's priorities	CMT Scorecard has been updated to reflect current strategic priorities and is reported quarterly to the CMT.	31-Mar-2015	
CE.SIP.14.10.65	Ensure all services are monitoring and implementing their PSIF Improvement Plans from Cycle 2	All services that took part in the PSIF assessment sessions for cycle 2 have developed and submitted their improvement plans and are monitoring them. The overall PSIF results have been evaluated and presented to the CMT.	31-Mar-2015	
CE.SIP.14.10.66	Lead on the Council's PPR framework for 2014/15	All elements of the Public Performance Reporting framework for 2014/15 are complete and all data is available on the website to comply with Audit Scotland's requirements.	31-Mar-2015	
CE.SIP.14.10.68	Deliver on Audit Scotland's Statutory Performance Indicator Direction and fulfil our statutory duties	The Service has reported a wide range of indicators and information to meet external PPR requirements.	30-Sep-2014	
CE.SIP.14.10.70	Lead on Best Value ensuring that the Council is prepared for the audit process	Our submission to the Local Area Network was completed in December 2014 and the Shared Risk Assessment concluded that no additional scrutiny was required. No audit is required in 2015.	31-Mar-2017	







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**To:** Finance & Resources Policy Board

**On:** 11 November 2015

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**Report by:** Director of Finance & Resources

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**Heading:** Records Management Policy

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**1. Summary**

- 1.1 The Records Management Policy for Renfrewshire Council was first approved by the General Management and Finance Policy Board on 28 April 2010. The most recent updates were approved by the Finance and Resources Policy Board on 12 March 2014
- 1.2 This Policy is due for review. The revisions are minor and simply reflect the current information governance arrangements within the Council.

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**2. Recommendations**

- 2.1 That the Board approves the revised Records Management Policy which forms the appendix to this report and agrees that this be reviewed on a three yearly basis.

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**3. Background**

- 3.1 The Public Records (Scotland) Act 2011 came in force on 1 January 2013. The Act places an obligation on named public authorities, including councils, to prepare and implement a Records Management Plan which sets out proper arrangements for the management of their records. An effective records management system is essential to ensure records are captured, managed, and preserved or destroyed in an organised manner, maintaining their integrity and authenticity.
- 3.2 There are fourteen elements in the Records Management Plan with which the Council has to comply, and a records management policy forms an integral part of the Council's

Records Management Plan. The Council's Plan is currently being drafted for submission to the Keeper of the Records of Scotland, in accordance with the Council's statutory duty outlined above at section 3.1. Prior to submission to the Keeper's Office, a report will be made to full Council on the Plan.

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### Implications of the Report

1. **Financial** – none.
2. **HR & Organisational Development** – – none.
3. **Community Planning** – none.
4. **Legal** – set out in the report
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations will be reviewed and monitored, and the results of that assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – Effective records management can only have a positive impact on people's privacy whereby records are only retained for as long as necessary and are kept securely.

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### List of Background Papers

N/A

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## **Renfrewshire Council**

**Corporate Records Management Policy**

**October 2015**

## Document Details

<b>Title</b>	Corporate Records Management Policy
<b>Author</b>	Joseph Bartoletti
<b>Issue Date</b>	October 2015
<b>Subject</b>	Records Management
<b>Description</b>	
<b>Version</b>	3.0
<b>Source</b>	
<b>Updating Frequency</b>	3 yearly review unless required earlier
<b>Right</b>	
<b>Category</b>	
<b>Identifier</b>	

## Document History

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Reason for Issue / Change</b>
1.0	April 2010	Richard Sharp, Archivist/ Records Manager	To support Corporate Electronic Document and Records Management System
2.0	January 2014		Review of Policy
3.0	October 2014	Joseph Bartoletti, Records Manager	Review of policy for Council's Records Management Plan for the Public Records (Scotland) Act 2011

## Related Documents

<b>Ref</b>	<b>Document Name/ Version</b>	<b>Document Location</b>
1	Freedom of Information Policy	Renfo
2	Data Protection Policy	Renfo
3	Information Security Policy	Renfo

## Document Review and Approval

<b>Name</b>	<b>Action</b>	<b>Date</b>	<b>Communication</b>
1. Allison Black, Managing Solicitor (Information Governance)		20/10/2015	Email
2. Heather Syme, Solicitor (Information Governance)		20/10/2015	Email
3. Records Management Working Group		21/10/2015	Email

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## Introduction

Renfrewshire Council's records are essential for the Council to function and for staff to carry out their jobs. Records provide information for decision making and evidence of the Council's activities.

## Glossary of terms

**Records** are recorded information of any kind and in any form, created or received (captured) by the Council for use in the course of business and subsequently kept as evidence of such business activities.

**Records Management** is the area of administration concerned with the efficient management of records and information from their creation until their ultimate disposal.

**Current Records** are those used regularly and frequently in the day to day work of the Council, and generally will be referred to and used at least once a month.

**Semi-current Records** are those required for the work of the Council, but which will generally be referred to only occasionally, no more frequently than once a month. This category of records also includes those records which, although unlikely to be viewed, are required to be retained for a statutory period.

**Non-current Records** are records no longer required for the work of the Council.

**Archival Records** are those identified by the Records Manager, with the assistance of the Records Management Working Group, as having a long-term historical or cultural significance for Renfrewshire or the wider community.

**Records Retention Schedules (RRS)** are the detailed lists of record types created or captured by the Council over the course of its business activities that show how long each series of records is to be retained and what happens after that period of time is up. The records retention schedules are drawn up by the Records Manager, in consultation with representatives from the Records Management Working Group (see section 2.5).

**Disposal** is the action that takes place after the prescribed retention schedule has past. In the vast majority of cases it will be 'destroy,' but could also be 'review' and/or 'transfer.'

## Scope

This policy applies to all staff and elected members, as they are all involved in the life cycle of records.

## Why manage records?

The Council has a statutory requirement to "make proper provision for the preservation and management" of its records; to be publicly accountable for and able to justify its decisions and actions; and to enable compliance with the requirements of the Public Records (Scotland) Act, 2011, the Data Protection Act 1998, the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004.

The Public Records (Scotland) Act 2011 places an obligation on the Council to prepare and implement a records management plan which sets out efficient arrangements for the management of the Council's records.

An effective records management system is essential to ensure records are created and captured, managed and disposed in an organised manner, maintaining their integrity and authenticity.

Records have to be retrievable - easily and quickly. (Requests for information under Data Protection or Freedom of Information legislation are governed by statutory response times that would be difficult to comply with if relevant information is not easily identified and retrieved quickly).

The purpose of this policy is to manage its records to ensure that the Council:

- Complies with relevant government statutes, regulations, directives, Codes of Practice or other standards;
- Complies with National Archive (UK and National Records of Scotland) guidance to ensure the effective and efficient Life cycle management of Records;
- Creates and captures authentic and reliable records to demonstrate evidence, accountability and information about its decisions and activities;
- Efficiently manages its records to encourage ease of filing and subsequent retrieval, consistency and minimising duplication;
- Facilitates auditing and protects legal and other rights;
- Is aware of the information it holds, its content and its location, thus enabling the timely and accurate response to information requests;
- Maintains records securely and preserves access to them;
- Appropriately disposes of records that are no longer required;
- Protects vital records which it needs in to order to function effectively;
- Maintains records to meet the Council's business needs;
- Complies with records management best practice (see Section 1.4 below);
- Addresses the needs of the Council's stakeholders, including the public;
- Meets and upholds all legislative requirements on the management, protection and security of records;
- Meets its aims and strategic objectives for records management as explained in this policy.

## **What is records management?**

Records management is the adoption of procedures and systems that allow the most efficient control of the information resources of the Council. It is the centralised control and planned disposal of the records generated by the Council. Records management ensures that records are kept only as long as they are needed for commercial, legal or administrative purposes; that records of historical importance are identified; and that records are stored in the most cost effective way.

Although the Records Manager will have a coordinating role in relation to records management, all staff and employees will have individual responsibility for making the system work.

So records management allows:

- Legislative and regulatory compliance;
- Effectiveness in information retrieval;
- Efficiency in record handling and disposal; and
- Economy in office space.

Whilst good records management:

- Provides evidence of the Council's decisions and activities;
- Demonstrates that accountability requirements and statutory obligations have been met;
- Contributes to efficiency and efficacy;
- Minimises risk by ensuring that the right records are created to sustain business performance, and continuity;
- Improves the accessibility of information; and
- Future proofs many aspects of the Council's services.

## **What is a document and what is a record?**

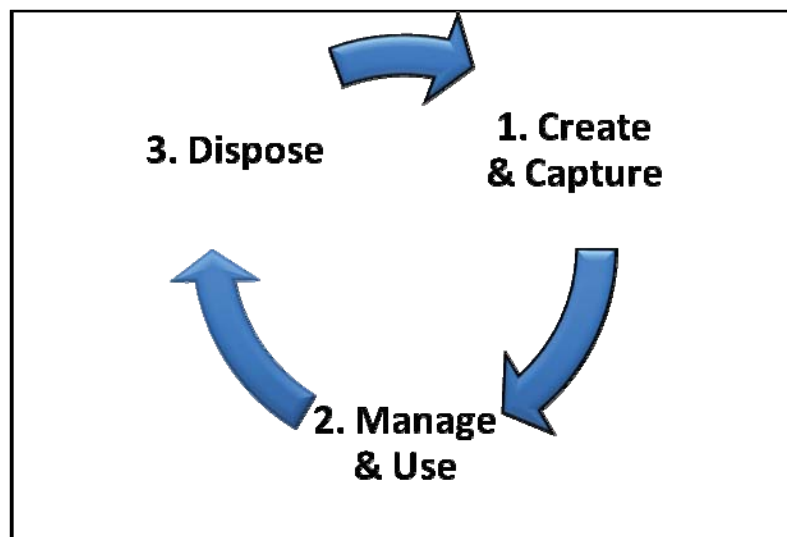
In records management it is important to be clear about the difference between a document and a record.

- A document is any piece of written information in any form, produced or received by an organisation or person. It can include databases, website, e-mail messages, Word and Excel files, letters, and memos. Some of these documents will be of very short-term value and will never become records. That does not mean they should not be managed appropriately and similar consideration must be given to how they are kept, for how long, and what measures are taken after their purpose has concluded.
- Some documents will need to be kept as evidence of business transactions, routine activities or as a result of legal obligations, such as policy documents. These should be placed into an official filing system and at this point, they become official records. In other words, all records may start off as documents, but not all documents will ultimately become records. Thus a record:
  - Can be a single piece of information or a collection of information that is evidence of an activity or decision.
  - Tells the story of how a business area went about an activity or why a particular decision was made.

## Records Life Cycle

The life cycle of a record consists of just three stages:

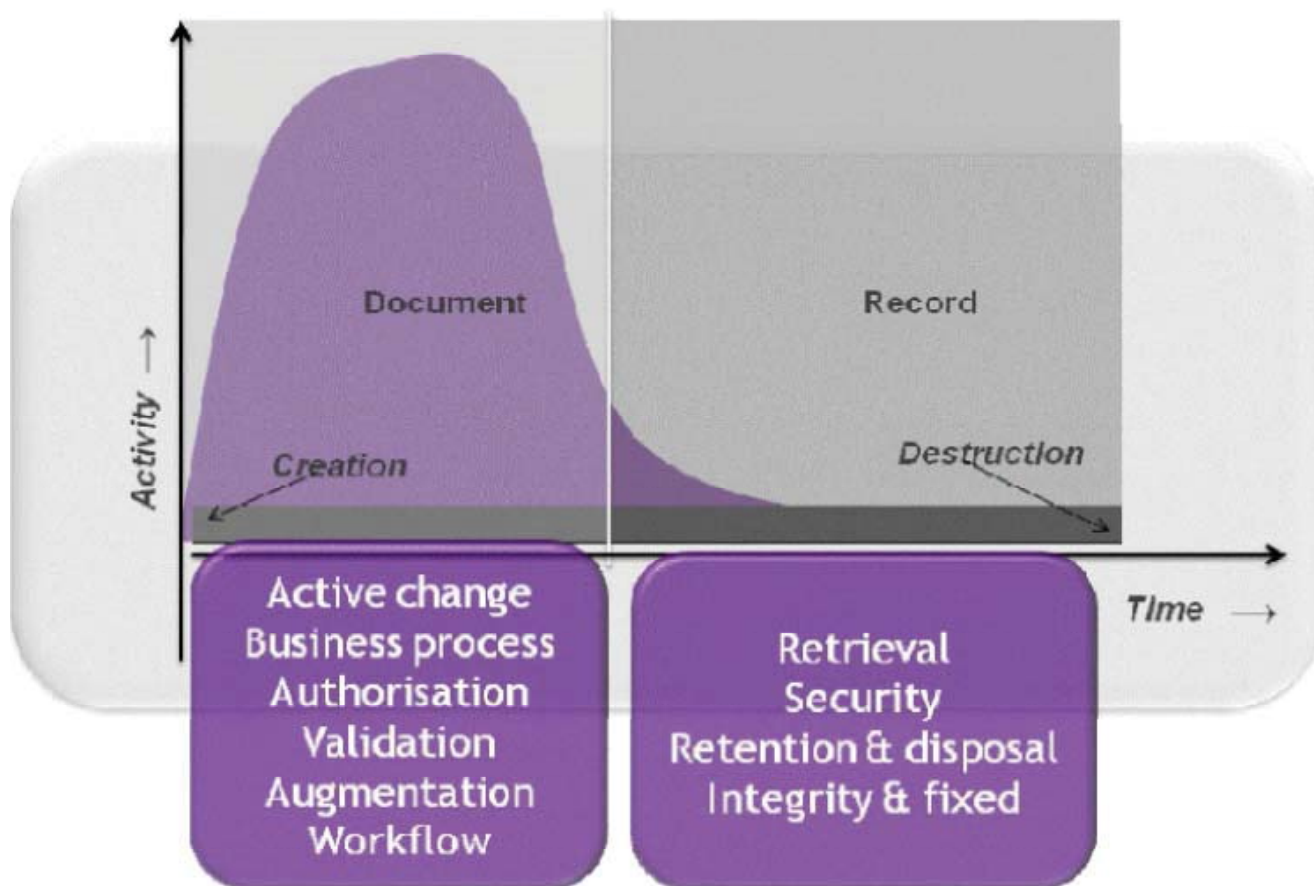
- Create and Capture
- Manage and Use
- Dispose



However, depending upon the business activity of the service area, a document may well become a record, for example, a planning application, decision notice, a care plan, or a benefits notification.

The diagram below shows a typical life cycle of a document that becomes a record. A document that will become a record will typically be involved in active change as part of the business process of the service area. Such activity could be centred on the authorisation or validation of, for example, a housing benefit claim. Once the claim has been processed then the service area would make a [business] decision to “promote” the document to a record.





## Records Management in Renfrewshire Council

This Records Management Policy applies to both paper and electronic records. Any e-mails which record a business decision or are a record of a transaction may also be treated as records.

Guidance on the handling of e-mails is annexed at Appendix 1.

## Roles and Responsibilities

Every employee (irrespective of grade or position) shall ensure that all key documents or records they are responsible for are filed in an appropriate manner. They shall ensure that they know:

- Where the records relating to the business of their team are stored;
- How they are handled / disposed of;
- How long they should be retained for;
- How their records management awareness and skills can be improved;
- What electronic folder set up is used within their team for the sharing of information; and how the information relevant to the official corporate record is identified, printed and added to the paper file.

## Employees and Elected Members

All employees and elected members of the Council are responsible for:

- Ensuring that all actions and decisions of the Council are properly recorded and that records relating to their actions and decisions are authentic and reliable;
- Managing records to support the Council's business aims and objectives and not organisational hierarchies;

- Complying with this policy for records management;
- Complying with relevant legislation, policy and corporate guidance on records management.

Elected Members act in three different capacities:

- As members of the Council, e.g. participating in Board meetings;
- As individual Councillors, e.g. constituency work;
- On behalf of their political party, e.g. campaigning.

This policy covers records held by Elected Members in their capacity as members of the Council. Elected Members are individual data controllers of information held for constituency purposes and as such have separate notifications with the Information Commissioner. Information held on behalf of their political party is covered by the parties' notification.

Further guidance on records management will be provided by the Records Manager as required.

## **Directors**

Directors are accountable for:

- Ensuring the records used by employees under their line management are managed in accordance with the Records Management Policy and ensuring that all employees are aware of, receive guidance on and can adhere to this policy;
- Support for records management in terms of resources and commitment;
- Having in place control systems and measures to ensure the proper care and custody of records used under their line management;
- Ensuring that records management is reflected in job descriptions and roles where appropriate;
- Ensuring the general security of records.

## **Managers**

All Managers are responsible for:

- Ensuring the records used or created by employees under their line management are managed in accordance with this policy and associated guidance;
- Ensuring that employees are adequately trained in records management according to their role, and are aware of and can adhere to this Policy and guidance;
- Ensuring that records are kept in a record keeping system with adequate controls and measures and designating employees to administrate the records keeping system;
- With the Records Manager and Information Security Officer, determining the sensitivity of records and defining restrictions on access and extraordinary access;
- Ensuring that, where relevant, records are prepared and archived in line with Council procedures and in the approved place of deposit. The Retention Schedule (see Section 4.) defines which records should be archived and indicates where records need to be considered for archival. Guidance on the archiving of both paper and electronic records is available from the Records Manager;
- The secure and confidential destruction of records, when required by the Retention Schedule, using destruction forms and guidance provided by the Records Manager;
- Ensuring that all partners delivering services to the service area for which they are responsible, have an effective records management policy which meets the requirements of this policy as a minimum, and that responsible employees of the partner are adequately trained to ensure the partner complies with that policy;
- Ensuring that employees are aware of the Council's arrangements regarding access to information and comply with them, and ensure that procedures are in place to document decisions concerning access.

## Records Manager

The Records Manager is responsible for:

- Overseeing the compliance of records management practice with this policy, the legislation and professional obligations (as detailed below);
- The completion of a corporate records management plan, in accordance with the Council's responsibilities under the Public Records (Scotland) Act 2011;
- Creating and maintaining guidance, and the provision of advice and support for all records management;
- Access to information arrangements and ensuring that the Council's policies and procedures comply with the requirements of relevant legislation, guidance and codes of practice relating to access to information, inter alia the Freedom of Information (Scotland) Act 2002, the Environmental Information (Scotland) Regulations 2004, the Data Protection Act 1998, and records management;
- The provision of training and for raising awareness of records management to employees and elected members;
- Providing guidance on the development of corporate records management tools, and the procedures for their use, including the:
  - Business Classification Scheme and File Plan;
  - Retention and Disposal Schedules, in conjunction with Services; and
  - Corporate File / Record Audit.
- Providing guidance on the development and approval of record keeping systems and records management controls and measures;
- The approval of new technologies that process records;
- The storage of semi-current Records. Approving the adequacy of, including but not restricted to, the environment, physical security and access control, of any designated records stores used by the Council;
- Business continuity arrangements for records;
- Legal admissibility and evidential weight arrangements for records;
- The strategy whereby records that may degrade over time are periodically refreshed, and that any technology needed to retrieve them is both available and current;
- The Council's policy and procedures on archiving historic records
- Providing guidance on the link between the government's information agenda, data protection and freedom of information, and records management practices; and
- The ownership and periodic review of this records management policy.

## Records Management Working Group

Each Service and its senior management will retain a service responsibility for ensuring that its records are disposed of at the appropriate time, in accordance with the Council's records retention schedules. All Services are required to nominate at least one departmental officer, of appropriate seniority, and a delegate to supervise this process. These officers will attend quarterly meetings of the Records Management Working Group. The Records Manager will maintain an up-to-date list of members of the Group.

## Record Creation and Record Keeping

### Business Classification Scheme

The Council is moving away from the concept of personal storage and classification of records according to individual preferences, to a corporate scheme. Individual preferences for the storage of records will not be sustained and all staff must follow the guidance on the corporate scheme.

It is proposed that a corporate Business Classification Scheme (a modified version of the Local Government Classification Scheme) will form the basis for the Council's file plan and will ensure that the context of records are clear within the overall organisational structure and will facilitate searching or browsing of information. The

Council's Business Classification Scheme will reflect a functional approach to files and records management. When this scheme is made available, employees will be expected to use it accordingly and adhere to guidance on its usage.

## **Record Retention and Disposal**

Retention and Disposal Schedules are a vital element of the Council's records management function and necessitated by this policy.

Retention and Disposal Schedules specify the length of time records should be retained for a minimum period. They show where and how records should be disposed of; this does not just have to mean destruction; it may mean reviewing and extending the retention period or archiving the records.

The Council's Retention Schedule is being prepared, using as a model the generic records retention schedule for local authorities produced by the Scottish Council on Archives.

With the public having increasing access to the Council's records, it is important that the disposal of records happens as part of a managed process and is adequately documented. Therefore, the Records Manager will produce guidance on clearly defined arrangements for the appraisal and selection of records for retention and disposal, and for documenting this work. All employees should comply with this guidance.

Records that are subject to current investigation, inspection or an access request under FOI or any other legislation or regulation must not be destroyed. Records for investigations and inspections must be retained until the Records Manager gives approval for destruction. For requests under FOI or other access to information legislation or regulations, approval to destroy the records will be given by the Records Manager.

Retention and Disposal procedures will ensure:

- Appropriate records are reviewed and disposed of, or transferred to the Council's Archive in accordance with the Council's retention schedules and procedures for transfer and destruction;
- Disposal/ transfer of records is complete, secure, where appropriate, confidential, documented, appropriately authorised and auditable;
- Management or appropriate approval is obtained prior to the disposal of any Council records;
- An intended disposal/ review date will be captured when creating electronic records;
- Records subject to a current Freedom of Information request or required as evidence for litigation are not destroyed- this is a criminal offence;
- Records containing personal information are not retained for longer than they should be, in accordance with the fifth principle of the Data Protection Act 1998;
- That the obligations recognised by the Council for the ongoing archiving of relevant documents are met;
- Timely movement of material from expensive office/ on site storage areas to efficient storage areas or for appropriate destruction.

## **Permanent Preservation for Records of Historical Value**

As a Council there is a requirement under the Public Records (Scotland) Act 2011 to retain some records of significant value or interest permanently in archival quality conditions. This will happen once business use has concluded and there are no further business requirements or statutory reasons for the Council to retain the records. Working with representatives of the Records Management Working Group, the Records Manager will ensure that such series of records to be retained permanently are highlighted within the Records Retention Schedules. Any records to be retained permanently, which are not currently in such a series, will be identified on an individual basis.

Council employees must follow the guidance provided by the Records Manager on the selection and management of records when determining whether records are ready for archiving. This includes ensuring appropriate forms are completed and the well-being of the records is maintained at all times, including during transfer to the archives.

## Standards and Legislation

Records must be managed in accordance with appropriate standards, legislation and codes of practice. The following is a list of extant legislation, standards and codes of practice:

Key legislation which affects the general management of the Council's records includes:

- Public Records (Scotland) Act 2011;
- The Data Protection Act 1998;
- Freedom of Information (Scotland) Act 2002;
- Local Government Scotland etc. Act 1994, sections 53 & 54;
- Environmental Information (Scotland) Regulations 2004;
- Privacy and Electronic Communications (EC Directive) Regulations 2003.

Key Codes of practice which affect the general management of the Council's records include:

- The Code of Practice as to the keeping, management and destruction of records under the Freedom of Information (Scotland) Act (section 61).

Key Standards which affect the general management of the Council's records include:

- ISO 15489 standard on best practice in records management;
- ISO 17669 standard on information security management;
- BS 10008:2008 (addresses issues around evidential weight and the legal admissibility of electronic information);
- DISC PD 0010:1997- The principles of good practice for information management.

Professional Guidance:

- National Records of Scotland Standards;
- Scottish Council on Archives model records retention schedules for public authorities (2013)

Some Council policies will also affect the management of records and must be complied with. These are referred to in the section Relationship with existing Policies (section 6.1).

## Guidance

The Records Manager will provide guidance on the procedures and skills necessary to comply with this policy. This guidance covers a variety of aspects of the Records Life cycle including:

- Records management;
- Records creation;
- Business classification (for filing schemes);
- Retention periods for records;
- Storage options for records;
- Destruction options for records;
- Archival records: selection and management;
- E-mail;
- External codes of practice, standards and relevant legislation.

All employees and elected members have a responsibility to comply with the guidance issued by the Records Manager.

## **Further Information**

### Contact:

The Records Manager  
First Floor, Renfrewshire House;  
(0141) 618 5149

## **Relationship with existing policies**

This policy has been formulated within the context of Council documents including:

- Data Protection Policy;
- Freedom of Information policy;
- Information Security policy;
- Information Management policy.
- ICT Acceptable Use Policy.

## **Review of Policy**

This policy will be reviewed on at least a three yearly basis by the Information Governance team and approved by the Finance and Resources Policy Board. An earlier review will be carried out should any legislative or business change require this.

## Appendix 1: Use of e-mails

Within the context of this Records Management Policy, Electronic Mail (e-mail) is considered to be a record or document like any other, and as such will be treated in the same manner and adhering to the same principles as those set out for records of all other formats, or documents (information) as appropriate.

Furthermore e-mail correspondence may form part of a record or evidence trail in the same way that paper correspondence does. The e-mail format is not significant with respect to records.

The following general principles will apply to e-mail retention and management.

- E-mails required as evidence of business activity or which in any other way constitute a record, should be transferred to an appropriate record keeping system and are subject to the Council's Retention schedule like any other format of record;
- Junk e-mails should be deleted as soon as possible;
- E-mails that have information content only, and are not required as records, should be deleted as soon as the information is no longer required. If the information content is substantial, such as in an attached document, it should be stored in an appropriate document storage area, not retained in the e-mail;
- E-mail boxes are subject to management constraints, such as, for example, on size or length of retention, upon which guidance will be issued from time to time.

All employees and elected members have a responsibility to manage the e-mails they create, or which they receive as a primary recipient, as records or documents, and to comply with the policies and guidance issued by the Corporate Records Manager for both.

All employees, elected members and partners have a responsibility to ensure that the way in which they use e-mail is safe, secure and complies with legislation. In the interests of information security, they are also obliged to only use the secure system provided by the Council appropriately. The rules on appropriate use are contained in the Council's ICT Acceptable Use Policy.







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**To:** Finance and Resources Policy Board

**On:** 11 November 2015

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**Report by:** Director of Finance and Resources

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**Heading:** Revision of Grant Conditions for Voluntary Organisations

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## 1. Summary

- 1.1 The Council's Conditions of Grant for voluntary organisations define the responsibilities and accountability of both the Council and voluntary sector organisations in relation to the proper and effective use of public funds by the voluntary sector. A cross departmental working group recently reviewed the conditions of grant to ensure that monitoring arrangements are proportionate to the level of grant whilst at the same time managing the risk to the Council effectively. In addition the group propose a corporate overview of the process for awarding and monitoring grants.
- 1.2 The group has also taken the opportunity to review and update all procedures surrounding grants to voluntary organisations.
- 

## 2. Recommendations

2.1 It is recommended that the Board:–

- (i) Note the outcome of the review of the Council's grants procedures detailed in the report: and
  - (ii) Approve the revised Conditions of Grants attached in Appendix Two.
-

### 3. **Background**

- 3.1 The current Conditions of Grant were approved by the General Management and Finance Policy Board on 5 March 2012.
- 3.2 Since this time there have been changes in both grants administration (e.g. the former Fairer Scotland Fund is no longer ring fenced and has become part of the Revenue Support Grant with altered reporting requirements) and in Council service structures. Consequently, it is an appropriate time to review and update the existing grants system to ensure that the monitoring arrangements in place remain proportionate, and are effectively and consistently applied across the Council.
- 3.3 A cross departmental working group was established for this purpose. This included representatives from all areas of the Council that had been identified as either working in this area or with expertise which could inform the process.
- 3.4 Informed by the work of the group, it is recommended that a uniform and centralised approach is required in relation to the administration of the grant application process to help streamline and simplify it. It is proposed to establish a dedicated team within Customer and Business Services which will be responsible for :-
- Receipt and acknowledgement of grant applications
  - Verification of correctly completed grant applications
  - Maintenance of the central Council record of grants via a single database
  - Payments processing
  - Facilitating sample grant checks to ensure effective application of grant conditions and procedures
- 3.5 It is further proposed that a member of the Policy and Commissioning Management team will provide corporate oversight of grants to voluntary organisations. This will ensure regular review to maintain compliance of such grants with Council policies and procedures and that a consistent approach is taken across the Council.
- 3.6 In order to ensure the grant application process is as streamlined and simplified as possible, the grant application form and officers' guidance have been reviewed and updated. The increased use of electronic applications will be encouraged, enabling applicants to submit completed forms on line to a single point, together with supporting information. Paper applications will still be available and accepted. A webpage specifically for these grants is being developed and this will be the main point of accessing the application form and associated guidance.

- 3.7 One of the main areas considered during the review was the associated administrative requirements on both Council officers and grant recipients in terms of the existing application process and whether this was proportionate relative to the value of the grant. As a consequence, changes were identified to the Council Conditions of Grants which have been reviewed and updated. This was completed in conjunction with advice from the Council's Risk Manager and Internal Audit. A list of key changes made are contained in Appendix One.

The main change is to introduce revised grant thresholds along with revised Conditions of Grant to reflect a more proportionate response to risk. The revised thresholds align the Conditions of Grant with the Council's Risk Matrix. These are:-

Low Value Grants:	£0 up to £1,000;
Medium Value Grants:	£1,000 and over, up to £10,000, and
High Value Grants:	£10,000 and over.

The revised Conditions of Grant are attached in Appendix Two.

- 3.8 As a consequence of the revision of thresholds the requirement for all directors/members of the applicant organisation to sign a personal undertaking before any grant is paid over will now only apply to grants of £1,000 and over.

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## Implications of the Report

1. **Financial** – The revised Conditions of Grant and related procedures outlined in this report reflect the Following the Public Pound guidance and adhere to the procedural requirements of the Council.
2. **HR & Organisational Development** – none
3. **Community Planning** – The overall aim and practices of the grant funded activity are consistent with the Renfrewshire Community Plan
4. **Legal** – As detailed in the report
5. **Property/Assets** – none

6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – There are some risk implications in relation to the changes to the Conditions of Grant. These changes have been made following recommendations from an Internal Audit report and taking advice from both the Risk Manager and Internal Audit. This is therefore deemed to be a proportionate response to risk, balancing the Council's duty to follow the public pound with making grants accessible to Third Sector grantees with an undue administrative burden. This approach is considered to be acceptable in terms of the Council's Risk Management Policy.
11. **Privacy Impact** - none

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**Author:** Fiona Johnston, Extension 7373

## Appendix One

### Summary of main changes made to Council Conditions of Grant

Changes are aimed at streamlining and simplifying the grant process, reflecting a more proportionate response relative to the value of the grant. As a result, most of the changes affect the grant conditions applicable to grants below £10,000. This appendix highlights the main changes made, but members should note other changes have been made and are referred to Appendix 1 for complete copies of the relevant Conditions of Grant.

<b>Grant Conditions</b>	<b>Summary of main changes</b>
<b>Up to £1,000</b>	New headings – added for ease of reading
	Invoices and receipts – now only to be submitted on request
	Payment – Subject to Council discretion, normally one payment which may be paid in advance
	Freedom of Information –streamlined to reflect standard Council process
	Waiver – of specific clauses permitted at Council’s discretion
	Notification to advise Council of qualified auditor’s report -Only applies if Grantee ordinarily produces audited accounts

<b>Grant Conditions</b>	<b>Summary of Changes</b>
<b>£1,000-£10,000</b>	Invoices, receipts, financial accounts and inventory – now only to be submitted on request
	Terminology changes – “Authorised Officer” rather than “Supervising Officer”
	Freedom of Information –streamlined to reflect standard Council process
	Payment – Subject to Council discretion, normally one payment which may be paid in advance
	Notification to advise Council of qualified auditor’s report – Only applies if Grantee ordinarily produces audited accounts
	Removal of requirement to enter into a separate service level agreement.
	Changes to the Land and Buildings clause to distinguish between information required at grant application stage from that required during the life of the grant award.

<b>Grant Conditions</b>	<b>Summary of Changes</b>
<b>£10,000 or more</b>	Inventory – only to be submitted on request
	Terminology changes – “Authorised Officer” rather than “Supervising Officer”; “Grant Support Agreement” rather than “Service Level Agreement”
	Changes to the requirements to submit financial accounts which are aimed at more closely reflecting the requirements of the Office of the Scottish Charity Regulator (for non companies).
	Freedom of Information –streamlined to reflect standard Council process
	Changes to the Land and Buildings clause to distinguish between information required at grant application stage from that required during the life of the grant award.





## RENFREWSHIRE COUNCIL

CONDITIONS OF GRANT:  
£1,000 OR MORE BUT LESS THAN £10,000

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

Any Grantee which accepts Grant funding from The Renfrewshire Council (hereinafter “the Council”) must comply with these Conditions of Grant where the value of the Grant awarded is £1,000 or more, but less than £10,000.

### **1. Glossary & Interpretation**

In these Conditions, the Glossary section contains an explanation of words used which have a special meaning, together with clauses which help interpret the Conditions.

### **2. General Conditions**

2.1 The Grantee receiving a Grant from the Council shall have a written constitutional document which clearly defines the responsibility, accountability and liability for public funds and establishes transparent and democratic procedures for the management of the Grantee.

2.1.1 In particular, the constitutional document shall be deemed to include the following provisions, which shall be observed throughout the period of the Grant:-

- (a) where the Grantee is an unincorporated association there shall be an obligation to appoint an executive or management committee (or any other body of persons, whatever its title, which exercises the functions of an executive or management committee) being all the executive members including all office bearers (such as Chairperson, Treasurer and Secretary); where the Grantee is a company the Board of Directors shall be deemed to exercise the functions of an executive or management committee;
- (b) the Grantee shall be obliged to intimate in writing to the Council's Authorised Officer the name of the Treasurer who shall be deemed to have principal responsibility for accounting, auditing and any other legal requirements of the Grantee's finances;
- (c) a prohibition on any person who is employed by the Grantee from being a member of the executive or management committee or any other committee (whatever its title) of the Grantee which seeks to exercise executive powers;
- (d) a provision for the holding of annual general meetings and for the preparation and submission of accounts to the Authorised Officer or other nominated officer accounting for Grant funds awarded by the Council in accordance with the requirements of these Conditions. Separate accounts should be prepared for each Grant award;



## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

- (e) a provision that cheques drawn on the Grantee's bank account may only be signed by any two of no more than four authorised signatories all of whom must be members of the executive or management committee; provided that if the Council is satisfied that the Grantee's existing or proposed procedures for signing cheques provides for adequate and appropriate safeguards, the Council may advise the Grantee that this clause shall not apply; and
  - (f) a provision that the names and addresses of all members for the time being of the executive or management committee shall be given in writing to the Authorised Officer. Any changes to membership of the executive or management committee shall be given in writing to the Authorised Officer within ten working days of the resignation, retiral or appointment prompting the change.
- 2.1.2 In addition to the foregoing provision, the constitution of the Grantee must contain:-
  - (a) a description of the functions of the executive or management committee and the powers and duties of each office bearer; and
  - (b) a definition of the quorum for general meetings, executive committee meetings, management committee meetings and separately for the election of office bearers and the admission of new members to the Grantee.
- 2.2 The Grant is allocated to the Grantee for the purposes of carrying out the Project and for no other purpose whatsoever. It must be spent only on the purposes for which it is allocated. No part of the Grant shall be used to fund any activity or material which is party political in intention, use, or presentation or appears to be designed to affect support for a political party. Activities with a political bias and political campaigning are specifically prohibited.
- 2.3 The receipt of a Grant from the Council is no guarantee that further Grants will be available. Further in the event of any variation to the budget available to the Council for payment of Grant during the period of award, the Grant may be withheld, reduced or terminated.
- 2.4 The Council's liability will be to make payment of the Grant to the Grantee in accordance with these Conditions. All other liabilities or claims are the responsibility of the Grantee.
- 2.5 The Grantee shall:-
  - (a) provide the Council with such information concerning the Grantee as the Council shall require. In particular the Grantee shall allow officers of the Council and the Council's external auditors access to the accounts and other financial records and data of the Grantee during the period of Grant; and

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

- (b) disclose to the Council immediately any material change in the financial circumstances of the Grantee including any changes to the information contained in the Grant Application Form submitted by the Grantee to the Council.
- 2.6 Any Grantee receiving a Grant from the Council should acknowledge the support of the Council in all publicity material.
- 2.7 The overall aims and practices of the Grant funded activity must be consistent with the Renfrewshire Community Plan.
- 2.8 All sums (including but not restricted to rent and rates) due by the Grantee to the Council must be paid timeously.
- 2.9 Grantees which do not comply with these Conditions of Grant will not normally be eligible to apply for Grants in future years.
- 2.10 Additional Conditions may be set by the Council at its discretion. In this event Grantees will be notified in writing.
- 2.11 In the case of Grantees covering more than one local authority area, or at the Council's sole discretion, the Council shall be entitled to relax or waive specific Conditions at any time but reserves the right to reinstate them. If Conditions are relaxed, waived or reinstated the Grantee will be notified of this in writing.
- 2.12 All funding is subject to satisfactory progress in achieving any outcomes, standards and targets specified between the Grantee and the Council.
- 2.13 The Council reserves the right to withhold, reduce or terminate the Grant or any part of the Grant if it appears that the Project or any part of it has not been undertaken in a satisfactory manner or in accordance these Conditions.
- 2.14 The Grantee shall ensure that in relation to the Project, it and anyone acting on its behalf shall comply with Law and Guidance. It will also indemnify and keep indemnified the Council (both for itself and also acting on behalf of any other funding partner as the case may be), its employees, agents and anyone acting for them against all actions, claims, demands, costs and expenses incurred by or made against the Council or any other funding partner where relevant and their respective foresaids in respect of loss, damage or personal injury (including death) which arises directly or indirectly from any advice given or anything done or omitted to be done under the Project.
- 2.15 Payment of Grant will not be made to meet shortfalls, delays or any other circumstances relating to any other source of funding.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

### **3. Personnel Procedures**

- 3.1 The Grantee is required to recruit, employ and manage staff and volunteers in accordance with the applicable Law and Guidance and, without prejudice to the foregoing, must ensure that it:-
- (a) recruits and manages employees and volunteers fairly and provides equal opportunity for all as a continuing feature of its management practices;
  - (b) handles disciplinary matters in accordance with the applicable legislation;
  - (c) creates and maintains a safe and healthy working environment;
  - (d) adheres to the requirements of the Protection of Vulnerable Groups (Scotland) Act 2007 together with any amendments made to it or Guidance passed under it (the "PVG Act") for the duration of the Grant where it requires any individual to undertake "regulated work" in terms of the said PVG Act;
  - (e) has employers' liability insurance in accordance with current legislation; public or third party liability insurance; and property and/or third party liability insurance for any Grant funded acquisition of property including motor vehicles; and
  - (f) can evidence and exhibit to the satisfaction of the Council, on request, proof that adequate insurances have been arranged and maintained by the Grantee.

### **4 Arrangements for Grant Payment**

- 4.1 All Grant payments will be made by the Council to the Grantee in accordance with the terms herein.

The period of funding will start from the date of receipt by the Supervising Department of completed 'Acceptance of Grant Offer and Conditions of Grant' form and related undertakings. These must be received no later than one month from the date of offer of Grant unless otherwise agreed in writing with the Council. For the avoidance of doubt expenditure of the Grant will not take place prior to this date without the written consent of the Council.

The Council will not be bound to pay to the Grantee and the Grantee shall have no claim against the Council in respect of any instalment of the Grant which has not been paid to the Grantee by 31 March of the appropriate Financial Year due to any Default or non compliance with these Conditions unless otherwise agreed, in advance, in writing by the Council.

- 4.2 All Grant payments will be authorised by the Council subject to satisfactory compliance with the bookkeeping and accounts procedures outlined herein and subject to scrutiny of receipts/invoices by the Council.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

Once agreed all Grant payments will normally be made in one instalment and may be paid in advance at the Council's discretion.

- 4.3 Budget limits agreed between the Council and the Grantee for the Project(s) must be adhered to. No additional unapproved expenditure for the Project(s) should be made by the Grantee at any time.

### **5. Assets and Equipment**

- 5.1 The Grantee shall ensure that any assets or equipment purchased with a Grant are fully and properly maintained and are used only for the purpose for which their purchase was intended. It will, at any time, if requested, make any assets or equipment purchased with a Grant available for inspection by officers of the Council and the Council's external auditors.
- 5.2 The Council reserves the right to adjust the payment of the Grant, or require repayment, in the event of equipment or facilities provided with the aid of the Grant being disposed of or appropriated to other users. Similarly, if equipment or facilities have been lost, stolen or damaged and not replaced to the same standard, the Council reserves the right to be reimbursed by the Grantee once they have obtained any insurance monies due.
- 5.3 The Grantee shall keep an inventory of all assets acquired or improved with a Grant provided by the Council and shall provide a copy of this to the Council on request. The Grantee shall be responsible for maintaining assets acquired or improved with a Grant provided by the Council and providing appropriate insurance for same.
- 5.4 Any assets acquired or improved with a Grant will not be sold or otherwise disposed of without the prior written approval of the Council (and in particular such approval may be withheld, if in the Council's opinion the disposal is not justified or the disposal would result in the assets being used for a purpose which would not otherwise attract funding from public money). In the event that money or money's worth is received on disposal of any such asset the Grantee shall repay said sum to the Council unless the Council consents to the application of the money towards an objective of the Grantee.
- 5.5 In addition to Condition 5.4, above, unless the Council agrees otherwise:-
- (a) all land and buildings;
  - (b) all moveable property with a value of £50,000 or more;

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

purchased with the aid of a Grant shall not be disposed of without the prior consent of the Council. The Council shall be entitled to specify the terms and conditions under which such assets shall be held by the Grantee.

### **5.6 The Grantee must ensure that:**

- (a) moveable property with a value of less than £50,000 which has been acquired or improved with the aid of a Grant will not be sold or otherwise disposed of, or appropriated to users other than those approved by the Council and disclosed by the Grantee in the Grant Application Form before the Council has been consulted; and
- (b) any such disposal will not realise for any other person a cash benefit from public funds.

### **5.7 The Council or any officer authorised on its behalf, shall have a right to enter upon any land and buildings and to inspect any moveable property or books of account where the land or buildings or moveable property have been acquired with the aid of a Grant.**

## **6. The relationship between the Council and the Grantee – Performance Monitoring**

### **6.1 For each Grantee in receipt of a Grant the Council will appoint an Authorised Officer who shall ensure that:-**

- (a) expenditure is made only on items included in the Grant Application Form or as specified by the Council and that purchases are made in a fair and open manner;
- (b) proper accounting and book-keeping arrangements are introduced and maintained by the Grantee;
- (c) the Grantee complies with the arrangements for Grant payment detailed in Condition 4;
- (d) the Grantee complies with these Conditions of Grant; and
- (e) reports on the funding and operation of the Grantee are provided to the Council as and when required.

### **6.2 To enable the Authorised Officer to carry out the above duties, he/she, any other officer authorised by the Council or the Council's external auditors, as required, must be allowed access to the Grantee's premises at all times. This includes access to books and records (including financial records) on request, and attendance at the Grantee's management and/or board meetings.**

### **6.3 The Authorised Officer will be the main source of contact between the Grantee and the Council. Grantees shall request assistance or guidance and shall seek independent advice when necessary.**

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

- 6.4 In the event that any sum of money becomes due to the Council in terms of these Conditions as a result of the negligence or dishonesty of a specific member or specific members of the executive or management committee (which, for the avoidance of doubt, will include directors of limited companies), that member or those members shall on demand pay to the Council the sum due to the Council. Prior to payment of Grant each director and member of the executive or management committee of the Grantee shall sign a legally binding document, in a form specified by the Council, accepting personal liability for payment in such circumstances.
- 6.5 If any of the circumstances described below exist, or the Council reasonably believes that any of the circumstances exist or may come to exist, then the Grant shall be repaid wholly or in such part as the Council shall determine and the Council may take whatever action it deems necessary to safeguard property purchased with a Grant including taking delivery of that property. Circumstances which may lead to such action are:-
- (a) where the Grantee commits a Default;
  - (b) where any part of the Grant or any asset(s) purchased with Grant is/are not being applied for purposes for which the Grant was allocated or where there is a change or departure from the purpose for which the Grant was awarded or any delay in using the Grant without the prior written approval of the Council;
  - (c) where the affairs of the Grantee are, in the Council's opinion, not properly managed, or where in the Council's opinion the progress on the Project is unsatisfactory;
  - (d) where any executive member, any employee of the Grantee or anyone else associated with the Grantee, has unreasonably failed to observe guidance from the Authorised Officer or any other officer of the Council;
  - (e) where records of the Grantee are not kept complete, accurate and up-to-date;
  - (f) where liabilities of the Grantee to a third party (including the payment of wages, income tax and national insurance contributions) are not being honoured;
  - (g) where the Grantee has failed to follow advice or directions given by the Authorised Officer or any other officer of the Council to provide documents or information sought by the Authorised Officer or any other officer of the Council;
  - (h) where the Grantee has an executive member, member or employee who, in the opinion of the Council, is not a fit and proper person;
  - (i) where Surplus Funds have been used without the necessary prior written approval;
  - (j) where, in the Council's opinion, the future of the Project is in jeopardy;
  - (k) where the Grantee fails to carry out the Project.



## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

### **7. Book-keeping, Accounting and Audit**

#### **7.1 Grantees must ensure that:**

- (a) all expenditure and income associated with the Grant is properly recorded and that all invoices and receipts are retained by the Grantee for inspection by the Authorised Officer, other authorised Council officers and the Council's external auditors for the duration of the Project or at least six years whichever is the longer. The Grantee should also take account of the need to keep records for certain periods specified by other agencies such as Her Majesty's Revenue and Customs (HMRC) and the European Commission; and
- (b) information is provided as the Council reasonably requires to show that the Grant has been used in accordance with the Conditions to achieve the Project. Invoices or receipts for all expenditure must be submitted to the Authorised Officer upon request.

#### **7.2 Annual accounts, produced by a competent independent person, preferably a qualified accountant, must be submitted to the Authorised Officer on request. Failure to comply with such a request will result in funding being withheld until such time as accounts have been submitted and found to be satisfactory by the Council.**

#### **7.3 Where the Grantee's accounts include an auditor's report which is qualified, whether or not the Council has requested sight of the accounts, the Council shall be informed forthwith and shall be sent a copy of the qualification. In such an event, the Council may review the Grant awarded to the Grantee.**

#### **7.4 The Council and its external auditors reserve the right to conduct an audit of the Grantee's financial records, including those relating to all other sources of income and expenditure, at any time and to discontinue and reclaim the Grant partly or completely in cases where these Conditions of Grant are not being adhered to.**

### **8. Surplus Funds**

#### **8.1 Surplus Funds will be treated as follows:-**

- (a) if the Council is providing ongoing financial support to the Grantee, the Surplus Funds will be deducted from subsequent Grant allocations;
- (b) if the Council has no further funding interest in the Grantee the Surplus Funds will be repaid to the Council.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

### **9. Grants to be used for works, land or buildings**

9.1 Where the Grantee has been awarded a Grant towards the cost of works or land or buildings the Grantee must ensure that:-

- (a) it adheres timeously to these Conditions, including any additional conditions applied to the Grant, to the satisfaction of the Council;
- (b) where a Council-held property is involved, advice from the relevant department within the Council is sought at the earliest opportunity, as necessary, in relation to property costs, including rent, rates and insurance, and the suitability and/or continued availability of the property for the proposed use;
- (c) it notifies the Council immediately of any changes to the information submitted with the Grant Application Form, or otherwise declared to the Council, including changes which affect the terms and conditions relating to the acquisition or lease of property funded by the Grant;
- (d) all appropriate planning consents and building warrants and any other necessary permissions or consents required for the Project are obtained and evidence of same are produced timeously upon request;
- (e) all works are carried out only with the written approval of the owner(s) and evidence of same are produced timeously upon request;
- (f) following any work involving land, buildings or roads any reinstatement work is carried out as required, to the full satisfaction of the owner(s) and the Council, if appropriate, and that a written statement from the owners to this effect is produced by the Grantee. Reinstatement costs will not exceed those detailed in the Grant Application Form;
- (g) a copy of the invoice for capital works, and in due course, when the work has been completed, an audited and certified statement of final costs is submitted to the Authorised Officer of the Council together with such other information as the Council may reasonably require; and
- (h) the Grant will be applied only to the specific work stipulated in the Grant Application Form as agreed with the Council.

### **10. Assignment**

The Grantee shall not be entitled to assign, contract or otherwise transfer its rights or obligations under the Conditions of Grant without the prior written consent of the Council and/or other relevant funding body where applicable.

### **11. Corrupt Gifts or Payment of Commission**

The Grantee shall not offer or give or agree to give any person any gift or consideration as any kind of bribe, inducement or reward in relation to this Grant. The Grantee shall ensure that its officers and representatives shall not breach the terms of the Bribery Act 2010 in relation to this or any other Grant.



## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

### **12. Confidentiality and Data Protection**

- 12.1 All information submitted to the Council may need to be disclosed and /or published by the Council.
- 12.2 Notwithstanding the above, in exercising its obligations under the Freedom of Information (Scotland) Act 2002 and any subordinate legislation or codes ("the 2002 Act") made under the 2002 Act from time to time, the Council will have due regard to the commercial interests of the Grantee in the event that the Council may be requested by any third party to disclose information related to the Grantee, the Grant or any information submitted by the Grantee to the Council in connection with the Grant without prejudice to the Council 's duty to discharge its obligations in terms of the 2002 Act.
- 12.3 The Grantee shall ensure that all requirements of the Data Protection Act 1998 are fulfilled in relation to the Project.

# CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000

## GLOSSARY

### 1. Definitions

#### **In these Conditions:-**

“Authorised Officer” means the officer appointed by the Council to monitor and supervise the Grantee in accordance with these Conditions.

“Conditions” means these conditions of grant agreed to by the Council and the Grantee together with any additional conditions of grant set in accordance with Condition 2.10.

“Council” means the Renfrewshire Council, a Local Authority constituted in terms of the Local Government etc (Scotland) Act 1994 and having its principal office at Renfrewshire House, Cotton Street, Paisley, and its successors whomsoever, and any person appointed to act on its behalf.

“Default” means:

- (a) any breach of the obligations of either party under the Conditions (including, but not limited to, any breach of any undertaking or warranty given under or in terms of these Conditions or the award of Grant);
- (b) any failure to perform or the negligent performance of any action required under these Conditions or pursuant to the award of Grant;
- (c) any breach of any legislation; or
- (d) any negligence or negligent or fraudulent mis-statement or misappropriation of Grant or any other default;

In all cases by either party, its employees, agents or representatives.

“Grant” means the funding awarded to the Grantee by the Council in accordance with these Conditions to achieve the Project.

“Grant Application Form” means the application made by the Grantee for payment of the Grant, adjusted where appropriate in agreement with the Council as part of the application process.

“Grantee” means the recipient of the Grant in accordance with these Conditions.

“Guidance” means any applicable guidance relative to the Law to which the Grantee has a duty to have regard to the extent that the same are published and publicly available or the existence or contents of them have been notified to the Grantee by the Council and/or Scottish Ministers and/or any relevant regulatory body.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT LESS THAN £10,000**

“Law” means:-

- (a) any applicable common law or statute or proclamation or any delegated or subordinate legislation or regulation;
- (b) any enforceable community right within the meaning of Section 2(1) of the European Communities Act 1972;
- (c) any applicable judgement of a relevant court of law which is a binding precedent in Scotland; and
- (d) any other directives or requirement of any regulatory body with which the Grantee is bound to comply.

“Project” means the purpose to be achieved by the Grantee.

“Financial Year” means a period from 1 April in one year until 31 March in the next (both dates inclusive).

“Renfrewshire Community Plan” means the current plan relative to the community of Renfrewshire agreed by the Council and its partners for a given period available from the Council upon request, or from its website ([www.renfrewshire.gov.uk](http://www.renfrewshire.gov.uk)) and any successor plan or document.

“Surplus Funds” means the amount of Grant paid by the Council to the Grantee at any point in time which exceeds the amount of the expenses reasonably required by the Grantee in connection with the Project.

“Supervising Department” means the Council service which has appointed the Authorised Officer.

## **2. Interpretation**

In these Conditions:-

- (a) all references to statutory provisions in these Conditions shall include all amendments or re-enactments of those provisions made from time to time together with any statutory instruments, rules, regulations, Guidance and any other direction made thereunder;
- (b) singular words shall include the plural and vice versa save where the context of the words otherwise require;
- (c) where either party does not exercise or enforce any of these Conditions, it shall not be deemed to have waived its right to do so at any subsequent time;
- (d) the headings in these Conditions are for convenience only and should not be read as forming part of the Conditions or taken into account in their interpretation;
- (e) except as otherwise provided in these Conditions, any reference to a Condition, clause, paragraph or sub paragraph shall be a reference to a Condition, clause , paragraph or sub paragraph of these Conditions;

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT  
LESS THAN £10,000**

- (f) all references to documents, policies or procedures in these Conditions shall include any successor or replacement to those documents, policies or procedures; and
- (g) the words “include”, “includes” and “including” are to be read as if they were immediately followed by the words “without limitation”.

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT  
LESS THAN £10,000**

**ACCEPTANCE OF GRANT OFFER AND CONDITIONS OF GRANT**

It is essential that this acceptance should be completed and returned **within 21 days.**

**Project Name:** .....

**Grantee Name:** .....

Dear Sirs

\*(1) I .....holding the office

of \*(2)..... accept on behalf of the above Grantee, the offer of Grant and the Conditions of Grant issued to the Grantee by the Renfrewshire Council ("the Offer") and will ensure that the Grant will be used to achieve the agreed Project.

I confirm that the Offer is acceptable to the above Grantee and will continue to be binding in the event of any subsequent change in office bearers.

I confirm that I am an authorised signatory of the above mentioned Grantee and have express authority to accept the Offer on behalf of the above mentioned Grantee.

Signed .....

Date.....

Signed\*(3).....

Date.....

Position held.....

\*(1) Please enter in BLOCK CAPITALS

\*(2) Please enter office held in BLOCK CAPITALS

\*(3) Signature of second office holder

TO : .....

Renfrewshire Council  
Renfrewshire House  
Cotton Street  
PAISLEY, PA1

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING £1,000 OR MORE BUT  
LESS THAN £10,000**

**UNDERTAKING TO BE SIGNED BY EACH DIRECTOR,  
MEMBER OF THE EXECUTIVE OR MANAGEMENT COMMITTEE**

**Project Name:** .....

**Grantee Name:** .....

**TO :** .....

Renfrewshire Council  
Renfrewshire House  
Cotton Street  
PAISLEY, PA1

I, \*

holding the office of \*\*, hereby undertake to pay on demand to the Renfrewshire Council any sum of money which becomes due to the Council in terms of the offer of the Grant and the Conditions of Grant issued to the Grantee for the Project as a result of my negligence or dishonesty.

.....  
(Member's Signature)

.....  
(Witness' Signature)

.....  
(Date of Signing)

.....  
(Witness' Full Name)

.....  
(Place of Signing)

.....  
.....  
(Witness' Address)

\* Insert name and address

\*\* Insert office held

**N.B. A separate Undertaking requires to be signed by each Director, Member of the Executive or Management Committee.**

**It should be attached to a copy of the Acceptance of Grant Offer and Conditions of Grant form, completed on behalf of the Grantee.**



RENFREWSHIRE COUNCIL

CONDITIONS OF GRANT:  
£10,000 OR MORE

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

Any Grantee which accepts Grant funding from The Renfrewshire Council (hereinafter "the Council") must comply with these Conditions of Grant where the value of the Grant awarded is £10,000 or more.

### **1. Glossary & Interpretation**

In these Conditions, the Glossary section contains an explanation of words used which have a special meaning, together with clauses which help interpret the Conditions.

### **2. General Conditions**

2.1 A Grantee receiving a Grant from the Council shall have a written constitutional document which clearly defines the responsibility, accountability and liability for public funds and establishes transparent and democratic procedures for the management of the Grantee.

2.1.1 In particular, the constitutional document shall be deemed to include the following provisions, which shall be observed throughout the period of the Grant:-

- (a) where the Grantee is an unincorporated association there shall be an obligation to appoint an executive or management committee (or any other body of persons, whatever its title, which exercises the functions of an executive or management committee) being all the executive members including all office bearers (such as Chairperson, Treasurer and Secretary); where the Grantee is a company the Board of Directors shall be deemed to exercise the functions of an executive or management committee;
- (b) the Grantee shall be obliged to intimate in writing to the Council's Authorised Officer the name of the Treasurer who shall be deemed to have principal responsibility for accounting, auditing and any other legal requirements of the Grantee's finances;
- (c) a prohibition on any person who is employed by the Grantee from being a member of the executive or management committee or any other committee (whatever its title) of the Grantee which seeks to exercise executive powers;
- (d) a provision for the holding of annual general meetings and for the preparation and submission of accounts to the Authorised Officer or other nominated officer accounting for Grant funds awarded by the Council in accordance with the requirements of these Conditions. Separate accounts should be prepared for each Grant award;



**CONDITIONS OF GRANT FOR GRANTEES RECEIVING  
£10,000 OR MORE**

- (e) a provision that cheques drawn on the Grantee's bank account may only be signed by any two of no more than four authorised signatories all of whom must be members of the executive or management committee; provided that if the Council is satisfied that the Grantee's existing or proposed procedures for signing cheques provides for adequate and appropriate safeguards, the Council may advise the Grantee that this clause shall not apply; and
  - (f) a provision that the names and addresses of all members for the time being of the executive or management committee shall be given in writing to the Authorised Officer. Any changes to membership of the executive or management committee shall be given in writing to the Authorised Officer within ten working days of the resignation, retiral or appointment prompting the change.
- 2.1.2 In addition to the foregoing provision, the constitution of the Grantee must contain:-
  - (a) a description of the functions of the executive or management committee and the powers and duties of each office bearer; and
  - (b) a definition of the quorum for general meetings, executive committee meetings, management committee meetings and separately for the election of office bearers and the admission of new members to the Grantee.
- 2.2 The Grant is allocated to the Grantee for the purposes of carrying out the Project and for no other purpose whatsoever. It must be spent only on the purposes for which it is allocated. No part of the Grant shall be used to fund any activity or material which is party political in intention, use, or presentation or appears to be designed to affect support for a political party. Activities with a political bias and political campaigning are specifically prohibited.
- 2.3 The receipt of a Grant from the Council is no guarantee that further Grants will be available. Further in the event of any variation to the budget available to the Council for payment of Grant during the period of award, the Grant may be withheld, reduced or terminated.
- 2.4 The Council's liability will be to make payment of the Grant to the Grantee in accordance with these Conditions. All other liabilities or claims are the responsibility of the Grantee.
- 2.5 The Grantee shall:-

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING  
£10,000 OR MORE**

- (a) provide the Council with such information concerning the Grantee as the Council shall require. In particular the Grantee shall allow officers of the Council and the Council's external auditors access to the accounts and other financial records and data of the Grantee during the period of Grant; and
  - (b) disclose to the Council immediately any material change in the financial circumstances of the Grantee including any changes to the information contained in the Grant Application Form submitted by the Grantee to the Council.
- 2.6 Any Grantee receiving a Grant from the Council should acknowledge the support of the Council in all publicity material.
- 2.7 The overall aims and practices of the Grant funded activity must be consistent with the Renfrewshire Community Plan.
- 2.8 All sums (including but not restricted to rent and rates) due by the Grantee to the Council must be paid timeously.
- 2.9 Grantees which do not comply with these Conditions of Grant will not normally be eligible to apply for Grants in future years.
- 2.10 Additional Conditions may be set by the Council at its discretion. In this event the Grantee will be notified in writing.
- 2.11 In the case of Grantees covering more than one local authority area, or at the Council's sole discretion, the Council shall be entitled to relax or waive specific Conditions at any time but reserves the right to reinstate them. If Conditions are relaxed, waived or reinstated the Grantee will be notified of this in writing.
- 2.12 All funding is subject to satisfactory progress in achieving any outcomes, standards and targets specified in the Grant Support Agreement between the Grantee and the Council, as detailed in Condition 6.
- 2.13 The Council reserves the right to withhold, reduce or terminate the Grant or any part of the Grant if it appears that the Project or any part of it has not been undertaken in a satisfactory manner or in accordance with these Conditions.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

- 2.14 The Grantee shall ensure that, in relation to the Project, it and anyone acting on its behalf shall comply with Law and Guidance. It will also indemnify and keep indemnified the Council (both for itself and also acting on behalf of any other funding partner as the case may be), its employees, agents and anyone acting for them against all actions, claims, demands, costs and expenses incurred by or made against the Council or any other funding partner where relevant and their respective foresaids in respect of loss, damage or personal injury (including death) which arises directly or indirectly from any advice given or anything done or omitted to be done under the Project.
- 2.15 Payment of Grant will not be made to meet shortfalls, delays or any other circumstances relating to any other source of funding.

### **3. Personnel Procedures**

- 3.1 The Grantee is required to recruit, employ and manage staff and volunteers in accordance with the applicable Law and Guidance and, without prejudice to the foregoing, must ensure that it:-
- (a) recruits and manages employees and volunteers fairly and provides equal opportunity for all as a continuing feature of its management practices;
  - (b) handles disciplinary matters in accordance with the applicable legislation;
  - (c) creates and maintains a safe and healthy working environment;
  - (d) adheres to the requirements of the Protection of Vulnerable Groups (Scotland) Act 2007 together with any amendments made to it or Guidance passed under it ("the PVG Act") for the duration of the Grant where it requires any individual to undertake "regulated work" in terms of the said PVG Act;
  - (e) has employers' liability insurance in accord with current legislation; public or third party liability insurance; and property and/or third party liability insurance for any Grant funded acquisition of property including motor vehicles; and
  - (f) can evidence and exhibit to the satisfaction of the Council, on request, proof that adequate insurances have been arranged and maintained by the Grantee.

### **4. Arrangements for Grant Payment**

- 4.1 All Grant payments will be made by the Council to the Grantee in accordance with the terms herein.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

The period of funding will start from the date of receipt by the Supervising Department of completed 'Acceptance of Grant Offer and Conditions of Grant' form and related undertakings. These must be received no later than one month from the date of offer of Grant unless otherwise agreed in writing with the Council. For the avoidance of doubt expenditure of the Grant will not take place prior to this date without the written consent of the Council.

The Council will not be bound to pay to the Grantee and the Grantee shall have no claim against the Council in respect of any instalment of the Grant which has not been paid to the Grantee by 31 March of the appropriate Financial Year due to any Default or non compliance with these Conditions unless otherwise agreed in advance in writing by the Council.

- 4.2 All Grant payments will be authorised by the Council subject to satisfactory compliance with the bookkeeping and accounts procedures outlined herein and subject to scrutiny of receipts/invoices by the Council.

Once agreed all Grant payments will normally be made on a quarterly basis and may be paid in advance at the Council's discretion. A detailed breakdown of income and expenditure must be provided to the Authorised Officer on a quarterly basis. Quarterly payments will not be made until this information has been received and approved by the Supervising Department (excepting the first quarterly payment in circumstances where the Council has determined the Grant will be paid in advance).

- 4.3 Budget limits agreed between the Council and the Grantee for the Project(s) must be adhered to. No additional unapproved expenditure for the Project(s) should be made by the Grantee at any time.

### **5. Assets and Equipment**

- 5.1 The Grantee shall ensure that any assets or equipment purchased with a Grant are fully and properly maintained and are used only for the purpose for which their purchase was intended. It will, at any time, if requested, make any assets or equipment purchased with a Grant available for inspection by officers of the Council and the Council's external auditors.
- 5.2 The Council reserves the right to adjust the payment of the Grant, or require repayment, in the event of equipment or facilities provided with the aid of the Grant being disposed of or appropriated to other users. Similarly, if equipment or facilities have been lost, stolen or damaged and not replaced to the same standard, the Council reserves the right to be reimbursed by the Grantee once they have obtained any insurance monies due.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

- 5.3 The Grantee shall keep an inventory of all assets acquired or improved with a Grant provided by the Council and shall provide a copy of this to the Council on request. The Grantee shall be responsible for maintaining assets acquired or improved with a Grant provided by the Council and providing appropriate insurance for same.
- 5.4 Any assets acquired or improved with a Grant will not be sold or otherwise disposed of without the prior written approval of the Council (and in particular such approval may be withheld, if in the Council's opinion the disposal is not justified or the disposal would result in the assets being used for a purpose which would not otherwise attract funding from public money). In the event that money or money's worth is received on disposal of any such asset the Grantee shall repay said sum to the Council unless the Council consents to the application of the money towards an objective of the Grantee.
- 5.5 In addition to Condition 5.4, above, unless the Council agrees otherwise:-
- (a) all land and buildings;
  - (b) all moveable property with a value of £50,000 or more;
- purchased with the aid of a Grant shall not be disposed of without the prior consent of the Council. The Council shall be entitled to specify the terms and conditions under which such assets shall be held by the Grantee.
- 5.6 The Grantee must ensure that:
- (a) moveable property with a value of less than £50,000 which has been acquired or improved with the aid of a Grant will not be sold or otherwise disposed of, or appropriated to users other than those approved by the Council and disclosed by the Grantee in the Grant Application Form before the Council has been consulted; and
  - (b) any such disposal will not realise for any other person a cash benefit from public funds.
- 5.7 The Council or any officer authorised on its behalf, shall have a right to enter upon any land and buildings and to inspect any moveable property or books of account where the land or buildings or moveable property have been acquired with the aid of a Grant.

## **6. The relationship between the Council and the Grantee – Performance Monitoring**

- 6.1 The Grantee shall, within 3 months of acceptance of these Conditions, enter into a Grant Support Agreement in writing with the Council setting out levels of agreed outcomes, standards, targets and action to be undertaken by the Project.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

For each Grantee in receipt of a Grant the Council will appoint an Authorised Officer who shall ensure that:-

- (a) the agreed outcomes, standards, targets and actions for the Project, as set out in the Grant Support Agreement between the Grantee and Renfrewshire Council, are being met;
  - (b) expenditure is made only on items included in the Grant Application Form or as specified by the Council and that purchases are made in a fair and open manner;
  - (c) proper accounting and book-keeping arrangements are introduced and maintained with the production of estimates, monitoring statements and financial accounts by the Grantee;
  - (d) the Grantee complies with the arrangements for Grant payment detailed in Condition 4;
  - (e) the Grantee complies with these Conditions of Grant; and
  - (f) reports on the funding and operation of the Grantee are provided to the Council as and when required.
- 6.2 To enable the Authorised Officer to carry out the above duties, he/she, any other officer authorised by the Council or the Council's external auditors, as required, must be allowed access to the Grantee's premises at all times. This includes access to books and records (including financial records) on request, and attendance at the Grantee's management and/or board meetings.
- 6.3 The Authorised Officer will be the main source of contact between the Grantee and the Council. Grantees shall request assistance or guidance and shall seek independent advice when necessary.
- 6.4 In the event that any sum of money becomes due to the Council in terms of these Conditions as a result of the negligence or dishonesty of a specific member or specific members of the executive or management committee (which, for the avoidance of doubt, will include directors of limited companies), that member or those members shall on demand pay to the Council the sum due to the Council. Prior to payment of Grant each director and member of the executive or management committee of the Grantee shall sign a legally binding document, in a form specified by the Council, accepting personal liability for payment in such circumstances.
- 6.5 If any of the circumstances described below exist, or the Council reasonably believes that any of the circumstances exist or may come to exist, then the Grant shall be repaid wholly or in such part as the Council shall determine and the Council may take whatever action it deems necessary to safeguard property purchased with a Grant including taking delivery of that property. Circumstances which may lead to such action are:-



## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

- (a) where the Grantee commits a Default;
- (b) where any part of the Grant or any asset(s) purchased with the Grant is/are not being applied for purposes for which the Grant was allocated or where there is a change or departure from the purpose for which the Grant was awarded or any delay in using the Grant without the prior written approval of the Council;
- (c) where the affairs of the Grantee are, in the Council's opinion, not properly managed, or where in the Council's opinion the progress on the Project is unsatisfactory;
- (d) where any executive member, any employee of the Grantee or anyone else associated with the Grantee, has unreasonably failed to observe guidance from the Authorised Officer or any other officer of the Council;
- (e) where records of the Grantee are not kept complete, accurate and up-to-date;
- (f) where liabilities of the Grantee to a third party (including the payment of wages, income tax and national insurance contributions) are not being honoured;
- (g) where the Grantee has failed to follow advice or directions given by the Authorised Officer or any other officer of the Council to provide documents or information sought by the Authorise Officer or any other officer of the Council;
- (h) where the Grantee has an executive member, member or employee who, in the opinion of the Council, is not a fit and proper person;
- (i) where Surplus Funds have been used without the necessary prior written approval;
- (j) where, in the Council's opinion, the future of the Project is in jeopardy;
- (k) where the Grantee fails to carry out the Project.

### **7. Book-keeping, Accounting and Audit**

#### **7.1 Grantees must ensure that:-**

- (a) all expenditure and income associated with the Grant is properly recorded and that all invoices and receipts are retained by the Grantee for inspection by the Authorised Officer, other authorised Council officers and the Council's external auditors for the duration of the Project or at least six years whichever is the longer. The Grantee should also take account of the need to keep records for certain periods specified by other agencies such as Her Majesty's Revenue and Customs (HMRC) and the European Commission; and
- (b) information is provided as the Council reasonably requires to show that the Grant has been used in accordance with the Conditions to achieve the Project. Invoices or receipts for all expenditure must be submitted to the Authorised Officer within 28 days of receipt by the Grantee.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

- 7.2 Unless otherwise agreed, in advance, with the Council, the Grantee's accounts must be prepared in accordance with Law and Guidance. Without prejudice to that general description:-

Where the Grantee is a company (as defined in section 1 of the Companies Act 2006), its accounts should be prepared in accordance with the requirements of the Companies Act 2006;

Where the Grantee is a charity (as defined in section 106 of the Charities and Trustee Investment (Scotland) Act 2005), its accounts should be prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005;

Where the Grantee is both a company and a charity (as both terms are defined above), it must ensure its accounts are prepared in order to satisfy the requirements of all applicable Law and Guidance;

Where none of the above descriptions apply, the Grantee must ensure that its accounts are reported on by a person having the skills and experience set out in Condition 7.3, and who (as a minimum) meets the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and related Guidance published by the Office of the Scottish Charity Regulator relative to independent examination.

- 7.3 The Grantee should consider the following as having the required skills and experience:-

- a full or associate member of the Association of Charity Independent Examiners;
- a qualified accountant currently in employment;
- a retired accountant.

An appropriate accounting qualification for the purposes of this Condition is membership of one of the following bodies:-

- (a) the Institute of Chartered Accountants in Scotland;
- (b) the Institute of Chartered Accountants in England and Wales;
- (c) the Institute of Chartered Accountants in Ireland;
- (d) the Chartered Association of Certified Accountants;
- (e) the Chartered Institute of Management Accountants; or
- (f) the Chartered Institute of Public Finance and Accountancy.

- 7.4 In arriving at their opinion the accountants or independent examiners are required to consider and to report on any of the following matters in respect of which they are not satisfied:-



## **CONDITIONS OF GRANT FOR GRANTEEES RECEIVING £10,000 OR MORE**

- (a) whether proper accounting records have been kept by the Grantee;
- (b) whether the Grantee's balance sheet and profit and loss account (or equivalent) are in agreement with the accounting records;
- (c) whether they have obtained all the information and explanations which they consider necessary for the purposes of their work; and
- (d) if applicable, whether information given elsewhere in the Grantee's annual report is consistent with the financial statements.

7.5 The accounts prepared in accordance with this Condition 7 must be submitted to the Authorised Officer no later than three months after the end of the Grantee's financial year. Failure to comply with this will result in funding being withheld until such time as accounts have been submitted and found to be satisfactory by the Council.

7.6 Where the Grantee's accounts include an auditor's report which is qualified, the Council shall be informed forthwith and shall be sent a copy of the qualification. In such an event, the Council may review the Grant awarded to the Grantee.

7.7 The Council and its external auditors reserve the right to conduct an audit of the Grantee's financial records, including those relating to all other sources of income and expenditure, at any time and to discontinue and reclaim the Grant, partly or completely in cases where these Conditions of Grant are not being adhered to.

### **8. Surplus Funds**

8.1 Surplus Funds will be treated as follows:-

- (a) if the Council is providing ongoing financial support to the Grantee, the Surplus Funds will be deducted from subsequent Grant allocations;
- (b) if the Council has no further funding interest in the Grantee the Surplus Funds will be repaid to the Council.

### **9. Grants to be used for works, land or buildings**

9.1 Where the Grantee has been awarded a Grant towards the cost of works or land or buildings the Grantee must ensure that:-

- (a) it adheres timeously to these Conditions, including any additional conditions applied to the Grant, to the satisfaction of the Council;

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

- (b) where a Council-held property is involved, advice from the relevant department within the Council is sought at the earliest opportunity, as necessary, in relation to property costs, including rent, rates and insurance, and the suitability and/or continued availability of the property for the proposed use;
- (c) it notifies the Council immediately of any changes to the information submitted with the Grant Application Form, or otherwise declared to the Council, including changes which affect the terms and conditions relating to the acquisition or lease of property funded by the Grant;
- (d) all appropriate planning consents and building warrants and any other necessary permissions or consents required for the Project are obtained and evidence of same are produced timeously upon request;
- (e) all works are carried out only with the written approval of the owner(s) and evidence of same are produced timeously upon request;
- (f) following any work involving land, buildings or roads any reinstatement work is carried out as required, to the full satisfaction of the owner(s) and the Council, if appropriate, and that a written statement from the owners to this effect is produced by the Grantee. Reinstatement costs will not exceed those detailed in the Grant Application Form;
- (g) a copy of the invoice for capital works, and in due course, when the work has been completed, an audited and certified statement of final costs is submitted to the Authorised Officer of the Council together with such other information as the Council may reasonably require; and
- (h) the Grant will be applied only to the specific work stipulated in the Grant Application Form as agreed with the Council.

### **10. Assignment**

The Grantee shall not be entitled to assign, contract or otherwise transfer its rights or obligations under the Conditions of Grant without the prior written consent of the Council and/or other relevant funding body where applicable.

### **11. Corrupt Gifts or Payment of Commission**

The Grantee shall not offer or give or agree to give any person any gift or consideration as any kind of bribe, inducement or reward in relation to this Grant. The Grantee shall ensure that its officers and representatives shall not breach the terms of the Bribery Act 2010 in relation to this or any other Grant.

### **12. Confidentiality and Data Protection**

- 12.1 All information submitted to the Council may need to be disclosed and/or published by the Council.

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING  
£10,000 OR MORE**

- 12.2 Notwithstanding the above, in exercising its obligations under the Freedom of Information (Scotland) Act 2002 and any subordinate legislation or codes ("the 2002 Act") made under the 2002 Act from time to time, the Council will have due regard to the commercial interests of the Grantee in the event that the Council may be requested by any third party to disclose information related to the Grantee, the Grant or any information submitted by the Grantee to the Council in connection with the Grant without prejudice to the Council's duty to discharge its obligations in terms of the 2002 Act.
- 12.3 The Grantee shall ensure that all requirements of the Data Protection Act 1998 are fulfilled in relation to the Project.

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING  
£10,000 OR MORE**

**GLOSSARY**

**1. Definitions**

In these Conditions:-

“Authorised Officer” means the officer appointed by the Council to monitor and supervise the Grantee in accordance with these Conditions.

“Conditions” means these conditions of grant agreed to by the Council and the Grantee together with any additional conditions of grant set in accordance with Condition 2.10.

“Council” means the Renfrewshire Council, a Local Authority constituted in terms of the Local Government etc (Scotland) Act 1994 and having its principal office at Renfrewshire House, Cotton Street, Paisley, and its successors whomsoever, and any person appointed to act on its behalf.

“Default” means:

- (a) any breach of the obligations of either party under the Conditions (including, but not limited to, any breach of any undertaking or warranty given under or in terms of these Conditions or the award of Grant);
- (b) any failure to perform or the negligent performance of any action required under these Conditions or pursuant to the award of Grant;
- (c) any breach of any legislation; or
- (d) any negligence or negligent or fraudulent mis-statement or misappropriation of Grant or any other default;

In all cases by either party, its employees, agents or representatives.

“Grant” means the funding awarded to the Grantee by the Council in accordance with these Conditions to achieve the Project.

“Grant Application Form” means the application made by the Grantee for payment of the Grant, adjusted where appropriate in agreement with the Council as part of the application process.

“Grant Support Agreement” means the agreement entered into in accordance with Condition 6.

“Grantee” means the recipient of the Grant in accordance with these Conditions.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING £10,000 OR MORE**

“Guidance” means any applicable guidance relative to the Law to which the Grantee has a duty to have regard to the extent that the same are published and publicly available or the existence or contents of them have been notified to the Grantee by the Council and/or Scottish Ministers and/or any relevant regulatory body.

“Law” means:-

- (a) any applicable common law or statute or proclamation or any delegated or subordinate legislation or regulation;
- (b) any enforceable community right within the meaning of Section 2(1) of the European Communities Act 1972;
- (c) any applicable judgement of a relevant court of law which is a binding precedent in Scotland; and
- (d) any other directives or requirement of any regulatory body with which the Grantee is bound to comply.

“Project” means the purpose to be achieved by the Grantee.

“Financial Year” means a period from 1 April in one year until 31 March in the next (both dates inclusive).

“Renfrewshire Community Plan” means the current plan relative to the community of Renfrewshire agreed by the Council and its partners for a given period available from the Council upon request, or from its website ([www.renfrewshire.gov.uk](http://www.renfrewshire.gov.uk)) and any successor plan or document.

“Surplus Funds” means the amount of Grant paid by the Council to the Grantee at any point in time which exceeds the amount of the expenses reasonably required by the Grantee in connection with the Project.

“Supervising Department” means the Council service which has appointed the Authorised Officer.

## **2. Interpretation**

In these Conditions:-

- (a) all references to statutory provisions in these Conditions shall include all amendments or re-enactments of those provisions made from time to time together with any statutory instruments, rules, regulations, Guidance and so on made thereunder;

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING  
£10,000 OR MORE**

- (b) singular words shall include the plural and vice versa save where the context of the words otherwise require;
- (c) where either party does not exercise or enforce any of these Conditions, it shall not be deemed to have waived its right to do so at any subsequent time;
- (d) the headings in these Conditions are for convenience only and should not be read as forming part of the Conditions or taken into account in their interpretation;
- (e) except as otherwise provided in these Conditions, any reference to a Condition, clause, paragraph or sub paragraph shall be a reference to a Condition, clause, paragraph or sub paragraph of these Conditions;
- (f) all references to documents, policies or procedures in these Conditions shall include any successor or replacement to those documents, policies or procedures; and
- (g) the words "include", "includes" and "including" are to be read as if they were immediately followed by the words "without limitation".

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING  
£10,000 OR MORE**

**ACCEPTANCE OF GRANT OFFER AND CONDITIONS OF GRANT**

It is essential that this acceptance should be completed and returned **within 21 days.**

**Project Name:** .....

**Grantee Name:** .....

Dear Sirs

\*(1) I .....holding the office  
of \*(2).....

accept on behalf of the above Grantee, the offer of Grant and the Conditions of Grant issued to the Grantee by the Renfrewshire Council ("the Offer") and will ensure that the Grant will be used to achieve the agreed Project.

I confirm that the Offer is acceptable to the above Grantee and will continue to be binding in the event of any subsequent change in office bearers.

I confirm that I am an authorised signatory of the above mentioned Grantee and have express authority to accept the Offer on behalf of the above mentioned Grantee.

Signed .....

Date.....

Signed\*(3).....

Date.....

Position held.....

- \*(1) Please enter in BLOCK CAPITALS
- \*(2) Please enter office held in BLOCK CAPITALS
- \*(3) Signature of second office holder

TO : .....

Renfrewshire Council  
Renfrewshire House  
Cotton Street  
PAISLEY, PA1

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING  
£10,000 OR MORE**

**UNDERTAKING TO BE SIGNED BY EACH DIRECTOR,  
MEMBER OF THE EXECUTIVE OR MANAGEMENT COMMITTEE**

**Project Name:** .....

**Grantee Name:** .....

**TO :** .....

Renfrewshire Council  
Renfrewshire House  
Cotton Street  
PAISLEY, PA1

I, \*

holding the office of \*\*, hereby undertake to pay on demand to the Renfrewshire Council any sum of money which becomes due to the Council in terms of the offer of the Grant and the Conditions of Grant issued to the Grantee for the Project as a result of my negligence or dishonesty.

.....  
(Member's Signature)

.....  
(Witness' Signature)

.....  
(Date of Signing)

.....  
(Witness' Full Name)

.....  
(Place of Signing)

.....  
(Witness' Address)

\* Insert name and address

\*\* Insert office held

**N.B. A separate Undertaking requires to be signed by each Director, Member of the Executive or Management Committee.**

**It should be attached to a copy of the Acceptance of Grant Offer and Conditions of Grant form, completed on behalf of the Grantee.**





## RENFREWSHIRE COUNCIL

### CONDITIONS OF GRANT: LESS THAN £1,000

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING LESS THAN £1,000 FROM RENFREWSHIRE COUNCIL**

Any Grantee which accepts Grant funding from The Renfrewshire Council (hereinafter “the Council”) must comply with these Conditions of Grant where the value of the Grant is less than £1,000.

### **1. Glossary & Interpretation**

In these Conditions, the Glossary contains an explanation of words used which have a special meaning, together with clauses which help interpret the Conditions.

### **General Conditions**

2. The Grant is allocated to the Grantee for the purposes of carrying out the Project and for no other purpose whatsoever. It must be spent only on the purposes for which it is allocated. No part of the Grant shall be used to fund any activity or material which is party political in intention, use, or presentation or appears to be designed to affect support for a political party. Activities with a political bias and political campaigning are specifically prohibited.
3. The receipt of a Grant from the Council is no guarantee that further Grants will be available. Further in the event of any variation to the budget available to the Council for payment of Grant during the period of award, the Grant may be withheld, reduced or terminated.
4. The Council's liability will be to make payment of the Grant to the Grantee in accordance with these Conditions. All other liabilities or claims are the responsibility of the Grantee.
5. The Grantee shall:-
  - (a) provide the Council with such information concerning the Grantee as the Council shall require. In particular the Grantee shall allow officers of the Council and the Council's external auditors access to the accounts and other financial records and data of the Grantee during the period of Grant; and
  - (b) disclose to the Council immediately any material change in the financial circumstances of the Grantee including any changes to the information contained in the Grant Application Form submitted by the Grantee to the Council.
6. Any Grantee receiving a Grant from the Council should acknowledge the support of the Council in all publicity material.

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING LESS THAN £1,000 FROM RENFREWSHIRE COUNCIL**

7. In the event of Default the Grant shall be paid wholly or in such part as the Council shall determine and the Council may take whatever action it deems necessary to safeguard property purchased with a Grant including taking delivery of that property.
8. The overall aims and practices of the Grant funded activity must be consistent with the Renfrewshire Community Plan.
9. Grantees which do not comply with these Conditions of Grant will not normally be eligible to apply for Grants in future years.
10. Additional Conditions of Grant may be set by the Council at its discretion. In this event Grantees will be notified in writing.

In the case of Grantees covering more than one local authority area, or at the Council's sole discretion, the Council shall be entitled to relax or waive specific Conditions at any time but reserves the right to reinstate them. If Conditions are relaxed, waived or reinstated the Grantee will be notified of this in writing.

### **Payment & related conditions**

11. Payment will normally be made in one instalment, and may be paid in advance at the Council's discretion.
12. Grantees must ensure that:-
  - (a) all expenditure and income associated with the Grant is properly recorded and that all invoices and receipts are retained by the Grantee for inspection by Council officers and the Council's external auditors for the duration of the Project or at least six years whichever is the longer. The Grantee should also take account of the need to keep records for certain periods specified by other agencies such as Her Majesty's Revenue and Customs (HMRC) and the European Commission;
  - (b) information is provided as the Council reasonably requires to show that the Grant has been used in accordance with these Conditions to achieve the Project. Invoices or receipts for all expenditure must be submitted to the Council on request; and
  - (c) where the Grantee prepares accounts which include an auditor's report which is qualified, whether or not the Council has requested sight of the accounts, the Council is informed forthwith and sent a copy of the qualification. In such an event, the Council may review the Grant awarded to the Grantee.

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING LESS THAN £1,000  
FROM RENFREWSHIRE COUNCIL**

- 13.** If the Project costs for which the Grant was intended are less than the amount awarded to the Grantee, Surplus Funds will be immediately repayable to the Council by the Grantee.

- 14.** In the event that any sum of money becomes due to the Council in terms of these Conditions as a result of the negligence or dishonesty of a specific member or specific members of the executive or management committee (which, for the avoidance of doubt, will include directors of limited companies), that member or those members shall on demand pay to the Council the sum due to the Council.

**15. Legal Obligations**

The Grantee shall ensure that, in relation to the Project, it and anyone acting on its behalf shall comply with Law and Guidance. It will also indemnify and keep indemnified the Council (both for itself and also acting on behalf of any other funding partner as the case may be), its employees, agents and anyone acting for them against all actions, claims, demands, costs and expenses incurred by or made against the Council or any other funding partner where relevant and their respective foresaids in respect of loss, damage or personal injury (including death) which arises directly or indirectly from any advice given or anything done or omitted to be done under the Project.

**16. Assignment**

The Grantee shall not be entitled to assign, contract or otherwise transfer its rights or obligations under the Conditions of Grant without the prior written consent of the Council and/or other relevant funding body where applicable.

**17. Corrupt Gifts or Payment of commission**

The Grantee shall not offer or give or agree to give any person any gift or consideration as any kind of bribe, inducement or reward in relation to this Grant. The Grantee shall ensure that its officers and representatives shall not breach the terms of the Bribery Act 2010 in relation to this or any other Grant.

**18. Confidentiality and Data Protection**

- 18.1** All information submitted to the Council may need to be disclosed and /or published by the Council.

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING LESS THAN £1,000  
FROM RENFREWSHIRE COUNCIL**

- 18.2 Notwithstanding the above, in exercising its obligations under the Freedom of Information (Scotland) Act 2002 and any subordinate legislation or codes ("the 2002 Act") made under the 2002 Act from time to time, the Council will have due regard to the commercial interests of the Grantee in the event that the Council may be requested by any third party to disclose information related to the Grantee, the Grant or any information submitted by the Grantee to the Council in connection with the Grant without prejudice to the Council's duty to discharge its obligations in terms of the 2002 Act.
- 18.3 The Grantee shall ensure that all requirements of the Data Protection Act 1998 are fulfilled in relation to the Project.

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING LESS THAN £1,000  
FROM RENFREWSHIRE COUNCIL**

## **GLOSSARY**

### **1. Definitions**

In these Conditions:-

“Conditions” means these conditions of grant agreed to by the Council and the Grantee together with any additional conditions of grant set in accordance with Condition 10.

“Council” means the Renfrewshire Council, a Local Authority constituted in terms of the Local Government etc (Scotland) Act 1994 and having its principal office at Renfrewshire House, Cotton Street, Paisley, and its successors whomsoever, and any person appointed to act on its behalf.

“Default” means:

- (a) any breach of the obligations of either party under the Conditions (including, but not limited to, any breach of any undertaking or warranty given under or in terms of these Conditions or the award of Grant);
- (b) any failure to perform or the negligent performance of any action require under these Conditions or pursuant to the award of Grant;
- (c) any breach of any legislation; or
- (d) any negligence or negligent or fraudulent mis-statement or misappropriation of Grant or any other default;

In all cases by either party, its employees, agents or representatives.

“Grant” means the funding awarded to the Grantee by the Council in accordance with these Conditions to achieve the Project.

“Grant Application Form” means the application made by the Grantee for payment of the Grant, adjusted where appropriate in agreement with the Council as part of the application process.

“Grantee” means the recipient of the Grant in accordance with these Conditions.

“Guidance” means any applicable guidance relative to the Law to which the Grantee has a duty to have regard to the extent that the same are published and publicly available or the existence or contents of them have been notified to the Grantee by the Council and/or Scottish Ministers and/or any relevant regulatory body.

“Law” means:-

- (a) any applicable common law or statute or proclamation or any delegated or subordinate legislation or regulation;
- (b) any enforceable community right within the meaning of Section 2(1) of the European Communities Act 1972;

## **CONDITIONS OF GRANT FOR GRANTEES RECEIVING LESS THAN £1,000 FROM RENFREWSHIRE COUNCIL**

- (c) any applicable judgement of a relevant court of law which is a binding precedent in Scotland; and
- (d) any other directives or requirement of any regulatory body with which the Grantee is bound to comply.

“Project” means the purpose to be achieved by the Grantee.

“Renfrewshire Community Plan” means the current plan relative to the community of Renfrewshire agreed by the Council and its partners for a given period available from the Council upon request, or from its website ([www.renfrewshire.gov.uk](http://www.renfrewshire.gov.uk)) and any successor plan or document.

“Surplus Funds” means the amount of Grant paid by the Council to the Grantee at any point in time which exceeds the amount of the expenses reasonably required by the Grantee in connection with the Project.

## **2 Interpretation**

In these Conditions:-

- (a) all references to statutory provisions in these Conditions shall include all amendments or re-enactments of those provisions made from time to time together with any statutory instruments, rules, regulations, Guidance and any other direction made thereunder;
- (b) singular words shall include the plural and vice versa save where the context of the words otherwise require;
- (c) where either party does not exercise or enforce any of these Conditions, it shall not be deemed to have waived its right to do so at any subsequent time;
- (d) the headings in these Conditions are for convenience only and should not be read as forming part of the Conditions or taken into account in their interpretation;
- (e) except as otherwise provided in these Conditions, any reference to a Condition, clause, paragraph or sub paragraph shall be a reference to a Condition, clause, paragraph or sub paragraph of these Conditions;
- (f) all references to documents, policies or procedures in these Conditions shall include any successor or replacement to those documents, policies or procedures; and
- (g) the words “include”, “includes” and “including” are to be read as if they were immediately followed by the words “without limitation”.

**CONDITIONS OF GRANT FOR GRANTEES RECEIVING LESS THAN £1,000 FROM  
RENFREWSHIRE COUNCIL**

**ACCEPTANCE OF GRANT OFFER AND CONDITIONS OF GRANT**

It is essential that this acceptance should be completed and returned **within 21 days.**

**Project Name:** .....

**Grantee Name:** .....

Dear Sirs

\*(1) I .....holding the office of \*(2)

..... accept on behalf of the above Grantee, the offer of Grant and the Conditions of Grant issued to the Grantee by the Renfrewshire Council ("the Offer") and will ensure that the Grant will be used to achieve the agreed Project.

I confirm that the Offer is acceptable to the above Grantee and will continue to be binding in the event of any subsequent change in office bearers.

I confirm that I am an authorised signatory of the above mentioned Grantee and have express authority to accept the Offer on behalf of the above mentioned Grantee.

Signed .....

Date.....

Signed\*(3).....

Date.....

Position held.....

\*(1) Please enter in BLOCK CAPITALS

\*(2) Please enter office held in BLOCK CAPITALS

\*(3) Signature of second office holder

TO : .....

Renfrewshire Council  
Renfrewshire House  
Cotton Street  
PAISLEY, PA1






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**To: Finance & Resources Policy Board**

**On: 11 November, 2015**

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**Report by: Director of Finance & Resources**

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**Heading: APPLICATION TO THE PAISLEY BURGH CITIZENS FUND**

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## **1. Summary**

- 1.1 This report contains information in relation to one application for funding from the Paisley Burgh Citizens Fund that has been recommended for approval by the Paisley South Local Area Committees (LAC).
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## **2. Recommendation**

- 2.1 That consideration be given to the award from the Paisley Burgh Citizens Funds to Paisley Sea Cadets as detailed in Section 3 below.
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## **3. Background**

- 3.1 The broad purpose of the citizens funds was to promote the welfare of individuals who were in need by reason of age, ill-health, disability, financial hardship or other disadvantage and to foster good citizenship and community wellbeing and regeneration by giving financial assistance by way of grant to those living or working in the area to further voluntary activity or to contribute to the regeneration of the community in the area.
- 3.2 Funds were made available to all five LACs with further restrictions being included within the purpose of the funding available to the Johnstone & the Villages LAC insofar as awards are available to Lochwinnoch and Kilbarchan based projects only. This restriction reflects the nature of the bequests amalgamated into the Citizens Fund for that LAC area.

3.3 At the meeting of the Paisley South LAC held on 25 August, 2015 the following project were recommended for an award as follows:-

3.3.1 **Paisley Sea Cadets**

The Paisley Sea Cadets, based at Brediland Community Centre, applied for funding:

- to ensure the Paisley Sea Cadets survival and continued service to the cadets present and future whilst maintaining the community centre for use by the cadets and their three lodger groups and the general public for private or community driven events.
- to improve safety aspects of the hall – purchase of a howler alarm system.

3.3.2 Paisley Sea Cadets are a youth group operating in Renfrewshire for almost 76 years providing a service to the children of the area using a nautical theme. They see themselves as similar to Guides, Scouts, Boys Brigade etc. They are not a pre armed service organisation and help to guide the young cadets on a path to a responsible future using sporting and specialist subjects which may help them to gain employment and to become responsible members of our community.

3.3.3 The Brediland Community Centre is currently used by the Paisley Sea Cadets (30 members) and three Girl Guides groups (totalling around 80 members). About 800 members of public book hall hires for various events

The breakdown of funding is as follows:-

Utilities - £1,850

Office equipment - £400

Fire extinguishers - £300

Howler alarm system - £100

Mini bus insurance and tax - £880

Printing and stationery - £326

**The LAC recommended an award of £3,846.38 from the Paisley Burgh Citizens Fund.**

## Implications of this report

1. **Financial Implications**  
The award will be met from existing resources within the Paisley Burgh Citizens Fund.
2. **HR and Organisational Development Implications**  
None.
3. **Community Plan/Council Plan Implications**  

Empowering our Communities	The awards of funding will strengthen the social and cultural fabric of the local community
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4. **Legal Implications**  
Compliance with the Council's Condition of Grants
5. **Property/Assets Implications**  
None.
6. **Information Technology Implications**  
None.
7. **Equality and Human Rights Implications**  
(a) The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because membership of both groups is open to all members of the community. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications**  
None.
9. **Procurement Implications**  
None.
10. **Risk Implications**  
None.
11. **Privacy Impact**  
None.

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## List of Background Papers

None

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**To: Finance & Resources Policy Board**

**On: 11 November, 2015**

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**Report by: Director of Finance & Resources**

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**Heading: Civic Hospitality**

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**1. Summary**

**1.1** The following requests for civic hospitality have been received for financial years 2015/16.

- a) Johnstone Pipe Band held their annual fundraising Ceilidh in the Erskine Community Sports Centre on Saturday 24<sup>th</sup> October 2015 and following consultation with the Provost, it was agreed that the Council contribute £1,000 towards this to honour their recent achievement at the World Pipe Band Championships. It was further agreed that the elected members and their partners within the Johnstone wards receive an invitation to represent the Council and the Director of Finance & Resources in consultation with the Provost made the necessary arrangements. The Board is asked to homologate the action taken.
- b) A request was received from Kilbarchan Community Council requesting civic hospitality in the form of a civic reception to mark the unveiling of the Mary Barbour Memorial Cairn in Kilbarchan on Saturday 21<sup>st</sup> November 2015.

After consultation with the Provost it was agreed that the Council give a civic reception for a group of invited guests in the Steeple Halls in Kilbarchan at a cost of £1,200 which will be met from the current budget and the Director of Finance & Resources in consultation with the Provost has made the necessary arrangements for appropriate civic hospitality to be provided. The Board is asked to homologate the action taken.

- c) An email was received from Gleniffer High School to request a civic reception for a group of exchange students from the Hans Boeckler Schule in Fürth and their Scottish pupil partners on Thursday 22<sup>nd</sup> October at Paisley Abbey. Following consultation with the Provost, it was agreed that the Council give this small reception at a cost of £200 which was met from the current budget and the Director of Finance & Resources in consultation with the Provost made the necessary arrangements for appropriate civic hospitality to be provided. The Board is asked to homologate the action taken.
- d) The Ladies Section of the Paisley Indoor Bowling Club is holding their annual game with the Renfrewshire Blind Bowlers on 11th December 2015. The Council has been asked to provide civic hospitality in the form of dinner with wine. To mark this event it is proposed that the Council hosts a civic reception for approximately 40 people to mark the event at a cost of approximately £800 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.
- e) A letter has been received from the Archdiocese of Glasgow in relation to their annual charity ball. They have requested that the Council consider hosting a table of 10 at a cost of £800.

It is proposed that the Council be represented at the Ball by up to five elected members and partners and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

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## 2. Recommendations

- 2.1 That the Board agrees to provide civic hospitality for (a) the Ladies Section of Paisley Indoor Bowling Club and (b) take a table at the Archdiocese of Glasgow Ball, and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements; and
- 2.2 That the Board homologates the action taken in respect of the civic receptions for Johnstone Pipe Band, Mary Barbour Memorial and the Gleniffer High school exchange programme.

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## Implications of the Report

- 1. **Financial** – The costs of the request from civic hospitality will be met from the current budget
- 2. **HR & Organisational Development** – None

3. **Community Planning** – Civic receptions provide recognition of the contributions made by individuals and organisations to the fabric of life in Renfrewshire.
  4. **Legal** - none.
  5. **Property/Assets** - none.
  6. **Information Technology** – none
  7. **Equality & Human Rights**
    - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** - none
  9. **Procurement** - none
  10. **Risk** – none
  11. **Privacy Impact** - none.
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#### **List of Background Papers**

- (a) Background Paper 1 – letter dated 17 September 2015
- (b) Background Paper 2 – letter dated 28<sup>th</sup> October, 2015

The foregoing background papers will be retained within Finance & Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Donna Gallagher, Member Services Officer (Telephone – 0141 618 6794, e-mail – donna.gallagher-pt@renfrewshire.gov.uk

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