

Notice of Meeting and Agenda

Finance, Resources and Customer Services Policy Board

Date	Time	Venue
Wednesday, 31 January 2018	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Tom Begg: Councillor Bill Brown: Provost Lorraine Cameron: Councillor Audrey Doig: Councillor Alison Jean Dowling: Councillor Jim Harte: Councillor Kenny MacLaren: Councillor Iain Nicolson: Councillor Jim Paterson: Councillor Jim Sharkey: Councillor James Sheridan: Councillor Andy Steel: Councillor Jane Strang:

Councillor John Shaw (Convener): Councillor John McNaughtan (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.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email 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.

- | | | |
|-----------|---|------------------|
| 1 | Investment Review Board | 5 - 8 |
| | Minute of the meeting of the Investment Review Board held on the 22 November 2017. | |
| 2 | Joint Consultative Committee (Non-teaching) | 9 - 16 |
| | Minutes of the meetings of the Joint Consultative Committee (Non-teaching) held on 25 October and 13 December 2017. | |
| 3 | Revenue Budget Monitoring Report | 17 - 28 |
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| 7 | Paisley & Renfrew Common Good Funds 2018/19 | 59 - 64 |
| | Report by the Director of Finance & Resources. | |
| 8 | Customer & Business Services Performance Report | 65 - 78 |
| | Report by the Director of Finance & Resources. | |
| 9 | Council Tax: Accounts for Write Off | 79 - 90 |
| | Report by the Director of Finance & Resources | |
| 10 | Non-domestic Rates: Accounts for Write Off | 91 - 98 |
| | Report by the Director of Finance & Resources. | |
| 11 | Sundry Debtors: Accounts for Write Off | 99 - 104 |
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| 12 | Water Direct Scheme | 105 - 110 |
| | Report by the Director of Finance & Resources. | |

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14	Civic Hospitality	121 - 126
	Report by the Director of Finance & Resources.	
15	CONTRACT AUTHORISATION REPORTS	
15a	Refurbishment of St Anthony's Primary School, Johnstone	127 - 132
	Joint report by the Chief Executive and the Director of Finance & Resources.	
15b	Relocation of External Gas Services	133 - 136
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services	
15c	SWIFT Social Work System	137 - 142
	Joint report by the Chief Executive, the Chief Officer of Renfrewshire Health & Social Care Partnership and the Director of Children's Services	
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Management

Report by the Director of Environment & Communities.

EXCLUSION OF PRESS AND PUBLIC

The Board may by resolution exclude the press and public from the meeting during consideration of the following items of business as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in paragraphs 8 and 9 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.

17 Building Services Trading Budget Monitoring Report

18 Catering Trading Budget Monitoring Report

Minute of Meeting Investment Review Board

Date	Time	Venue
Wednesday, 22 November 2017	14:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

Present: Councillor John McIntyre, Councillor Jim Paterson, Councillor John Shaw

Chair

Councillor Shaw, Convener, presided.

In Attendance

A MacArthur, Head of Finance, L Dickie, Finance Manager and C MacDonald, Senior Committee Services Officer (all Finance & Resources).

Also in Attendance

D Millar, Senior Investment Analyst, Hymans Robertson LLP; and M Connor and G Brisbane, Portfolio Managers (both Standard Life Wealth Limited).

Apologies

Councillors Alison Jean Dowling and Iain Nicolson.

Declaration of Interest

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

1 Minute of Previous Meeting

There was submitted the Minute of the meeting of the Investment Review Board held on 7 June 2017.

DECIDED: That the Minute be approved.

2 Review of Statement of Investment Principles

There was submitted a report by the Director of Finance & Resources relative to the Statement of Investment Principles in relation to the Paisley and Renfrew Common Good Funds.

The report indicated that the Council had arranged for the investments of the Paisley and Renfrew Common Good Funds to be managed by Standard Life Wealth Limited, and had agreed with the manager a number of principles which governed decisions regarding these investments. These principles covered a range of issues such as which benchmark should be employed against which to assess the manager's performance, and restrictions which the manager required to observe when choosing sectors or classes of asset in which to invest. The Statement of Investment Principles had last been reviewed during November 2016 and was due for review. The report advised that there was one change proposed to the existing Statement which reflected the predominant objective for the investment manager to generate regular income for distribution to Local Area Committees and to fund other charitable activities, and to achieve capital growth thereafter. A copy of the Statement of Investment Principles was appended to the report.

DECIDED: That the Statement of Investment Principles, as amended, be approved.

3 Information Session

D Miller, Hymans Robertson LLP, gave a briefing on market and economic news since 30 June 2016. He provided some background to the market information; outlined the equity markets in 2017; detailed the impact of currencies on the market; gave an update on bonds for 2017; and made reference to the property market and how it was performing.

G Brisbane, Standard Life Wealth, gave a briefing on asset classes. He gave a brief description of what asset classes were; what asset classes Standard Life Wealth invested in; and why portfolios should be diversified.

DECIDED: That the briefings be noted.

4 Paisley and Renfrew Common Good Funds - Review of Investment and Income Performance

There was submitted a report by the Director of Finance & Resources relative to the performance of the Paisley and Renfrew Common Good Funds during the six-month period ending 30 September 2017. A performance review by Hymans Robertson LLP was attached as an appendix to the report.

M Connor and G Brisbane gave a presentation which advised of the performance of the world markets since June 2016; highlighted the effect of notable events on global

equities and gilts; detailed the investment guidelines; highlighted the performance of the Common Good Funds as at 30 September 2017; detailed the Common Good portfolios; indicated the stock contribution and the top 10 equity holdings for the Common Good Funds; and drew special attention to the effect of the “smart generation” and health and wellbeing.

DECIDED: That the report and presentation be noted.

5 Date of Next Meeting

It was noted that the next meeting of the Investment Review Board would be held in Renfrewshire House on Wednesday 13 June 2018 at 11.00am.

DECIDED: That the information be noted.

Minute of Meeting

Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 25 October 2017	15:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

Present

Representing Renfrewshire Council Management - Councillors T Begg, J McNaughtan, J Paterson and A Steel.

Representing Trade Unions – M Ferguson S Hicks and K Kernachan (UNISON); and R Stewart and A Gibson (UNITE) and J McMenemy (GMB).

In Attendance

G McKinlay, Head of Schools (Children Services); A Bennett, Housing Services Manager (Development & Housing Services); K Anderson, Amenity Services Manager (Environment & Communities); T Olowe, Interim Head of HR, OD & Workforce Planning; R Cree, OD & Workforce Planning Manager, S Fanning, Principal HR Adviser (Health Safety and Absence), R Laouadi, Human Resources Manager and R Devine, Senior Committee Services Officer (all Finance & Resources); and I Beattie, Head of Health & Social Work Services (Paisley) Renfrewshire Health and Social Care Partnership.

Apologies

Apologies for absence from the meeting were submitted on behalf of Councillor J Harte, S McAllister (Manual Worker Trade Union Spokesperson) and J Boylan (UNISON).

Declarations of Interest

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

1 Appointment of Chairperson

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

DECIDED: That Councillor Steel chair the meeting.

2 Minute of Previous Meeting

There was submitted the Minute of the meeting of the Joint Consultative Board: Non-Teaching held on 13 September, 2017.

DECIDED: That the Minute be noted, subject to it being amended to record that members of the GMB trade union had been represented at the meeting by J McMenemy.

3 Developments in Health and Safety

There was submitted a report by the Director of Finance & Resources relative to developments with regard to health and safety issues. The report detailed policies and guidance that were currently being revised, as undernoted

Guidance on Statutory Inspections and Maintenance – issued.

The following policies and guidance were being revised: -

- Control of Legionella Bacteria in Hot and Cold Water Systems;
- The selection and control of contractors
- Alcohol and substance misuse
- Control of smoking at work

The report also advised that the health and safety section continued to assist services to retain accreditation to BS OHSAS 18001:2007, and indicated that the next audit was scheduled to be undertaken during March 2018.

It was noted that the Healthy Working Lives Gold award programme was currently under review.

The report also indicated that the health and safety section was working with the risk and insurance section to identify accident causation type which could result in claims against the Council. This would lead to the development of further strategies which might reduce the impact of claims to the Council and raise health and safety awareness among employees. The section also continued to work with services to survey the fire arrangements within Renfrewshire House in line with the current refurbishment programme and with Development & Housing Services to review the fire safety arrangements at high rise flats and shared accommodation units. The Trades Union representatives highlighted the desirability of including the through-care service in the review of fire service arrangements. This was agreed.

It was highlighted that the section continued to support the Town Centres Team and other event organisers to ensure that safe, controlled and enjoyable events were delivered. Current activities related to the planning of the winter events programme were outlined.

DECIDED: That arrangements be made to include the through-care service in the

review of fire safety arrangements and that otherwise the report be noted.

4 Absence Statistics

There was submitted a report by the Director of Finance & Resources relative to the Council's absence statistics for the period 1 April to 30 June, 2017. The report provided information in relation to sickness absence targets and how services and categories of staff had performed against them. An analysis of the reasons for absence for the period was included in the report. Information was also provided on supporting attendance activity levels by service and costs of sick pay and the overall number of days lost for Quarter 1, ending 30 June 2017 and for the equivalent quarters in previous years.

The Trade Union representatives highlighted the need to exercise caution when considering the levels of psychological (non-work related) absence as the existing recording process did not enable updates to be made to the nature of the psychological absence following the initial diagnosis. It was agreed that consideration be given to amending this process. Furthermore it was agreed to provide members of the JCB Non-Teaching with statistical data relative to psychological (work-related) absences to facilitate analysis of trends, etc.

DECIDED:

- (a) That consideration be given to amending the process for recording the levels of work and non-work related psychological absences to enable updates to be made to the nature of the psychological absence when such information became available;
- (b) That statistical data relative to psychological (work-related) absences be provided to members of the JCB Non-Teaching to facilitate analysis of trends, etc; and
- (c) That otherwise the report be noted.

5 Agency Workers

There was submitted a report by the Interim Head of HR, OD and Workforce Planning relative to the number of agency staff employed within the Council as at September 2017, and detailing the capacity and service in which they were engaged.

I Beattie, Head of Health & Social Work Services (Paisley) Renfrewshire Health and Social Care Partnership. was heard further in connection with the reasons for the increase in agency workers within Renfrewshire Health and Social Care Partnership and it was agreed that details of the reasons for the increased use of agency workers within Environment & Communities be circulated to members of the JCB Non-Teaching prior to the next meeting.

The Trades Union representatives raised concerns that contrary to the decision recorded at Item 5 of the Minute of the previous meeting, no meeting had been convened between the Trades Union representatives and management in connection with the review of Catering Services to discuss possible action to alleviate the situation and stem the number of resignations received. The Convener intimated that he would ensure appropriate action was taken to address the situation.

DECIDED:

(a) That details of the reasons for the increased use of agency workers within Environment & Communities be circulated to members of the JCB Non-Teaching prior to the next meeting;

(b) That it be noted that appropriate action would be taken in respect of implementation of the decision, taken at the previous meeting, regarding convening a meeting between the Trade Union representatives and management in connection with the review of the Catering Services; and

(c) That the report be otherwise noted.

6 Details of Grievances

There was submitted a report by the Interim Head of HR, OD and Workforce Planning 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 seven grievances as at October 2017, which was no variance from the previous report.

DECIDED: That the report be noted.

7 Date of Next Meeting

DECIDED: It was noted that the next meeting of the JCB Non-Teaching would be held at 3 pm on Wednesday, 13 December, 2017.

Minute of Meeting

Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 13 December 2017	15:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

Present

Representing Renfrewshire Council Management - Councillors T Begg, J Harte, J McNaughtan, and A Steel.

Representing Trade Unions – J Boylan, S Hicks and K Kernachan (UNISON); and J McMenemy (GMB).

In Attendance

G McKinlay, Head of Schools (Children Services); F Carlin, Head of Planning and Housing (Development and Housing); D Gillies, Head of Facilities Management (Community Resources); T Olowe, Interim Head of HR; R Cree, OD & Workforce Planning Manager, S Fanning, Principal HR Adviser (Health Safety and Absence), R Laouadi, Human Resources Manager and P Shiach, Committee Services Officer (all Finance & Resources); and I Beattie, Renfrewshire Health and Social Care Services.

Apology

Councillor J Paterson.

Declarations of Interest

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

1 Appointment of Chairperson

It was proposed and agreed that J Boylan chair the meeting.

DECIDED: That J Boylan chair the meeting.

2 Developments in Health and Safety

There was submitted a report by the Director of Finance & Resources relative to developments with regard to health and safety issues. The report detailed policies and guidance that were currently being revised.

The following policies and guidance were being revised: -

- Control of Legionella Bacteria in Hot and Cold Water Systems;
- The selection and control of contractors
- Alcohol and substance misuse
- Control of smoking at work
- Violence and aggression
- Reporting of Incidents, Diseases and Dangerous Occurrences guidance.

The report also advised that the health and safety section continued to assist services to retain accreditation to BS OHSAS 18001:2007, and indicated that the next audit was scheduled to be undertaken during March 2018.

It was noted that the Healthy Working Lives Gold award programme had been submitted to the Scottish Centre for Healthy Working Lives for assessment and the outcome was awaited.

The report also indicated that the health and safety section were working with the risk and insurance section to identify accident causation type which could result in claims against the Council. This would lead to further strategies which might reduce the impact of claims to the Council and raise health and safety awareness among employees and managers. The section also continued to work with services to survey the fire arrangements within Renfrewshire House in line with the current refurbishment programme and with Development & Housing Services to review the fire safety arrangements at high flat and shared accommodation units.

It was highlighted that the section had supported the Town Centres Team and other event organisers to ensure that safe, controlled and enjoyable events delivered. The winter events had been delivered safely.

The report indicated that following discussions with the Health and Safety Team, the British Heart Foundation (BHF) had undertaken training within Renfrewshire House of 73 staff and two elected members in the use of CPR Techniques. BHF had agreed to undertake further training in the New Year, and currently there were 30 staff on the waiting list. Separate training for school office staff outwith Renfrewshire House was being considered.

DECIDED: That the report be noted.

3 Absence Statistics

There was submitted a report by the Director of Finance & Resources relative to the Council's absence statistics for the period 1 July to 30 September 2017. The report provided information in relation to sickness absence targets and how services and categories of staff had performed against them. An analysis of the reasons for absence for the period was included in the report. Information was also provided on supporting attendance activity levels by service and costs of sick pay and the overall number of days lost for Quarter 2, ending 30 September 2017 and for the equivalent quarters in previous years.

The appendix to the report detailed the absence performance of services, the Council overall and employee groupings against the set absence targets for quarter ending 30 September 2017.

The Trade Union representatives highlighted the need to exercise caution when considering the levels of psychological (non-work related) absence recorded as the existing recording process did not enable updates to be made to the nature of the psychological absence following the initial diagnosis. The Principal HR Adviser (Health Safety and Absence) indicated that he would meet with Trade Union representatives to identify areas of concern.

DECIDED:

(a) The Principal HR Adviser (Health Safety and Absence) indicated that he would meet with Trade Union representatives to identify areas of concern in relation to the recording of levels of work and non-work related psychological absence; and

(b) That otherwise the report be noted.

4 Details of Grievances

There was submitted a report by the Interim Head of HR 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 eight grievances as at November 2017, which indicated an increase of 1 from the previous report.

DECIDED: That the report be noted.

5 Agency Workers

There was submitted a report by the Interim Head of HR relative to the number of agency staff employed within the Council as at November 2017, and detailing the capacity and service in which they were engaged.

The report showed a decrease of 13 across all services from the figure previously reported.

I Beattie, Renfrewshire Health and Social Care Services was heard in connection with the reasons for the increase in agency workers within Renfrewshire Health and Social Care Services and indicated that there were a number of recruitment challenges in terms of the Health and Social Care Partnership.

DECIDED: That the report be noted.

6 Date of Next Meeting

It was noted that the next meeting of the JCB Non-Teaching would be held at 3 pm on Wednesday 31 January 2018.



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring to 10 November 2017

1. Summary

1.1 Gross expenditure is £81,000 (0.3%) over budget and income is £81,000 (2.3%) higher than anticipated, which results in a break even position for these services reporting to this Policy Board.

1.2 The financial position for services reporting to this Board is summarised in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Finance and Resources	Breakeven	-	Breakeven	-
Environment & Communities	Breakeven	-	Breakeven	-
Miscellaneous	Breakeven	-	Breakeven	-

2. Recommendations

2.1 Members are requested to note the budget position.

3. **Finance and Resources**

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

There are no significant variances to report.

3.1 **Projected Year End Position**

It is anticipated that Finance and Resources will breakeven at year end.

4. **Environment & Communities**

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

There are no significant variances to report.

4.1 **Projected Year End Position**

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

5. **Miscellaneous Services**

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

There are no significant variances to report.

5.1 **Projected Year End Position**

Approximately £3 million of financial provisions held within Miscellaneous to fund the 2017/18 pay award and costs linked to national pension reforms will not be required during 2017/18. In addition, it is also expected that there will be an over recovery of council tax income estimated at £0.8m as a result of better than budgeted council tax yield. It is proposed that as in line with previous years practice these resources be transferred to the council's capital investment reserve to support the delivery of the council's debt smoothing strategy which continues to underpin the council's medium term financial strategy and mitigate future cost pressures.

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
12. **Cosla Policy Position** - none

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RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

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	%
Employee Costs	65,479	19,353	19,532	(50)	19,482	(129)	-0.7% overspend
Property Costs	9,002	1,203	1,188	7	1,195	8	0.7% underspend
Supplies & Services	5,542	4,132	4,111	(22)	4,089	43	1.0% underspend
Contractors and Others	7,661	3,198	3,055	142	3,197	1	0.0% underspend
Transport & Plant Costs	139	63	64	0	64	(1)	-1.6% overspend
Administration Costs	30,455	1,010	1,030	(18)	1,012	(2)	-0.2% overspend
Payments to Other Bodies	4,614	592	673	(80)	593	(1)	-0.2% overspend
CFCR	3,500	0	0	0	0	0	0.0% breakeven
Capital Charges	(12,991)	15	15	0	15	0	0.0% breakeven
GROSS EXPENDITURE	113,401	29,566	29,668	(21)	29,647	(81)	-0.3% overspend
Income	(64,286)	(2,802)	(2,892)	9	(2,883)	81	2.9% over-recovery
NET EXPENDITURE	49,116	26,764	26,776	(12)	26,764	0	0.0% breakeven

£000's	0
	3,800

Bottom Line Position to 10 November 2017 is breakeven of
Anticipated Year End Budget Position is an underspend of

0.0%
2.8%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

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	%	
Finance and Resources	10,893	16,230	16,208	22	16,230	0	0.0%	breakeven
Corporate Landlord	16,432	7,520	7,980	(460)	7,520	0	0.0%	breakeven
Miscellaneous	21,791	3,014	2,589	426	3,014	0	0.0%	breakeven
NET EXPENDITURE	49,116	26,764	26,776	(12)	26,764	0	0.0%	breakeven
Bottom Line Position to 10 November 2017 is breakeven of						0.0%		
Anticipated Year End Budget Position is an underspend of						2.8%		

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : FINANCE AND RESOURCES

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	%
Employee Costs	30,989	12,476	12,479	(3)	12,476	0	0.0%
Property Costs	3,190	770	771	0	771	0	0.0%
Supplies & Services	2,940	3,251	3,251	0	3,251	0	0.0%
Contractors and Others	1,089	590	590	0	590	0	0.0%
Transport & Plant Costs	31	11	11	0	11	0	0.0%
Administration Costs	17,188	846	846	(1)	845	0	0.0%
Payments to Other Bodies	2,668	312	312	0	312	0	0.0%
CFCR	0	0	0	0	0	0	0.0%
Capital Charges	2,555	0	0	0	0	0	0.0%
GROSS EXPENDITURE	60,650	18,256	18,260	(4)	18,256	0	0.0%
Income	(49,757)	(2,026)	(2,053)	26	(2,027)	0	0.0%
NET EXPENDITURE	10,893	16,230	16,207	22	16,229	0	0.0%

£000's

Bottom Line Position to 10 November 2017 is an underspend of 0 0.0%

Anticipated Year End Budget Position is breakeven of (0) 0.0%

RENFREWSHIRE COUNCIL

1st April 2017 to 10 November 2017

E AND RESOURCES

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	%
Finance	3,211	1,888	1,883	5	1,888	0
Development	549	9,658	9,496	(1)	9,495	163
Cost of Collection of Rates	1,222	143	143	0	143	0
Cost of Collection of Council Tax	493	252	252	0	252	0
Private Sector Housing Benefit	2,293	881	881	0	881	0
Finance Miscellaneous	1,032	578	744	(3)	741	(163)
Directorate	454	45	45	0	45	0
Investment & Technical Services	81	443	443	0	443	0
Finance & Support Services	(385)	64	64	0	64	0
Office Accommodation	(36)	327	327	0	327	0
Personnel Services	31	600	600	0	600	0
Legal and Democratic Services	735	1,351	1,329	22	1,351	0
TOTAL FINANCE AND RESOURCES	9,680	16,230	16,207	23	16,229	0
Joint Valuation Board	1,213	0	0	0	0	0
NET EXPENDITURE	10,893	16,230	16,207	22	16,229	0

\$'000's

0.0%

0.0%

Bottom Line Position to 10 November 2017 is breakeven of

Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : ENVIRONMENT & COMMUNITIES

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	%
Employee Costs	8,387	4,838	5,009	(42)	4,967	(126)	-2.6% overspend
Property Costs	3,247	392	876	(491)	385	7	1.8% underspend
Supplies & Services	762	448	427	(22)	405	43	9.6% underspend
Contractors and Others	3,888	2,521	2,379	142	2,521	0	0.0% breakeven
Transport & Plant Costs	108	52	54	0	54	(2)	-3.8% overspend
Administration Costs	501	1	4	0	4	(3)	-300.0% overspend
Payments to Other Bodies	990	0	0	0	0	0	0.0% breakeven
CFCR	0	0	0	0	0	0	0.0% breakeven
Capital Charges	0	0	0	0	0	0	0.0% breakeven
GROSS EXPENDITURE	17,883	8,252	8,749	(413)	8,336	(81)	-1.0% overspend
Income	(1,451)	(735)	(769)	(47)	(816)	81	11.0% over-recovery
NET EXPENDITURE	16,432	7,517	7,980	(460)	7,520	0	0.0% breakeven

£000's

0.0%

Bottom Line Position to 15 September 2017 is breakeven of

0.0%

Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : ENVIRONMENT & COMMUNITIES

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	%
Corporate Landlord	3,885	590	1,150	(559)	590	(0)	0.0%
Cleaning & Janitorial	8,002	4,064	4,156	(89)	4,067	(0)	0.0%
School Crossing Patrol	711	342	342	0	342	0	0.0%
Catering Client	3,833	2,521	2,333	189	2,521	0	0.0%
NET EXPENDITURE	16,432	7,517	7,980	(460)	7,520	(0)	0.0%

£000's

Bottom Line Position to 15 September 2017 is breakeven of
Anticipated Year End Budget Position is breakeven of

0.0%
0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : 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	%	
Employee Costs	26,104	2,038	2,041	(4)	2,037	1	0.0%	underspend
Property Costs	2,566	39	(458)	499	41	(1)	-2.6%	overspend
Supplies & Services	1,840	433	433	(1)	432	1	0.2%	underspend
Contractors and Others	2,685	87	87	0	87	0	0.0%	breakeven
Transport & Plant Costs	0	0	0	0	0	0	0.0%	breakeven
Administration Costs	12,766	162	180	(18)	162	0	0.0%	breakeven
Payments to Other Bodies	956	280	361	(80)	281	(1)	-0.4%	overspend
CFCR	3,500	0	0	0	0	0	0.0%	breakeven
Capital Charges	(15,547)	15	15	0	15	0	0.0%	breakeven
GROSS EXPENDITURE	34,870	3,054	2,659	396	3,055	0	0.0%	breakeven
Income	(13,079)	(40)	(70)	30	(40)	0	0.0%	breakeven
NET EXPENDITURE	21,791	3,014	2,589	426	3,014	0	0.0%	breakeven

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

£000's	0	0.0%
	3,800	6.4%

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance £000's % (7)
Corporate & Democratic Core		47,439	728	255	474	729	0 0.0% breakeven
Central Overheads		3,600	1,793	1,829	(36)	1,793	0 0.0% breakeven
Capital Accounting		(17,415)	(25)	(25)	0	(25)	0 0.0% breakeven
Welfare Fund Grants		1,216	518	530	(12)	518	0 0.0% breakeven
Community Infrastructure		0	0	0	0	0	0 0.0% breakeven
Temporary Interest		(550)	0	0	0	0	0 0.0% breakeven
Integrated Joint Board		(12,499)	0	0	0	0	0 0.0% breakeven
NET EXPENDITURE		21,791	3,014	2,589	426	3,014	0 0.0% breakeven

£000's

0
<u>3,800</u>

Bottom Line Position to 10 November 2017 is breakeven of
Anticipated Year End Budget Position is an underspend of

0.0%
6.4%



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring – Council Overview to 10 November 2017

1. Summary

1.1 This report provides an overview of the budget performance for all Services for the period to 10 November 2017. The report confirms an overall breakeven position for all services. The summary position for General Fund Services and the Housing Revenue Account is outlined in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
General Fund Services	£50k underspend	0.0%	Breakeven	0.0%
HRA	Breakeven	0.0%	Breakeven	0.0%

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

Division / Department	Anticipated Year End Position	% variance	Previously Reported Position	% variance
General Fund Services	£3.860m underspend	1.0%	Breakeven	0.0%
HRA	Breakeven	0.0%	Breakeven	0.0%

2. **Recommendations**

- 2.1 Members are requested to note the budget position
-

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 **Children's Services** (*Education and Children's Services Policy Board*)

Current position:	Breakeven
<i>Previously reported:</i>	<i>Breakeven</i>

The underspend 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 £169,000 within Central Admin relates to additional staffing costs.
- The underspend of £26,000 within Primary Schools relates to teachers' salaries.
- £129,000 of a underspend within Secondary Schools relates to transport costs and teachers' salaries.
- An overspend of £221,000 within Additional Support for Learning relates to transport costs and additional support needs assistants.
- The underspend of £4,000 within Special Schools relates to teachers' salaries.

- The underspend of £231,000 within Childcare relates to the net effect of underspends in residential schools, special needs and fostering, adoption and kinship, offset by overspends in residential accommodation, childcare management and localities. This is expected to continue to the year end.

Projected Year End Position

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

3.4 Leisure Services (Leadership Board)

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 break-even position at the year end.

3.5 Chief Executive's Service (Leadership)

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

Chief Executives is currently underspent by £50k as a result of employee vacancies during the year.

Projected Year End Position

It is projected that employee vacancies will continue to occur and this will result in a projected underspend of £60k at the year end.

3.6

Adult Services (*Leadership Board*)

Current position: Breakeven
Previously reported: Breakeven

Older People

Current Position: Net overspend of 24k
Previously Reported: Net overspend of 26k

These pressures on the overall Older People budget are partially offset by vacancies within the Local Authority owned HSCP managed care homes, and, through the application of reserves and the use of additional resources from the Council's 2017/18 budget allocation

Addictions

Current Position: Net underspend of £32k
Previously Reported: Net underspend of £44k

The underspend within Addiction Services reflects the current client profile of care packages within this area. However, as this budget is demand variable it is prudent to retain this level of budget provision to ensure there is adequate provision should the need arise.

Projected Year End Position

It is anticipated that Adult Services will achieve a net break even position at year end. Additional resource of £4.4m was made available by the Council for Adult Services in 2017/18. It is anticipated that £2.5m of this resource will not be required in 2017/18 and will be carried forward to 2018/19 to mitigate anticipated pressures.

3.7

Environment & Communities (*Infrastructure, Land and 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 £98,000 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 an underspend on property costs.

- An underspend of £83,000 within Roads Maintenance due to an underspend on payments to contractor and a small over recovery on income.
- An underspend of £15,000 within Regulatory Services Employee costs and an over recovery of income

Projected Year End Position

It is currently forecast that Community Resources will breakeven at the year end.

3.8 Development & Housing Services - Other Housing (*Communities, Housing & Planning Policy Board*)

Current Position: **Breakeven**

Previously Reported: ***Breakeven***

At this stage in the financial year the account reflects a breakeven position.

Projected Year End Position

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

3.9 Development & Housing Services – Policy and Regeneration (*Communities, Housing & Planning 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.

Projected Year End Position

It is projected that Policy and Regeneration will achieve a breakeven position by the year end.

3.10 **Childrens Services – Community Learning and Development**
(Communities, Housing & Planning 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.

Projected Year End Position

It is projected that the Community Learning and Development will achieve a breakeven position by the year end.

3.11 **Development & Housing Services – Economic Development Division**
(Leadership Board)

Current Position: Breakeven
Previously Reported: Breakeven

At this stage in the financial year the account reflects a breakeven position.

Projected Year End Position

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

3.12 **Finance and Resources** *(Finance, Resources and Customer Services Policy Board)*

Current Position: Breakeven
Previously Reported: Breakeven

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.

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

Current Position: Breakeven

Previously Reported: Breakeven

There are no significant variances to report.

Projected Year End Position

Approximately £3 million of financial provisions held within Miscellaneous to fund the 2017/18 pay award and costs linked to national pension reforms will not be required during 2017/18. In addition, it is also expected that there will be an over recovery of council tax income estimated at £0.8m as a result of better than budgeted council tax yield. It is proposed that as in line with previous years practice these resources be transferred to the council's capital investment reserve to support the delivery of the council's debt smoothing strategy which continues to underpin the council's medium term financial strategy and mitigate future cost pressures.

3.14 **Trading Operations** (*Finance, Resources and Customer Services Policy Board and Infrastructure, Land and Environment Policy Board*)

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.

3.15 **Housing Revenue Account** (*Communities, Housing & Planning Policy Board*)

Current Position: Breakeven

Previously Reported: Breakeven

Although the HRA is projecting a breakeven position for both year to date and projected year end positions, there are some significant compensating variances to be noted. Expenditure on repairs is £354k lower than expected at this stage of the year, although a breakeven position is still projected at this stage as a harsh winter can change the position. Within payments to other bodies, year end underspends are being reported in respect of void loss £150k and irrecoverable rent £300k based on current performance, delays in the roll out of Universal

Credit and ongoing improvements in these areas. Although neighbourhood forum costs are currently £54k underspent, this is expected to be fully spent by the end of the year as project commitments are made. An overspend of £62k is also anticipated in respect of Council Tax on void properties, predominately due to the Council Tax levy being applied to longer term empty properties in regeneration areas. A corresponding overspend is being reported against capital charges to reflect the current policy of utilising any HRA underspends to repay debt.

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.

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
- 12. **Cosla Policy Position** - none

Author: Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

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)
		£000's	£000's	£000's	£000's	£000's
Education and Children		204,811	98,522	99,121	(600)	98,522
Leisure Services		12,443	4,990	4,588	402	4,990
Environment & Communities		56,246	27,988	28,107	(119)	27,988
Finance & Resources		10,782	21,177	21,225	(48)	21,177
Other Housing		4,345	5,451	5,140	311	5,451
Regeneration		4,838	3,301	3,290	12	3,301
Chief Executives		2,324	3,831	3,912	(131)	3,781
Miscellaneous		21,279	3,014	2,589	426	3,014
Corporate Landlord		4,172	4,058	3,524	534	4,058
Adult Services		65,490	36,173	36,173	0	36,173
Trading Accounts (Surplus)/Deficit		(1,082)	(657)	4,518	(5,174)	(657)
SUB -TOTAL GENERAL SERVICES		385,648	207,849	212,187	(4,387)	207,799
Housing Revenue Account (HRA)		(0)	(16,896)	(17,630)	734	(16,896)
NET EXPENDITURE		385,648	190,953	194,557	(3,653)	190,903
		Budget Variance				
		£000's		%		(7)
		(0)		0.0%		overspend
		0		0.0%		underspend
		0		0.0%		underspend
		(0)		0.0%		overspend
		(0)		0.0%		overspend
		0		0.0%		underspend
		50		1.3%		underspend
		0		0.0%		break-even
		0		0.0%		underspend
		0		0.0%		underspend
		0		0.0%		over-recovery
		50		0.0%		underspend
		0		0.0%		over-recovery
		50		0.0%		underspend

Bottom Line Position to 10 November 2017 is an underspend of **£000's 50 0.0%**

Anticipated Year End Budget Position is an underspend of **£000's 3,860 1.0%**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

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	%
Employee Costs		12,741	7,939	7,908	440	8,347	(409)	-5.1% overspend
Property Costs		677	422	264	128	393	29	6.9% underspend
Supplies & Services		6,167	3,841	4,389	146	4,535	(694)	-18.1% overspend
Contractors and Others		3,366	2,076	3,543	(797)	2,746	(669)	-32.2% overspend
Transport & Plant Costs		2,731	1,703	1,490	160	1,650	53	3.1% underspend
Administration Costs		2,076	1,298	371	931	1,302	(4)	-0.3% underspend
Payments to Other Bodies		0	0	0	0	0	0	100.0% underspend
CFCR		0	0	0	0	0	0	0.0% breakeven
Capital Charges		241	146	0	146	146	0	0.0% breakeven
GROSS EXPENDITURE		27,998	17,424	17,965	1,154	19,118	(1,694)	-9.7% overspend
Income		(29,080)	(18,081)	(13,447)	(6,328)	(19,776)	1,694	9.4% over-recovery
NET EXPENDITURE		(1,082)	(657)	4,518	(5,174)	(657)	0	0.0% over-recovery

£000's

Bottom Line Position to 10 November 2017 is an underspend of 0

0.0%

Anticipated Year End Budget Position is an underspend of 0

0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 10 November 2017

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	0	5,321	(5,321)	0	(0)	0.0%
Catering Trading		(451)	(279)	(455)	177	(279)	0	0.0%
Transport Trading		(505)	(301)	(412)	111	(301)	(0)	0.0%
Roads Trading		(125)	(77)	64	(141)	(77)	0	0.0%
NET EXPENDITURE		(1,082)	(657)	4,518	(5,174)	(657)	0	0.0%

£000's

Bottom Line Position to 10 November 2017 is an underspend of

0.0%

Anticipated Year End Budget Position is an underspend of

0.0%



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 31 JANUARY 2018

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 10th November 2017 totals £3.802m compared to anticipated expenditure of £3.810m for this time of year. This results in an under-spend position of £0.008m 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	£0.008m u/spend	0% u/spend	£0.075m u/spend	3% u/spend
Total	£0.008m u/spend	0% u/spend	£0.075m u/spend	3% o/spend

- 1.2 The expenditure total of £3.802m represents 43% 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.

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 10th November 2017, and is based on the Capital Investment Programme which was approved by members on 23rd February 2017, adjusted for movements since its approval.

4. **Budget Changes**

- 4.1 Since the last report budget changes totalling £7.837m has arisen which reflects the following:-

Budget re-profiled from 2017/18 to 2018/19 (£7.817m):

- £6.000m in Venue Development Backlog reflecting the programme of investment in venues and town centre infrastructure approved by Council on 28 September 2017.
- £1.156m in the Lifecycle Capital Maintenance Fund reflecting updated cashflows received.
- £0.661m in the Energy Efficiency Programme as a result of the current cashflow projections for the project.

Budget transferred in 2017/18 from the Lifecycle Capital Maintenance Fund (£0.020m) reflecting a transfer towards the St John Ogilvie New Extension project.

5. **Key Issues**

- 5.1 The implementation plan for the Enterprise Resource Planning project is currently being assessed following a review of work carried out to date and work still to be completed. This assessment is not finalised, however it is anticipated that go-live of the system will be delayed potentially until September 2018 – a delay of around a year from what was initially planned in this ambitious and challenging project. Similar to all large scale projects undertaken by the Council, the project budget included contingency to manage key risks and unforeseen challenges and issues. However in the context of the time delay being experienced on the project, the existing budget provision is under significant pressure and it is not anticipated at this stage to be sufficient to support the project through to full implementation. The scale of the anticipated additional resources that will be required to support implementation will be identified over the coming weeks as the review of the

implementation plan is concluded along with key engagement with the system supplier, Agilysis. The outcome of both the revised go-live date and the associated financial implications will be reported to the board in the next reporting cycle and prior to the closure of the Council's 2017/18 accounts.

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** –

Creating a sustainable Renfrewshire for all to enjoy – Capital investment in new and existing assets will ensure Renfrewshire is 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 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.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
12. **Cosla Policy Position** – none.

List of Background Papers

- (a). Capital Investment Programme 2017/18 & 2018/19 – Council, 23rd February 2017.

The contact officers within the service are:

- Geoff Borland, Extension 4786
- Gillian Dickie, Extension 7790
- Joe Lynch, Extension 6159

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

Finance, Resources & Customer Services - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

Project Title	Approved Programme @23/02/17	Current Programme MR 8	Year To Date Budget to 10-Nov-17	Cash Spent to 10-Nov-17	Variance to 10-Nov-17	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
CORPORATE PROJECTS								
ICT Infrastructure Maintenance & Renewal Programme	1,400	1,707	690	698	-8	-1%	1,009	41%
Corporate Asset Management Information System	0	38	0	0	0	0%	38	0%
RVJB - Council Requisition (56.2%)	0	23	7	7	0	0%	16	30%
Strategic Asset Management Fund	1,841	0	0	0	0	0%	0	-
Venue Development & Backlog Maintenance	6,000	0	0	0	0	0%	0	-
Energy Efficiency Programme	0	200	18	18	0	0%	182	9%
Lifecycle Capital Maintenance (LCM) Fund	6,435	3,556	1,620	1,615	5	0%	1,941	45%
Enterprise Resource Planning	1,512	2,982	1,345	1,334	11	1%	1,648	45%
Digital Infrastructure Provision	0	300	130	130	0	0%	170	43%
TOTAL FINANCE, RESOURCES & CUSTOMER SERVICES	17,188	8,806	3,810	3,802	8	0%	5,004	43%



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 31 JANUARY 2018

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report - Overview

1. Summary

- 1.1** This report provides an overview of the performance of the Housing and Non-Housing Capital Programmes for the period to 10th November 2017.
- 1.2** The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 23rd February 2017 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by the Housing and Community Safety Policy Board on 14th March 2017. The Current Programme figures reflect adjustments to the approved Capital Programme since approval.
- 1.3** The Council must 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 2017-18 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 spend.

	Approved Limit £m	Actual Expenditure £m
Non Housing	73.330	73.221
Housing	11.247	11.247
Total	84.577	84.468

- 1.5 The CFR which the Council has set for 2017-18 is shown in the table below, and is split between Housing & Non Housing Services. In addition, the projected out-turn at 31st March 2018 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.

	Approved CFR to 31 March 2018 £m	Projected CFR to 31 March 2018 £m
Non Housing	253	253
Housing	127	127
Total	380	380

- 1.6 37% of the available resources for Housing and 43% for Non Housing have been spent to 10th November 2017. 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.

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 10th November 2017 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

4. **Housing Services Programme**

4.1 The programme approved by Council on 23rd February 2017 totalled £19.895m. The programme currently stands at **£11.247m**, a decrease of £8.648m, being the net effect of resources brought forward from 2016/17 of £2.112m and projects re-profiled from 2017/18 to 2018/19 of £10.760m.

4.2 Capital expenditure at 10th November 2017 totals **£4.197m** compared to anticipated expenditure of £4.222m.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing Programme	£0.025m u/spend	1% u/spend	£0.065m o/spend	3% o/spend

4.3 The actual capital expenditure of **£4.197m** is 37% of the available resources, and compares with 42% for the equivalent time in 2016/17.

4.4 Capital income of £1.851m has been received in the period to 10th November 2017 representing 93% of the estimated capital income for the year. This compares with 65% in 2016/17.

5. **Non Housing Services Programme**

5.1 The programme approved by Council on the 23rd February 2017 totalled £75.987m. The current programme totals **£73.221m**, a decrease of £2.766m, being the net effect of resources brought forward from 2016/17 of £16.829m, projects re-profiled from 2017/18 to 2018/19 of £23.829m and new funding in 2017/18 of £4.234m which primarily relates to grant funding anticipated to be received in 2017/18 for the Strathclyde Partnership for Transport programme, the Roads/Footways Upgrade Programme and the Community Halls & Facilities Improvement Programme.

5.2 Capital expenditure to 10th November 2017 totals **£31.598m** compared to anticipated expenditure of £31.524m, and therefore shows an over-spend of £0.074m. The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Non Housing Programme	£0.074m o/spend	0% 0/spend	£0.161m u/spend	1% u/spend

5.3 The actual cash expenditure of **£31.598m** is 43% of the available resources, and compares with a 38% spend for the equivalent time in 2016/17. It is anticipated that the available resources will be fully utilised by the 31 March 2018.

5.4 Capital income totalling £10.722m has been received to 10th November 2017. This represents 38% to date of the total anticipated income, and compares with 43% for the equivalent period in 2016/17.

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 14th March 2017 was £2.500m. The programme currently stands at **£1.115m**, a decrease of £1.385m, being the net effect of resources brought forward from 2016/17 of £0.283m, projects re-profiled from 2017/18 to 2018/19 and beyond of £1.865m and new funding in 2017/18 of £0.197m which is a result of an increase in revenue funding.
- 6.3 Expenditure to 10th September 2017 totals **£0.630m** compared to anticipated expenditure of £0.630m, and therefore shows a break-even position. The remaining programme is expected to spend by 31 March 2018, and expenditure will be contained within the overall resources.

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** –

Creating a sustainable Renfrewshire for all to enjoy – Capital investment in new and existing assets will ensure Renfrewshire is 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 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.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
12. **Cosla Policy Position** – none.

List of Background Papers

- (a). Capital Investment Programme 2017/18 & 2018/19 – Council, 23rd February 2017.
- (b). Housing Revenue Account Budget and Rent Levels 2017/18 and Housing Capital Investment Plan 2017/18 to 2019/20 – Council, 23rd February 2017.
- (c). A Prudential Framework for Capital Finance in Renfrewshire Progress Report – Council, 21st December 2017.

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

Appendix 1

CAPITAL PROGRAMME 2017/18 - BUDGET MONITORING REPORT TO 10 NOVEMBER 2017 (£000s)

Project Title	Approved Programme @23/02/17	Current Programme MR 8	Year To Date Budget to 10-Nov-17	Cash Spent to 10-Nov-17	Variance to 10-Nov-17	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
EDUCATION & CHILDREN'S SERVICES								
Education & Children's Services	22,447	24,977	11,522	11,514	8	0%	13,463	46%
TOTAL	22,447	24,977	11,522	11,514	8	0%	13,463	46%
COMMUNITIES, HOUSING & PLANNING								
Housing(HRA)	19,895	11,247	4,222	4,197	25	1%	7,050	37%
Housing(PSHG)	2,500	1,115	630	630	0	0%	485	57%
Development & Housing(THI/LGAN)	2,849	363	140	135	5	4%	228	37%
TOTAL	25,244	12,725	4,992	4,962	30	1%	7,763	39%
INFRASTRUCTURE, LAND & ENVIRONMENT								
Environment & Communities	14,385	21,892	9,209	8,705	504	5%	13,187	40%
TOTAL	14,385	21,892	9,209	8,705	504	5%	13,187	40%
FINANCE, RESOURCES & CUSTOMER SERVICES								
Corporate Projects	17,188	8,806	5,117	3,802	1,315	26%	5,004	43%
TOTAL	17,188	8,806	5,117	3,802	1,315	26%	5,004	43%
LEADERSHIP								
Leisure Services	5,690	1,620	635	642	-7	-1%	978	40%
Development & Housing Services	13,428	15,472	6,764	6,768	-4	0%	8,704	44%
Social Work Services(Adult Social Care)	0	91	35	32	3	9%	59	35%
TOTAL	19,118	17,183	7,434	7,442	-8	0%	9,741	43%
TOTAL ALL BOARDS	98,382	85,583	38,274	36,425	1,849	5%	49,158	43%
MADE UP OF :-								
Non-Housing Programme	75,987	73,221	33,422	31,598	1,824	5%	41,623	43%
Housing Programme(HRA)	19,895	11,247	4,222	4,197	25	1%	7,050	37%
Housing Programme(PSHG)	2,500	1,115	630	630	0	0%	485	57%
PROGRAMME TOTAL	98,382	85,583	38,274	36,425	1,849	5%	49,158	43%



To: Finance and Resources Policy Board

On: 31 January 2018

Report by: Director of Finance & Resources

Heading: Paisley & Renfrew Common Good Funds 2018/19

1. Summary

1.1 The level of funding available to disburse annually from the Paisley and Renfrew Common Good Funds is dependent upon the income available to the Funds during the year. For each Fund income is derived from their respective investment portfolios and is received in the form of property rental payments, interest payments or dividends, with the latter two being particularly sensitive to financial market fluctuations.

1.2 The level of income available for 2018/19 has been estimated along with the existing annual commitments and assessment made of the affordability of the existing funds delegated to Local Area Committees on an annual basis.

2. Recommendations

2.1 The Board is asked to:

- 1. Approve** the 2018/19 budget allocations to Local Area Committees as follows:

Renfrew Common Good	Renfrew & Gallowhill	£67,360
Paisley Common Good	Renfrew & Gallowhill	£2,000
Paisley Common Good	Paisley North	£13,000
Paisley Common Good	Paisley South	£15,000

2. **Approve** the continuing funding of recurring projects as outlined in Appendix 1.

3. **Background**

- 3.1 The Common Good Funds of both Paisley and Renfrew are utilised each financial year to fund ongoing projects and commitments made by previous meetings of the Finance and Resources Policy Board. In addition, an annual allocation is made to the relevant Local Area Committees, who have the delegated authority to disburse grants to local organisations from whom they receive bids for funding and/or utilise the funding themselves to support appropriate projects.
- 3.2 Income received by the Common Good Funds is derived from rental income from Common Good property and, principally, from dividend income and interest payments. Subject to maintaining tenancies, rental income remains fairly stable and predictable on a year by year basis. However in terms of investment income from dividends and interest, there is a requirement to make an informed estimate each year in order to assess what funds are likely to be available to the Common Good Funds the following year.
- 3.3 The rental income to both Common Good Funds is expected to remain unchanged.
- 3.4 An element of the funding allocation for the Cherrie Centre under the Renfrew Common Good Fund is provided to allow the Centre to pay the Living Wage to its staff. The Living Wage rate has increased from £8.45 per hour to £8.75, and the budget has been inflated to reflect this.
- 3.5 Recent years have seen investment income hold up well in a difficult financial market, exceeding the targets set for the Funds' investment managers. However, a degree of caution has been applied to the income budgets to reflect the continued uncertainty in the markets and the ability to sustain the current level of investment income generated. The level of investment income continues to be closely monitored by both officers and the Investment Review Board.
- 3.6 Taking the income projections into account a forecast income and expenditure statement for each Common Good Fund has been prepared on a cash basis (ie excluding non-cash movements such as depreciation) and is attached for Members consideration. These forecasts are based on the presumption that in year expenditure will not exceed income. There is a requirement to ensure the ongoing

commitments of each Common Good Fund remain affordable and sustainable.

- 3.7 It should be noted by members that the annual accounts for the Common Good Funds are prepared on an “accruals” basis, and therefore will include non-cash items such as depreciation and unrealised gains or losses on the market value of investments. These items will impact on the published annual accounts, and could result in an in-year deficit being reported in the accounts despite the fact no cash loss has been made.
-

Implications of the Report

1. **Financial –**
The budgeted allocations proposed will ensure the general principle of only spending the income available each year.
2. **HR & Organisational Development – None.**
3. **Community Planning –**

Our Renfrewshire is well – Many of the projects funded by Local Area Committees contribute to the promotion of more active pursuits for all age groups.

Our Renfrewshire is thriving - The funding allocated from the Common Good Funds supports local community groups and projects.

Our Renfrewshire is safe – The community projects funded by Local Area Committees, as well as recurring funding for events and community services supports communities to be safer and stronger.
4. **Legal – None.**
5. **Property/Assets –** The vacation of Renfrew Police Station may entail additional security and maintenance costs while the future of the building is considered in line with the Council asset management strategy.
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** – There is a risk investment income will not be realised as forecast, however this risk will be monitored through regular discussion with the Council's investment manager and adviser.
11. **Privacy Impact** – None.
12. **Cosla Policy Position** - none

Author – Alastair MacArthur, Ext 7363

Appendix 1

Renfrew Common Good - Income & Expenditure Forecast

	Approved	Proposed
	2017/18	2018/19
	£	
Estimated Net Annual Income Available		
Interest receivable	(15,000)	(15,000)
Investment Income	(380,000)	(400,000)
Property Rental Income	(260,000)	(260,000)
	(655,000)	(675,000)
Less:		
Investment Management Fees	42,000	47,000
Council Administration Fee	37,000	40,000
External Audit Fees	2,300	2,300
Property Costs	25,000	25,000
Total	(548,700)	(560,700)
<u>Deduct</u>		
Cost of Recurring Projects		
Christmas lights	22,430	15,900
Repair to War Memorial	285	285
Repair to Public Clocks	205	205
Maintenance Benches - Robertson Park	640	640
Pets Corner, Robertson Park	6,460	6,460
Cherrie Centre - out of school care	41,530	41,530
Cherrie Centre - living wage subsidy	29,400	34,200
Renfrew Gala Week	10,000	10,000
Renfrew Town Hall - lifecycle maintenance	8,000	8,000
CCTV Operations	11,000	11,000
Total Cost of Recurring Projects	129,950	128,220
LAC Allocations		
Allocated as follows:		
Renfrew & Gallowhill LAC	67,360	67,360
(Surplus)/Deficit on cash basis	(351,390)	(365,120)

Paisley Common Good - Income & Expenditure Forecast

	Approved	Proposed
	2017/18	2018/19
Estimated Net Annual Income Available:		
Interest receivable	(4,000)	(4,000)
Investment Income	(111,000)	(120,000)
Property Rental Income	(48,800)	(48,800)
	(163,800)	(172,800)
Less:		
Investment Management Fees	13,000	14,000
Council Administration Fee	12,000	13,000
External Audit Fees	2,300	2,300
Property Costs	5,500	5,500
Total Available for Disbursement	(131,000)	(138,000)
Cost of Recurring Projects Approved in		
Christmas lights	52,340	52,340
Repair to War Memorial	430	430
Fireworks Display	5,000	5,000
Nature Corner - Barshaw Park	15,680	15,680
CCTV Operations	18,600	18,600
Total Cost of Recurring Projects	92,050	92,050
LAC Allocations		
Renfrew & Gallowhill LAC	2,000	2,000
Paisley North LAC	13,000	13,000
Paisley South LAC	15,000	15,000
	30,000	30,000
(Surplus)/Deficit on cash basis	(8,950)	(15,950)



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Director of Finance and Resources

Heading: Customer & Business Services Performance Report

1. Summary

- 1.1 This report details performance across key Customer & Business Service (CBS) functions including revenue collection and benefit administration for the period ending 31 December 2017 (including an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund). This report also provides a performance update in relation to customer services provision for the same period.
-

2. Recommendations

- 2.1 It is recommended that the Board consider the contents of the report.
-

3. Revenue Collection

3.1 Council Tax

- 3.1.1 This section details the collection performance as at 28th December 2017 for Council Tax. It also provides details of the total sums collected for the previous year.

- 3.1.2 The billable sum for 2017/18 is £74,287,587

- 3.1.3 The sums collected to date for 2017/18 are £65,611,489 which is 88.32% of the billable sum. This is an increase in cash collection as a proportion of net charges billed of 0.33% compared with the same position for 2016/17.
- 3.1.4 The Council Tax Reduction awarded is £12,198,327 amounting to 14.10% of the billable sum, which is 0.71% less than at the same point last year. The separation of claims for Council Tax Reduction and Housing Benefit is the main contributing factor, resulting in a reduction in the number of applications. A further but less significant factor is the interaction between static Council Tax charges, customer income increases and changes to DWP allowances & premiums; resulting in customers having lost or reduced entitlement.
- 3.1.5 The Service is undertaking work to address the reduction in applications referred above. Activities include close tracking of potential applications, data matching and the use of visiting officers to maximise Council Tax Reduction awards.

3.2 Non Domestic Rates

- 3.2.1 This section details the collection performance as at 28th December 2017 for Non Domestic Rates (NDR). It also provides details of the total sums collected for the previous year.
- 3.2.2 The Non Domestic Rates (NDR) charges billed for 2017/18 amount to £135,655,774.
- 3.2.3 The cash receipts to date amount to £106,160,018 which is 78.26% of the sums billed. This is a decrease in cash collection as a proportion of net charges billed of 1.94% compared with the same position for 2016/17.
- 3.2.4 As reported at the previous cycle, the decreased collection rate is a payment phasing change which will equalise with the 16/17 position by year end. A single business, whose rates bill forms a significant part of the total levied charges, has elected to pay in instalments for 2017/18, they paid a lump sum in advance in 2016/17.
- 3.2.4 The Service tracks NDR receipts closely. Where appropriate and in line with the recovery process the Service will proactively target businesses for payment.

4. Benefit administration

- 4.1. This section details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of September 2017. Also provided is an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund.

4.2 The Service continues to successfully balance a significant work load along with managing the impact of the ongoing effect from the UK Government's welfare reform agenda.

4.3 **Speed of Processing – Housing/Council Tax Benefit**

4.3.1 As detailed in Table 1 below, processing speed for New Claims is well within target for the period.

4.3.2 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.

4.3.3 Processing of Changes in Circumstance (CIC) is within target for the period, the year to date position remained ahead of target.

(Supplementary processing information is attached in Appendix 2 for members' reference)

Table 1 – Performance Summary

Performance measure	4 Week Reporting Period 10 November 2017 to 07 December 2017	Year to date position	Annual Target
New Claims – processing time	21 days	24 days	24 days
New Claims - % processed within 14 days of all information received	96%	94%	92%
Changes in Circumstance – processing time	10 days	8 days	10 days

4.4 **Discretionary Housing Payments**

4.4.1 The total budget for Discretionary Housing Payments for 2017/18 is shown in table 2 below.

4.4.2 Funding for DHP was previously provided to Local Authorities by the Department for Work and Pensions, following the new social security powers devolved to the Scottish Government, DHP funding is now provided entirely by them. The total budget is detailed in table 2 below and shows the indicative spending split provided to the Council.

4.4.2 The DHP budget has been calculated to include the full Scottish Government estimate of the amount of funding required to fully mitigate the effect of the

Bedroom Tax. This estimate includes a 20% reserve allocation which will be paid in May 2018, if required.

- 4.4.3 In line with DHP Policy and DHP Regulations, the Service makes awards to fully mitigate the effect of the Bedroom Tax and maximise spend within the year.
- 4.4.4 The total DHP budget for the year has been increased to reflect the additional resources approved at the last board cycle. The total budget remaining at 31 December 2017 is just over £188,000 of which £125,000 is ring-fenced for Bedroom Tax support.

Table 2 – DHP Budget

Funding – indicative allocations	amount
Financial Hardship (non Benefit Cap)	£159,631
Financial Hardship (Benefit Cap)	£255,705
Bedroom Tax*	£1,870,877
Total budget for the year	£2,286,213

*This figure represents the maximum amount required to cover the estimated shortfall of customers impacted by the Bedroom Tax.

Table 3 – DHP Performance Summary

Measure	1 April 2017 to 31 December 2017
Volume of DHP applications received	5,144 applications
Volume of DHP decisions made	4,965 decisions
Number of DHP awards	4,735 awards
Average processing time (target 29 days)	14 days
Total amount committed/paid	£2,097,897

4.5 The Scottish Welfare Fund

- 4.5.1 The Scottish Welfare Fund (SWF) provides a safety net for vulnerable people on low incomes through the provision of Community Care Grants and Crisis Grants. The Scottish Welfare Fund is a national scheme, underpinned by law and delivered on behalf of the Scottish Government by all local councils. The SWF replaced elements of the Social Fund abolished by the Department for Work and Pensions in 2013.
- 4.5.2 The Service makes awards in 2017/18 in line with Scottish Government guidance and had spent 66.0% of its total budget for the Scottish Welfare Fund (SWF) by the end of December 2017.
- 4.5.3 The performance data relating to the Fund is presented in table 4 below. The Service has processed Crisis and Community Care Grants well within target for the month.

Table 4 – SWF Performance Summary

Measure	1 April 2017 to 31 December 2017
Number of Crisis Grant applications received	6,313
Number of Crisis Grant Awards	4,811
Total amount paid for Crisis Grants	£311,415
Average Processing time (2 working days target)	1 day
Average Processing time (within month)	1 day
Number of Community Care Grant applications received	1,465
Number of Community Care Grant Awards	885
Total amount paid for Community Care Grant	£490,651
Average processing time year to date (15 working days target)	12 days
Average processing time (within month)	12 days
Total amount paid/committed from the fund	£802,067
Total Budget	£1,216,122.00

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

5. Customer Service Provision

5.1 This section details the performance of the customer service unit for the period 1st to 31st December 2017. The report provides an update on the overall contact centre call handling response times as well as face to face response times across the three customer service locations in Paisley, Renfrew and Johnstone.

5.2 Telephone Call handling

5.2.1 High level monthly summary – during December the contact centre received 22,300 calls and answered 97% against a primary target of 90% for the period. The total number of calls received since 1st April is 261,911, with 96% these answered by the Contact Centre.

Table 5 – Customer Service Unit – Primary Target (call handling)

Primary target	Year	December	Year to Date
90% calls answered	2017	97%	96%
	2016	95%	87%

5.2.3 The contact centre performance remains above the primary target and year to date significantly higher than the same period last year.

5.2.4 The secondary target is to respond to 70% of all calls within 40 seconds

Table 6 – Customer Service Unit – Secondary Target (call handling)

Secondary target	Year	December	Year to date
70% calls in 40 seconds	2017	74%	68%
	2016	66%	44%

5.2.5 The performance against the secondary target for December was above target. This is a strong performance given that as usual at this time of year, the number and nature of calls was impacted on specific days due to adverse weather conditions.

Performance against the secondary target remains significantly higher than the same period last year, and performance for the last three months of 2017 has remained above the 70% target for calls answered within 40 seconds.

5.3 Face to face provision

- 5.3.1 The primary target for Face to Face customer service is to ensure average wait time for all customer visits is below 20:00 minutes. The table below outlines the performance for the period across all Customer Service locations.
- 5.3.2 The service received 2,340 customer visits in the period and continues to deal with these customers within target performance. Year to date, there have been 33,475 customer visits with an overall wait time of 12:48. Wait times overall have reduced year to date compared to 15:15 at the same point last year.

Table 7 – Customer Service Unit – Primary Target (Face to Face)

Location	Year	December	Year to Date
Paisley	2017	12:18	15:06
	2016	09:03	16:47
Renfrew	2017	07:26	06:02
	2016	06:35	10:19
Johnstone	2017	08:21	11:41
	2016	08:33	15:09

5.4 Factors impacting performance in the period

Adverse weather is routinely recognised as having the potential to directly impact on call volumes and performance throughout the winter months, however the resilience the service has developed means that so far, service levels have been maintained.

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
1. **Community/Council Planning** –
 - *Our Renfrewshire is fair - 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 to sustain tenancies and meet their rent obligations*
 - *Working together to improve outcomes - An efficient and effective billing and administrative process for the collection of local taxes is vital for ensuring the recovery of income to the council to support the provision of local services. This is supported by a range of payment opportunities for the public, including electronic and digital payments (e.g. Direct Debit, Website and Telephone).*
 - *Working together to improve outcomes – An efficient and effective Customer Service Unit is vital to ensuring citizens have equality of access to Council services whether this is digitally, by telephone or face to face.*
2. **Legal** – None
3. **Property/Assets** – None
4. **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

Author: Rhona McGrath, Ext 6879

Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28TH December 2017

COUNCIL TAX		
	2016/17	2017/18
	£m	£m
Projected Yield	78.511	82.043
Gross Charges	81.579	86.486
Less rebates	12.039	12.198
Net Charges Billed	<u>69.540</u>	<u>74.288</u>
Cash Collected	66.360	65.611
Rebate Grant	12.039	12.198
	<u>78.399</u>	<u>77.810</u>
Cash collected as % of Net Charges	95.43%	88.32%
Income as % of Projected Yield	99.86%	94.84%

NON DOMESTIC RATES		
	2016/17	2017/18
	£m	£m
Projected Yield	99.386	132.943
Gross Charges	119.686	154.377
Less reliefs	18.272	18.721
Net Charges Billed	<u>101.414</u>	<u>135.656</u>
Cash Collected	98.809	106.160
Cash collected as % of Net Charges	97.43%	78.26%
Cash collected as % of Projected Yield	99.42%	79.85%

Customer & Business Services Performance Report – Appendix 2

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.

Target processing speed (number of days)	60		
Result: last 3 months (days)	Oct: 50 days	Nov: 34 days	Dec: 24 days
Average (12 months to date)	42 days		
Average Appeals Completed	7 Appeals per month		

Comment:-

Appeals have been processed well within target over the period.

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.

Target	28 days		
Result last report	Jul: 40	Aug: 40	Sep: 31
Result Last 3 months	Oct: 40	Nov: 37	Dec: 34

Comment:- The service missed target processing time for Revisions due to short term staff shortage, the Service aims to be back within target by the next reporting 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. The actual level of checking for this reporting period is higher due to a number of new staff joining the Benefits team and therefore requiring 100% of their work to be checked.

	Target %	Actual %
Volume of Audits	3%	12%
Accuracy – December 17	95%	94%
Accuracy – Year to Date	95%	89%

Comment:- The Service has set a stretching target for Accuracy and this has been narrowly missed for this reporting period. A much higher level of checking has been carried during this period because of the ongoing training and support for a number of new benefit assessors.

Overpayments

The value of overpayments reported at the last board was £7,159,218 the current value is £7,384,343

	Target %	Actual %
16/17: % recovery of debt raised	73%	76.40%
17/18: % recovery of debt raised	73%	77.77%

Comment:- The Service is ahead of target and previous year in relation to recovery of Overpayments.



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Director of Finance and Resources

Heading: Council Tax: Accounts for write off

1. Summary

- 1.1 In accordance with Financial Regulation 3.5.10 a report regarding the write-off for sums over £10,000 due must be submitted to the Finance and Resources Policy Board.
- 1.2 The debt recovery process involves extensive effort by the Council and its collection agents to locate the debtor and recover the debt. During this process a stage can be reached when it is recognised that the recovery of the sums is no longer viable and it is prudent to write-off the recovery of the outstanding liability.
- 1.3 The Council has already pursued each of the debts summarised on the attached Appendix through its follow up cycle and it is considered prudent to write-off the outstanding balance.
- 1.4 The approval for the write-off will enable the Council to prudently reflect within the financial accounts an accurate representation of the collectable debt. The Council continues to monitor the accounts and, where the circumstances of the debtor alter, will instigate further recovery action as appropriate. The level of write-off will be contained within the Council's bad debt provision.
- 1.5 An analysis of the debt proposed for write-off highlighting the reason why collection is deemed irrecoverable is shown in table 1 below:

Table 1

Council Tax		
Reason	No. Debtors	Amount
Liquidated	1	£60,868.67
Sequestrated	2	£22,794.21
Trust Deed	2	£29,396.09
Total	5	£113,058.97

2. Recommendations

2.1 The Board is asked to authorise the write-off of £113,058.97 as detailed above.

Implications of the Report

1. **Financial** – There has been adequate provision made for these bad debts.
 2. **HR & Organisational Development** - None
 3. **Community/Council Planning** – None
 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
-

Author: Emma Shields/Ext 6880

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2003	£921.55
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2004	£1,178.36
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2005	£1,230.94
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2006	£1,281.28
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2007	£1,309.46
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2008	£1,321.17
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2009	£1,333.18
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2010	£1,333.18
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2011	£1,333.18
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2012	£1,333.18
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£1,342.50

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2014	£439.47
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2007	£597.99
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2008	£1,132.43
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2009	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2010	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2011	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2012	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£1,150.71
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2014	£1,155.40
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2015	£1,160.15
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2016	£1,164.97

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2017	£1,169.85
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2007	£208.54
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2008	£1,132.43
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2009	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2010	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2011	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2012	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£1,150.71
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2014	£1,155.40
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2015	£1,160.15
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2016	£1,164.97

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2017	£1,169.85
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2008	£318.53
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2009	£2,094.99
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2010	£2,094.99
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2011	£2,094.99
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2012	£2,094.99
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£2,109.64
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2014	£2,118.23
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2016	£2,135.77
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2017	£2,262.16
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2010	£209.77

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2011	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2012	£1,142.72
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£717.94
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£31.53
Total				£60,868.67
Liabe party 1	Not Applicable	Sequestrated	2012	£820.78
Liabe party 1	Not Applicable	Sequestrated	2013	£1,043.00
Liabe party 1	Not Applicable	Sequestrated	2013	£1,196.43
Liabe party 1	Not Applicable	Sequestrated	2014	£2,118.23
Liabe party 1	Not Applicable	Sequestrated	2015	£1,070.35
Liabe party 1	Not Applicable	Sequestrated	2015	£1,069.27

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Liable party 1	Not Applicable	Sequestrated	2016	£2,135.77
Liable party 1	Not Applicable	Sequestrated	2017	£2,262.16
Total				£11,715.99
Liable party 2	Not Applicable	Sequestrated	2003	£126.39
Liable party 2	Not Applicable	Sequestrated	2004	£225.20
Liable party 2	Not Applicable	Sequestrated	2005	£141.27
Liable party 2	Not Applicable	Sequestrated	2006	£192.86
Liable party 2	Not Applicable	Sequestrated	2007	£201.21
Liable party 2	Not Applicable	Sequestrated	2008	£25.98
Liable party 2	Not Applicable	Sequestrated	2010	£341.00
Liable party 2	Not Applicable	Sequestrated	2011	£118.09

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Liable party 2	Not Applicable	Sequestrated	2012	£857.03
Liable party 2	Not Applicable	Sequestrated	2013	£863.03
Liable party 2	Not Applicable	Sequestrated	2014	£164.99
Liable party 2	Not Applicable	Sequestrated	2015	£1,074.73
Liable party 2	Not Applicable	Sequestrated	2016	£1,748.79
Liable party 2	Not Applicable	Sequestrated	2017	£2,023.96
Liable party 2	Not Applicable	Sequestrated	2014	£499.84
Liable party 2	Not Applicable	Sequestrated	2015	£1,015.12
Liable party 2	Not Applicable	Sequestrated	2016	£435.12
Liable party 2	Not Applicable	Sequestrated	2017	£1,023.61
Total				£11,078.22

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Liable party 3	Not Applicable	Trust Deed	1998	£473.38
Liable party 3	Not Applicable	Trust Deed	2001	£435.53
Liable party 3	Not Applicable	Trust Deed	2002	£1,143.53
Liable party 3	Not Applicable	Trust Deed	2003	£1,271.24
Liable party 3	Not Applicable	Trust Deed	2004	£1,347.28
Liable party 3	Not Applicable	Trust Deed	2005	£899.55
Liable party 3	Not Applicable	Trust Deed	2006	£1,464.32
Liable party 3	Not Applicable	Trust Deed	2007	£1,496.53
Liable party 3	Not Applicable	Trust Deed	2008	£680.08
Liable party 3	Not Applicable	Trust Deed	2009	£1,370.73
Liable party 3	Not Applicable	Trust Deed	2010	£1,523.63

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Liable party 3	Not Applicable	Trust Deed	2011	£1,372.43
Liable party 3	Not Applicable	Trust Deed	2012	£1,098.40
Liable party 3	Not Applicable	Trust Deed	2013	£248.29
Liable party 3	Not Applicable	Trust Deed	2014	£1,540.53
Liable party 3	Not Applicable	Trust Deed	2015	£1,135.65
Liable party 3	Not Applicable	Trust Deed	2017	£959.80
			Total	£18,460.90
Liable party 4	Not Applicable	Trust Deed	2005	£6.75
Liable party 4	Not Applicable	Trust Deed	2006	£744.87
Liable party 4	Not Applicable	Trust Deed	2007	£807.20
Liable party 4	Not Applicable	Trust Deed	2009	£1,333.18

Finance, Resources and Customer Services Policy Board – Council Tax Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Liable party 4	Not Applicable	Trust Deed	2010	£1,258.47
Liable party 4	Not Applicable	Trust Deed	2011	£120.08
Liable party 4	Not Applicable	Trust Deed	2012	£812.33
Liable party 4	Not Applicable	Trust Deed	2013	£1,195.68
Liable party 4	Not Applicable	Trust Deed	2014	£1,347.96
Liable party 4	Not Applicable	Trust Deed	2015	£905.61
Liable party 4	Not Applicable	Trust Deed	2016	£1,038.23
Liable party 4	Not Applicable	Trust Deed	2017	£1,364.83
Total				£10,935.19
OVERALL TOTAL				£113,058.97



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Director of Finance and Resources

Heading: Non-Domestic Rates: Accounts for write off

1. Summary

- 1.1 In accordance with Financial Regulation 3.5.10 a report regarding the write-off for sums over £10,000 due must be submitted to the Finance, Resources and Customer Services Policy Board.
- 1.2 The debt recovery process involves extensive effort by the Council and its collection agents to locate the debtor and recover the debt. During this process a stage can be reached when it is recognised that the recovery of the sums is no longer viable and it is prudent to write-off the recovery of the outstanding liability.
- 1.3 The Council has already pursued each of the debts summarised on the attached Appendix through its follow up cycle and it is considered prudent to write-off the outstanding balance.
- 1.4 The approval for the write-off will enable the Council to prudently reflect within the financial accounts an accurate representation of the collectable debt. The Council continues to monitor the accounts and, where the circumstances of the debtor alter, will instigate further recovery action as appropriate. The level of write-off will be contained within the Council's bad debt provision.
- 1.5 An analysis of the debt proposed for write-off highlighting the reason why collection is deemed irrecoverable is shown in table 1 below:

Table 1

Non Domestic Rates		
Reason	No. Debtors	Amount
Dissolved	1	£38,772.29
Liquidated	4	£208,761.78
Total	5	£247,534.07

2. Recommendations

2.1 The Board is asked to authorise the write-off of £247,534.07 as detailed above.

Implications of the Report

1. **Financial** – There has been adequate provision made for these bad debts.
 2. **HR & Organisational Development** - None
 3. **Community/Council Planning** – None
 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
-

Author: Emma Shields/Ext 6880

Finance, Resources and Customer Services Policy Board – Non Domestic Rates Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Kurks Ltd	Registered office, 3 Sylvania Way, Clydebank Shopping Centre, Glasgow, G81 2TL	Dissolved	2015	£35,095.04
Kurks Ltd	Registered office, 3 Sylvania Way, Clydebank Shopping Centre, Glasgow, G81 2TL	Dissolved	2016	£3,677.25
Total				£38,772.29
Creative Colour Bureau Ltd	Per Bryce L Findlay, 50 Darnley Street, Glasgow, G41 2SE	Liquidated	2015	£27,476.54
Total				£27,476.54
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2010	£537.24
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2011	£562.32
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2012	£594.00
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£1,097.71
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2014	£1,119.09
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2015	£1,140.48

Finance, Resources and Customer Services Policy Board – Non Domestic Rates Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2016	£1,149.98
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2017	£1,006.56
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2011	£5,443.61
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2012	£22,419.10
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£23,055.45
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2014	£7,692.26
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2005	£1,827.45
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2006	£2,121.36
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2007	£2,068.21
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2008	£2,244.20
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2009	£2,591.59

Finance, Resources and Customer Services Policy Board – Non Domestic Rates Accounts for Write Off

Appendix

Name	Address	Reason	Year	Amount
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2010	£2,193.73
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2011	£2,296.14
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2012	£2,425.50
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2013	£2,490.18
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2014	£2,538.69
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2015	£2,587.20
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2016	£2,608.76
Estate Properties International Ltd	1353 Pollockshaws Road, Glasgow, G41 3RG	Liquidated	2017	£2,376.60
Total				£96,187.41
Rivergate North Ltd	132-134 Great Ancoats Street, Manchester, M4 6DE	Liquidated	2015	£46,279.23
Rivergate North Ltd	132-134 Great Ancoats Street, Manchester, M4 6DE	Liquidated	2016	£4,743.70

Appendix

Name	Address	Reason	Year	Amount
Total				£51,022.93
Trade Kitchen Centre Ltd	6 Deerdynes Place, Cumbernauld, G68 9HE	Liquidated	2014	£1,950.75
Trade Kitchen Centre Ltd	6 Deerdynes Place, Cumbernauld, G68 9HE	Liquidated	2015	£12,466.30
Trade Kitchen Centre Ltd	6 Deerdynes Place, Cumbernauld, G68 9HE	Liquidated	2016	£14,907.20
Trade Kitchen Centre Ltd	6 Deerdynes Place, Cumbernauld, G68 9HE	Liquidated	2017	£4,750.65
Total				£34,074.90
OVERALL TOTAL				£247,534.07



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Director of Finance and Resources

Heading: Sundry Debtors: Accounts for write-off

1. Summary

- 1.1 In accordance with Financial Regulation 3.5.10 a report regarding the write-off for sums over £10,000 due must be submitted to the Finance, Resources and Customer Services Policy Board.
- 1.2 The debt recovery process involves extensive effort by the Council and its collection agents to locate the debtor and recover the debt. During this process a stage can be reached when it is recognised that the recovery of the sums is no longer viable and it is prudent to write-off the recovery of the outstanding liability.
- 1.3 The Council has already pursued each of the debts summarised on the attached Appendix through its follow up cycle and it is considered prudent to write-off the outstanding balance.
- 1.4 The approval for the write-off will enable the Council to prudently reflect within the financial accounts an accurate representation of the collectable debt. The Council continues to monitor the accounts and, where the circumstances of the debtor alter, will instigate further recovery action as appropriate. The level of write-off will be contained within the Council's bad debt provision.
- 1.5 An analysis of the debt proposed for write-off highlighting the reason why collection is deemed irrecoverable is shown in table 1 below:

Table 1

Sundry Debtors			
Service	Reason	No. Debtors	Amount
Development & Housing	Liquidated	2	£71,842.84
Total		2	£71,842.84

2. Recommendations

2.1 The Board is asked to authorise the write-off of £71,842.84 as detailed above.

Implications of the Report

1. **Financial** – There has been adequate provision made for these bad debts.
2. **HR & Organisational Development** - None
3. **Community/Council Planning** – None
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

Author: Emma Shields/Ext 6880

Finance, Resources and Customer Services Policy Board – Sundry Debtor Accounts for Write Off

Appendix

Name	Address	Charge	Write Off Reason	Amount
GWM (Johnstone) Ltd	50 Lothian Road, EH3 9WJ	Fire Safety Works	Liquidated	£52,467.99
Comlex Ltd	The P&A Partnership, G1 3HL	Demolition Works	Liquidated	£19,374.85
			TOTAL	£71,842.84

Renfrewshire Council



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Director of Finance and Resources

Heading: Policy Statement: Water Direct Scheme

- | | |
|-----|--|
| 1. | Summary |
| 1.1 | This paper seeks board approval to implement the attached Policy Statement (Appendix 1) facilitating the adoption of the Water Direct Scheme by Renfrewshire Council. |
| 1.2 | Renfrewshire Council, like all Scottish Councils, bills and collects Water and Sewerage charges on behalf of Scottish Water alongside the billing and collection of Council Tax. |
| 1.3 | The means tested Council Tax Reduction Scheme can reduce the amount of Council Tax a customer is required to pay to zero however this does not extend to Water and Sewerage charges, for which there is a maximum 25% discount available. |
| 1.4 | Many customers in receipt of full support through Council Tax Reduction wrongly assume that they do not have any liability for Water and Sewerage charges, and incorrectly ignore their Council Tax/Water & Sewerage billing notification. As a consequence, it is common for such customers to find themselves in an annual cycle of increasing debt without knowingly understanding how it occurred. |
| 1.5 | The main objective of the proposed policy is to mitigate such customers the incidence of this ongoing and often spiralling cycle of Water and Sewerage debt and support customers to meet their commitments to pay their ongoing charges. |

2. **Recommendations**

It is recommended that the Finance, Resources and Customer Services Policy Board:

- 2.1 Approve the Policy Statement attached as Appendix 1.
- 2.2 Delegate authority to the Director of Finance and Resources to develop operational guidance for the facilitation of the scheme.

3. **Background**

- 3.1 The Water Direct scheme has been available and operating across the rest of the UK for some years but in Scotland was not introduced until more recent legislative changes extended the availability of the Scheme to Scottish customers. As part of these legislative changes, successful pilot schemes were operated in Inverclyde and Fife Council areas in 2015, since which 11 other Council areas have elected to implement the scheme. At its core, the Water Direct Scheme is intended to provide a mechanism to support specific customers avoid accruing debt for Water and Sewerage charges.
- 3.2 The Water Direct scheme allows customers in receipt of certain DWP benefits or credits, who have experienced arrears, to pay a fixed amount towards their charges directly from their benefit. Similar to direct payment of Housing Benefit to Social Landlords, such direct deduction/payment process assists customers with budgeting and managing their water services bill.
- 3.3 Importantly, the application of Water Direct can occur without the need for a Summary Warrant being applied. The application of a Summary Warrant represents a key stage in the legislative enforcement process underpinning billing and collection, and critically results in a 10% addition being added to the outstanding liability.
- 3.4 If Water Direct is implemented, the amount deducted under scheme is equal to the weekly cost necessary to meet the ongoing water charges that have been set by Scottish Water ensuring that the customer's level of debt moving forward is not increasing. The scheme is therefore intended to support the managed payment of the customer's ongoing liability, mitigating the risk of escalating arrears and future statutory addition being applied.

- 3.5 Where applicable, arrangements may already be in place to recover arrears of Water and Sewerage from DWP benefits and this would continue alongside the recovery of ongoing Water and Sewerage charges.
- 3.6 In tandem to the proposed introduction of this scheme and as reported to the Board work is being progressed to promote increased take-up of Council Tax Reduction support, seeking to maximise the level of support provided to eligible customers across Renfrewshire. This work will continue and will link closely with the implementation of the Water Direct Scheme to support customers in dealing with both Council Tax and water charges.
- 3.7 The attached policy states that this Board will be updated at each cycle on the performance of the scheme, as part of the normal CBS reporting arrangements; this will include any necessary update on the position with Universal Credit.
- 3.8 It is proposed that the attached policy statement is approved, and authority is delegated to the Director of Finance and Resources to develop operational guidance for the facilitation of the scheme. The guidance will be prepared, working with appropriate partner organisations and drawing on the experience of the other councils across Scotland that have already implemented the Water Direct Scheme as a way of supporting customers to meet their Water and Sewerage charges.
- 3.7 The operational guidance will include the process for implementing the scheme including a focus on debt recovery good practice, income maximisation opportunities as well as customer and stakeholder communication. As the impact of Universal Credit full service is increasingly understood as it rolls out across the country, it is expected that there may be a need for the operational arrangements to be reviewed and adjusted to ensure the scheme continues to effectively support customers in the context of the new benefit environment.

Implications of the Report

1. **Financial** - It is not anticipated there will be any net cost to the Council of operating the scheme and it is expected to result in a reduction in the level of outstanding water and sewerage debt accruing each year under the statutory joint billing and collection arrangements operated for Council Tax and Water & Sewerage annual charges.

2. **HR & Organisational Development** - N/A.
3. **Community/Council Planning** –
 - *Working together to improve outcomes - end the spiral of Water and Sewerage debt and support customers to meet their commitments to pay their ongoing Water and Sewerage charges.*
4. **Legal** – N/A
5. **Property/Assets** – N/A
6. **Information Technology** – N/A
7. **Equality & Human Rights** – (b) *The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. Some negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. Mitigating actions are detailed in section 3.6 and 3.7 of this report. A full copy of the Equality Impact Assessment undertaken is available from the report author. Following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored.*
8. **Health & Safety** – N/A
9. **Procurement** – N/A
10. **Risk**– N/A
11. **Privacy Impact** – N/A
12. **Cosla Policy Position** – N/A.

List of Background Papers

Author: Emma Shields ext 6880

Renfrewshire Council

Finance and Resources

Water Direct Policy Statement

Background

The Water and Sewerage Services to Dwellings (Collection of Unmetered Charges by Local Authority) (Scotland) Order 2014 determines that Scottish Local Authorities must demand and recover charges payable in respect of Water and Wastewater services.

From 01 April 2012, amended legislation allows the Department of Work and Pensions to recognise the Water and Sewerage Charges of a Council Tax bill, as a separate entity from the Council Tax element and establishes the Scottish Local Authorities as a 'Water Charge' creditor.

This enables Scottish Authorities to apply for a deduction from the customer's ongoing DWP Benefit for payment of the Water and Sewerage charges levied along with their Council Tax charge, for their current year charge as well as a deduction for Council Tax/Water and Sewerage charge arrears.

The scheme is designed to help customers who have arrears on their water charges and are in receipt of one of the following benefits:

- (i) Income-related Employment & Support Allowance (ESA)
- (ii) Income-based Jobseeker's Allowance
- (iii) Income Support
- (iv) Pension Credit
- (v) Universal Credit

1. Policy Objectives

- a. Efficient collection of on-going Water and Sewerage charges, negating the need for a Summary Warrant resulting in; a lower debt to the customer and no accrual of further debt.
- b. Assist vulnerable customers who persistently fall into debt from doing so by allowing deductions for current consumption.
- c. Enable Renfrewshire Council to improve the efficiency of recovery of water charges debt.

Access to the scheme has three requirements:

- (i) Customer has a liability for water/wastewater charges

- (ii) Customer is in receipt of one of the qualifying DWP payments detailed above.
- (iii) Creditor (Renfrewshire Council) is able to confirm that the customer appears to have difficulty in managing their financial affairs (accepting that previous Council Tax debt and/or no payment to current year after bill and reminder issued are indicators of this).

The Council applies to the DWP confirming the amount due and the weekly amount required to meet ongoing Water and Sewerage charges

On receiving the application, the DWP will decide whether a deduction under Water Direct is allowed. This decision will be based on the amount and nature of deductions already in place. This decision is taken in the context of DWP safeguard policies that ensure the customer's remaining income is sustainable without causing hardship.

The amount deducted under the Water Direct scheme is an amount equal to the weekly cost necessary to meet the ongoing water charges that have been set by Scottish Water ensuring that the customer's level of debt is not increasing.

Arrears accrued up to the date Water Direct deductions commence would be dealt with as Third Party Deductions under The Council Tax (Deductions from Income Support) Regulations 1993 at the rate of £3.70 per week.

The combination of a Water Direct deduction and an additional Third Party Deduction for any current year arrears will ensure that the customer's current year water charge is cleared by the end of the financial year, breaking the cycle of debt.

2. Operation of the scheme

The development of scheme processes and procedures is delegated to the Director of Finance and Resources. These should be developed, documented and reviewed, collaborating appropriately with partner Council Services/organisations.

If a customer feels adversely affected by the scheme, a joint working arrangement will be in place with the Council's Advice Works team to ensure appropriate, independent money advice is available.

The scheme will be operated and managed within Customer and Business Services (CBS), alongside Revenues and Financial Support administration. The Finance and Resources Policy Board will be updated at each cycle on the performance of the scheme, as part of the normal CBS reporting arrangements.



To: Finance, Resources and Customer Services Policy Board

On: 30 January 2018

Report by: Director of Finance and Resources

Heading: Better Council Change Programme Update

1. Summary

- 1.1 This report provides members with an update on progress with the delivery of the Better Council Change Programme.
-

2. Recommendations

- 2.1 It is recommended that members note the contents of this report.
-

3. Background

- 3.1 Since 2011/12, the Council has managed a total of £117 million of savings and otherwise avoidable cost pressures. The Better Council Change Programme has been important element of the Council's approach to transformation and supporting longer term financial sustainability.
- 3.2 Since 2014/15, the Better Council Change Programme (BCCP) has been developed on a rolling basis and has supported the delivery of in-excess of £20 million of budget savings over the period 2015 – 2018.
- 3.3 In the Council's financial outlook reports, most recently presented to the Leadership Board on 12th December, it has been highlighted the need for the Council to appropriately plan to sustainably address significant anticipated budget gaps that are expected to emerge over the medium term. In this context, the importance of the Council continuing to proactively progress the Better Council Change Programme has been reinforced as a key strategic challenge to support the delivery of sustainable changes in service delivery and associated savings.

- 3.4 This report provides the regular update for Elected Members of the progress being achieved across the key projects forming part of the existing Better Council Programme.

4. Update on Current Projects

4.1 Digital, Technology Development and Customer Experience

- 4.1.1 The Customer Experience and Digital theme of the Better Council Change Programme includes projects focussed on developing the customer experience, delivering digital services and exploiting new technology to drive improved productivity and efficiency across business processes. A number of these projects directly support these projects support the Council's Customer Strategy 2017 – 2022, approved at the Finance Resources & Customer Services Board on 8 November 2018. In total it is planned that around £2 million in savings will be realisable from the successful implementation of the range of projects under these key themes over the next 2 years.

4.1.2 Digital First

A key enabler for delivery of the Customer Strategy and the ambition of the Better Council programme is an integrated self-service customer portal (MyAccount) and Customer Relationship Management (CRM) solution that improves the service delivered to customers whilst reducing the cost of customer transactions.

With over 27,000 Renfrewshire citizens now signed up for MyAccount and over 200 new users joining each week, development of these services has been a crucial step for the Council in delivering the capability to provide a wider range of secure digital services for Renfrewshire's citizens. In addition to the online services now available to make payments for council services, access and transact in relation to council tax, view rent accounts and make benefit applications, over recent months work has progressed to develop a fully end to end digital solution for Special Uplifts.

Aligned to the Customer Strategy, the new Special Uplift process has been designed with and for customers; customers have directly shaped the new process and have provided positive feedback during the testing phase. It is anticipated that the new service will begin towards the end of January 2018.

Customers who are comfortable transacting online for this service will be able to do so at a time that suits. The redesign process has focused not just on the front-end customer contact but on the whole end to end process. This will support the delivery of a better service by deploying resources in a way that better meets the needs of all customers, including those who continue to require access to phone or face to face services during standard hours.

It is recognised that creating a digital front end will not in itself deliver substantial efficiencies and improved services for customers unless business processes are redesigned on an end to end basis and importantly from a customer perspective. This approach has been critical to the recent redesign of the Special Uplift process and will continue to underpin future work.

Delivering the longer terms objectives of the Digital First programme will extend beyond the deployment of the Customer Portal to service design and digital delivery through a structured programme of process and customer journey redesign across appropriate areas of council services.

Detailed plans are now being developed to deliver enhanced digital services across council services, underpinned by the principles and themes detailed in the Council's Customer Strategy. The Digital First project will embrace service design principles to improve the customer experience and enable a reduction in non-essential contacts from customers. The project will start in areas with high levels of customer processes and interactions to ensure greatest opportunity to deliver the anticipated benefits which include:

- Increased choice for customers wishing to access our services through the introduction of digital service delivery
- Greater customer satisfaction by implementing more efficient and streamlined services
- Reduced cost of service delivery by redesigning and streamlined business processes, removing manual intervention where possible

Arrangements are in place to track customer uptake of all the digital services as they go live, measure the impact and realise the benefits of digital services, both from a customer experience and efficiency perspective. Further developments in this area will be reported to the board as the pipeline of future areas of redesign are delivered.

4.1.3 Process Automation

A project to progress the implementation of process automation technology and capability has been progressed on a pilot basis within Customer & Business Services. A small team has been established and trained on the use of automation software, initially in the Revenues and Benefits service area.

The team have developed and deployed the software across two processes, with a third development underway. It is expected that the number of automated processes will be extended over time and that the capability will also be widened to potentially take in rule based processes in other service areas.

Whilst it remains early days for this development, the newly automated pilot processes operate faster and more efficiently than the previous manual process. It is anticipated that efficiencies will be realised if the Council is able to create the capability to fully optimise the software licenses across a range of processes, leading to increased benefits for both the customers and the Council.

It is recognised that properly managed and with careful targeted implementation, automation technology has the potential to bring a range of benefits to the Council over the medium to longer term, including:

- Improved productivity
- Faster performance
- More efficient processes with reduced risk of error
- More opportunity to design processes around customer needs
- Improved customer satisfaction - transactions are faster, more accurate and consistent
- Opportunity to invest in new skills and create more rewarding roles for employees.
- Scalability – the ability to replicate the approach over a number of high volume business processes where suitable opportunities are identified to apply the approach.

4.1.4 Business World (ERP)

The Business World ERP (Enterprise Resource Planning) project will replace the Council's existing Finance, HR, Payroll and Procurement systems with a single, on-line, fully integrated software application which will:

- Significantly improve efficiency across the Council's financial, HR, Payroll and Procurement processes and deliver associated financial savings;
- improve the availability and accuracy of the budgetary, staffing and service information available to support managers plan and run their service more efficiently and effectively;
- allow managers and staff to self-serve across a range of processes such as expense claims, booking leave, receiving payslips, updating personal information, producing budget and staffing reports etc;
- allow staff and managers more flexible access to information and services wherever they are via different devices (laptop, tablet, smart phone) and,
- improve service resilience and reduce risk of major systems failure.

Implementation of the chosen ERP solution ("Business World" from Unit 4) commenced in July 2016 and is being undertaken by a joint staff team from the Council and Agilisys, the Council's chosen implementation partner. The Business World programme had been targeting a December 2017 go-live for all functionality (HR, Payroll, Procurement and Core Financials).

A go-live readiness assessment commenced in the closing months of 2017 and which flagged up several areas of concern in relation to the readiness to migrate to the new system, issues with the Business World system build that had been developed to date and issues with data to be transitioned from existing legacy systems. Detailed consideration and review of the issues identified concluded that further development was required prior to a go live transition to ensure a successful cut-over from existing systems and the delivery of the envisaged business benefits that are expected to be realised by the project. A number of the key issues identified included :

- The condition and quality of the data held within existing legacy systems is poorer than anticipated and has required to undergo some significant pre-work before it can be transitioned to the new ERP system. In addition, parallel run testing identified issues with existing legacy systems that will require to be addressed prior to transition to the new system. Addressing legacy system issues of this nature has had a knock-on delay to the development of the new system project, including the deployment of internal resources to work on the new system build, testing and business readiness and familiarisation stages phases;
- This is the first time the Council has undertaken a programme of this nature, complexity and scale and greater focus is required to ensure an appropriate degree of skill transfer to key staff that will support the new system environment is achieved during the implementation process, as well as a focus on improving the wider organisational business readiness for the adoption of Business World; and the new business processes.

- The Council's project has been informed by recent go live sites in other organisations that have provided vital lessons in both best practice approaches as well as identifying problems with key system build issues that have caused significant difficulties in a live environment. The opportunity to learn from these go live sites, incorporating key areas of best practice learning as well as identifying and resolving system build issues prior to a go live presents a key opportunity to support the delivery of a 'fit for purpose' system at go live within Renfrewshire.

At present the project is in a managed pause with all Agilisys resources and where appropriate internal Council resources stepped down from the project. The project implementation is currently being assessed following a review of work carried out to date and work still to be completed. This assessment process is not finalised, however it is anticipated that go-live of the system will be delayed potentially until September 2018. At present detailed discussions are ongoing with Agilisys in respect to both the resourcing and approach to this next critical phase to the system development and project delivery.

Notwithstanding the challenging and ambitious timetable initially set for the project, a September 2018 go-live would represent around a year delay on the initial project timeline. Similar to all large scale projects undertaken by the Council, the project budget included contingency to manage key risks and unforeseen challenges and issues that could emerge. However, in the context of the time delay being experienced on the project, the existing budget provision is under significant pressure and it is not anticipated at this stage to be sufficient to support the project through to full implementation. The scale of the anticipated additional resources that will be required to support implementation will be identified over the coming weeks as the full re-plan exercise is concluded along with key engagement with Agilisys. The outcome of both the re-planned go-live date and the associated financial implications will be reported to the board in the next reporting cycle and prior to the closure of the Council's 2017/18 accounts.

4.1.5 Paperless

Currently there is a reliance on print media for a range of internal and external Council productions. A project, targeted at moving, where appropriate away from paper based media to digital media is underway. This project is considering opportunities to move away from print to digital means for these and other productions. The benefits of doing so include the provision of a more cost effective, streamlined format and which will in specific circumstances align and support the adoption of self service for citizens.

As the project progresses, it aims to create an ethos of paperless working and paperless contact. This will be followed by a wider look at how the Council might continue to reduce the corporate print estate. An initial saving of £0.060 million is expected to flow from this ongoing workstream

4.2 Ongoing Review of Business Support Functions

- 4.2.1 With the national focus on attainment, the demands on Renfrewshire's schools are increasing. Whilst the focus is on the learning and teaching, it is recognised that teachers are supported in this by office staff based across the school estate.
- 4.2.2 A review of the administrative activities carried out in schools has been undertaken to better understand the nature and catalogue the administrative tasks. This has highlighted that many of the administrative tasks office staff carry out rely on longstanding, paper based processes.

- 4.2.3 The opportunity has been identified to more effectively manage these administrative tasks by standardising processes and deploying digital technology to reduce the administrative overheads in schools, whilst providing better and improved services and support for teachers, parents and pupils.
- 4.2.4 The key projects currently being progressed to support this are noted below and which are expected to support the release of around £0.200 million in efficiencies over 2018-20:
- Redesign of administrative processes – this workstream will introduce more flexible use of resources across the school estate, through the implementation of standard, consistent processes, supported wherever possible by technology.
 - On line school payments and cashless catering - this workstream will implement an integrated online payment, school fund management and cashless catering solution across the school estate that allows parents/guardians to pay online for school services. The project seeks to significantly reduce, and where possible eliminate cash handling and processing in all schools. Preparatory work is currently under way to develop implementation plans.

4.3 Workforce Planning and Development

- 4.3.1 Renfrewshire Council has a highly diverse workforce which has undergone significant change in recent years in order to respond to the pace and depth of transformational change across both the organisation and the public sector.
- 4.3.2 As previously reported to the Board, a number of changes to the way the workforce is managed and organised is being supported by effective workforce planning and employee development initiatives outlined in the Workforce Planning and Organisational Development arrangements being deployed across the Council. These key developments are strategically aligned to the Council Plan and Better Council Change Programme (BCCP) and captures the workforce implications of the Council's ongoing process of transformation
- 4.3.3 In terms of driving these areas of key strategic development across the complex range of Council Services, a new officer level **Strategic OD and Workforce Planning Board** has been established. The purpose of the Board, supported by a project management approach, is to oversee the direction of, and monitor agreed Council OD and Workforce Planning objectives. Heads of Service from all Council Services and relevant partners are represented on the board. The board is chaired by the Head of HR and OD and at an officer level reports progress to the CMT each quarter, and formally to the Board through this Better Council report and annually through overall reporting arrangements linked to the respective strategies.
- 4.3.4 The Council Workforce Plan was approved by the Finance, Resources and Customer Services Board on 30 August 2017 with key communications deployed across all staff groups to raise awareness. The plan provides a strategic link to the Council Plan, Better Council Change Programme (BCCP), Organisational Development Strategy 2016-2019, and takes steps to achieve the commitments made by the Council as part of its response to key outcomes highlighted in Audit Scotland following the Council's Best Value Audit in 2017. The key priorities of the plan are being progressed by services through their own service workforce plan, which are now integrated into Service Improvement Plans in recognition of the key strategic planning objectives

linked to Workforce Planning. This will ensure the robust monitoring and reporting of progress in addition to reducing the risk that workforce planning viewed in isolation from consideration and planning of wider strategic issues facing services and the Council as a whole. Regular meetings take place with Senior Managers across services to capture and monitor progress made against the key priorities and to identify any targeted HR and OD support required. The Council also has representation on the Improvement Service's National Workforce Planning Group and the Scottish Government's Public Sector Network which has a focus on public sector workforce planning around improving youth employment.

- 4.3.5 Since September 2017, new Management and Leadership Development Programmes have been launched. 50 workshop have been delivered so far to approximately 184 managers from across services who participate in Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Development programmes. These programmes are targeted at developing our managers around the key themes of managing and leading change, developing a high performing culture, embedding workforce planning and creating innovation to enhance service and business opportunities. Positive feedback from managers attending these programmes have highlighted that the delivery style, course content, Head of Service endorsement/engagement and peer networking opportunities are all key benefits of participating.
- 4.3.6 To ensure the future people development is modern, sustainable, targeted and accessible, a review of all Corporate People Development provision has commenced involving key stakeholders from services, trade unions and staff panels. All corporate people development activities, incorporating the development needs staff at all levels, the contract for e-learning provision, and how to support our female workforce into management or leadership roles are in scope of the review. The future vision being to move to a delivery model which provides services with improved and accessible on-demand, targeted interventions which are modern, fit for purpose and involves key partners where necessary. All future people development provided will be aligned to the priorities of service workforce plans and needs and will reinforce a culture of engagement and high performance across the Council. It is anticipated the review will be concluded by March 2018.
- 4.3.7 The HR Policy Plan Review is progressing positively with the Trade Unions with a new People, Performance and Talent Appraisal Policy as well as looking at developing new policies to support changing needs across the workforce in respect to caring responsibilities and the introduction of flexible retirement options as part of managing an ageing workforce. It is anticipated that revised policies in this regard will be presented to the next cycle of the policy board for consideration and approval.
- 4.3.8 The Council successfully secured £10k from the **Flexible Working Development Fund** which will be used to develop frontline employees on the area of digital skills. The Council is working with West College and the Trade Unions to identify key priority frontline employees to put through phase 1 of the training. The Trade Union Unison has also given the Council £5k contribution towards this project. The Council also sits on the Local Government Digital Partnership (Digital Skills Project) Group where it is identifying the relevant level of digital skills training required for the wider workforce, i.e., basic, operational or specialist and which will form an integral part of the overall development profile across the workforce as the deployment of new digital technology becomes and increasingly commonplace in wider change and transformation programmes.
- 4.3.9 The Council in partnership with other Public and Private Sector Businesses are exploring the opportunity to re-launch the **Cross Organisational Mentoring Scheme**

from April 2018. The Council and NHS Greater Glasgow and Clyde and the National Australia Group (Clydesdale & Yorkshire Banks) previously ran a successful Cross Organisational Mentoring Scheme between 2013-2015. This was the first of its kind in Scotland with involvement from both the public and private sector. The programme won the Professional Development Project of the Year Award at the Scottish Mentoring Network awards in 2015.

4.4 Energy Efficiency

- 4.4.1 As previously reported to the Board, further opportunities for improvement and savings have been identified through the ongoing energy efficiency improvement programme that aim to reduce energy consumption and carbon emissions, whilst reducing spend on energy. This will be delivered through various measures listed below. It is estimated that the ongoing programme will support the release of a further £0.2 million of efficiencies between now and the end of 2017/18. A list of the active projects in this latest batch of projects are outlined below.

Facility	Project Title	Expected Completion Date	Status	Total Financial Saving
Linwood ON-X	CHP Upgrade Works	31/03/2018	Complete	£ 33,928
Lagoon	CHP Relocation from ON-X	31/03/2018	Ongoing	£ 11,605
Renfrew Sports Centre	PV	31/03/2018	Ongoing	£ 4,303
Bridgewater Sports Centre	PV	31/03/2018	Ongoing	£ 3,993
Johnstone Sports Hub Pool	PV	31/03/2018	Ongoing	£ 4,678
Lagoon	Variable Speed Drives	31/03/2018	Complete	£ 9,182
Inchinnan PS	PV	14/04/2018	Ongoing	£ 3,869
Bridge of Weir PS	LED Internal Replacement	Complete	Complete	£ 4,776
East Fulton PS	LED Internal Replacement	Complete	Complete	£ 4,776
St Catherines PS	LED Internal Replacement	Complete	Complete	£ 1,929
St Annes PS	LED Internal Replacement	Complete	Complete	£ 1,891
Underwood Rd Depot	Oil Boiler Replacement	Ongoing	Ongoing	£ 26,460
Our Lady of Peace PS	Boiler Replacement	Complete	Complete	£ 975
Auchenlodment PS	Boiler Replacement	Complete	Complete	£ 1,492
Houston PS	Boiler Replacement	Complete	Complete	£ 2,223
Anchor Centre	Boiler Replacement	Complete	Complete	£ 3,613
St Fergus PS	Biomass RHI	Complete	Complete	£ 23,027
Mossvale/St James	Gas Boilers	Complete	Complete	£ 1,393
Riverbrae ASN	Biomass RHI	Complete	Complete	£ 17,000
Bargarran/St John Bosco	Biomass RHI	01/06/2018	Ongoing	£ 12,000
St Pauls PS	Biomass RHI	01/06/2018	Ongoing	£ 10,000
Various	Anglian Water Payment in Advance	31/03/2018	Ongoing	£ 18,000
Total Savings				£ 201,113

Implications of the Report

1. **Financial** – The report sets out the savings achieved through the BCC programme and those expected to be delivered of coming months. Savings arising from the programme will be appropriately reflected in future year budgets.
2. **HR & Organisational Development** – *no direct implications*
3. **Community Planning** – *none*
 - Children and Young People** – none
 - Community Care, Health & Well-being** - none
 - Empowering our Communities** - none
 - Greener** - none
 - Jobs and the Economy** - none
 - Safer and Stronger** - 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** – n/a
9. **Procurement** - None.
10. **Risk** – n/a
11. **Privacy Impact** - None.
12. **Cosla Policy position** – None

List of Background Papers

None

Author: Alan Russell, Director of Finance & Resources



To: Finance, Resources & Customer Services Policy Board

On: 31 January, 2018

Report by: Director of Finance & Resources

Heading: Civic Hospitality

1. Summary

1.1 The following requests for civic hospitality have been received for the financial year 2017/18.

- a) Paisley Indoor Bowling Club contacted the Provost's office in relation to its Blind Bowlers Annual Game which was held on Friday 8th December, 2017 at the Club. They requested that the Council consider providing civic hospitality in the form of a meal for approx 30 at a cost of £600.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements and the Board is asked to homologate the action taken.

- b) Email correspondence was received from Andrew Robinson, the President of Renfrewshire 12th Province Curling, advising that they were hosting some Canadian Curlers on Monday 22nd January and Tuesday 23rd January 2018. The Canadian visitors were also touring other areas of Scotland with all games played counting towards the Strathcona Cup which is played between Scotland and Canada.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to host a civic reception in the form of a lunch at Greenacres Ice Rink on Tuesday 23rd January 2018 for 45 people at a cost of approximately £700. The Board is asked to homologate the action taken.

- c) Correspondence was received from St Vincent's Hospice to request that a table be taken at its Pearl Anniversary Ceilidh charity ball on Friday 2nd February 2018 at the Hilton Hotel in Glasgow.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to take a table at the St Vincent's Charity Ball on Friday 2nd February 2018 at a cost of approximately £1000. The Board is asked to homologate the action taken.

- d) East Renfrewshire Council, in conjunction with Renfrewshire Council, arranged a Holocaust Memorial Service which was held on Tuesday 23rd January 2018. Renfrewshire Schools were invited to participate by providing music and input from Linwood High School around the theme 'The Power of Words' for the event. Invitations were also extended to the head boy and girl from each of the secondary schools along with all Councillors and the Community Councils.

Following consultation with the Provost, it was agreed that the Council would co-host this service and contribute a cost of £1,500 towards the Service and hospitality arrangements 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.

- e) Email correspondence has been received from the Rotary Club of Paisley which is celebrating two major events in its yearly calendar in 2018. They are requesting, to coincide with Renfrewshire's twin town of Furth visit, a lunch and, if possible, some tours for our German guests to Sma' Shot Cottages and the new Museum store. Paisley Rotary Club also celebrate its 90th anniversary and request that consideration be given to a contribution towards a dinner which will be held in Paisley Abbey with a date in July/August still to be confirmed.

It is proposed that the Board agree to provide civic hospitality for approximately 40 in Paisley Abbey at an estimated cost of £800 and that a further contribution of £1500 is given towards its 90th anniversary and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- f) A request has been received from Johnstone Pipe Band which is celebrating its 75th anniversary with a series of events through 2018. They have requested that consideration be given to hosting a drinks reception prior to a formal dinner which will be held on Saturday 21st April 2018.

It is proposed that the Board agree to provide civic hospitality for a drinks reception for approximately 200 at Tweedie Hall, Linwood at an estimated cost of £1375 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- g) Correspondence has been received from Linstone Housing Association, as a Social Housing provider with over 1,500 properties across Renfrewshire, to request civic hospitality in the form of an afternoon tea to celebrate the Association's 20th anniversary in March.

It is proposed that the Board agree to provide civic hospitality for approximately 60 people in Paisley Town Hall on 19th March 2018 at an estimated cost of £1100 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- h) A request has been received from Paisley Indoor Bowling Club to request civic hospitality in the form of a finger buffet and drinks reception for the opening of the British Isles Indoor Bowling Championships on Monday 12th March 2018.

It is proposed that the Board agree to provide civic hospitality for 100 people at the cost of approximately £1000 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- 1.2 The budget provision for 2017/18 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed the remaining balance would be approximately £18,152.

2. Recommendations

- 2.1 That the Board agrees to: (a) provide the hospitality as detailed above to the following organisations: Paisley Rotary Club, Johnstone Pipe Band, Linstone Housing Association and Paisley Indoor Bowling Club; and (b) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- 2.2 That the Board homologate the action taken in respect of the civic receptions for the Paisley Indoor Bowling Club, Renfrewshire 12th Province Curling, East Renfrewshire Council and St Vincent's Hospice.
-

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/Council 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.
 12. **Cosla Policy Position** – not applicable
-

List of Background Papers

- (a) Background Paper 1 – Correspondence from Paisley Indoor Bowling club in relation to the request for hospitality for the Blind Bowlers Christmas game.
- (b) Background Paper 2 – Correspondence by email in relation to the request for a lunch for Canadian Curlers visit to Greenacres Ice Rink.
- (c) Background Paper 3 – Correspondence from St Vincent's Hospice in relation to their Pearl Anniversary Charity Ceilidh Ball.
- (d) Background Paper 4 – Correspondence by email from the Paisley Rotary Club in relation to their two civic requests for their 90th celebrations.
- (e) Background Paper 5 – Correspondence by email from Peter McGeoch of Johnstone Pipe Band in relation to their 75th anniversary celebrations.
- (f) Background Paper 6 – Correspondence by email from Linstone Housing Association in relation to their 20th anniversary.

- (g) Background Paper 7 – Correspondence from Paisley Indoor Bowling Club in relation to the request for civic hospitality for the opening of the British Isles Indoor Bowling Championships

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

Author: Donna Gallagher – Member Services Officer. Tel: 0141 618 6794
E-mail donna.gallagher-pt@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Joint Report by The Chief Executive and the Director of Finance and Resources

Heading: Refurbishment of St Anthony's Primary School, Johnstone (RC/OC/425/18)

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Refurbishment of St Anthony's Primary School, Johnstone to Esh Construction Ltd trading as Esh Border Construction.
 - 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with the relevant procurement Regulations and the Council's Standing Orders relating to Contracts.
 - 1.3 A Contract Strategy was approved by the Head of Property Services and the Corporate Procurement Manager on 22 June 2017
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
 - (a) the Head of Corporate Governance to award a Contract for the Refurbishment of St Anthony's Primary School, Johnstone (RC/OC/425/18) to Esh Construction Ltd trading as Esh Border Construction,
 - (b) the Contract Sum £3,622,624.24 excluding VAT.
 - (c) the use of a potential Risk Allowance (where required) of £362,262 excluding VAT.;

- (d) the total contract period of sixty four (64) weeks with the date of possession scheduled to be on Monday 12 March 2018 with the estimated completion date being 24 May 2019. Confirmation of the actual timescales and dates will be confirmed in the Council's letter of Acceptance to Esh Construction Ltd trading as Esh Border Construction, and
 - (e) the award of this contract is subject to the provision of a Performance Bond and Collateral Warranties as indicated within the tender documentation.
-

3. Background

- 3.1 A central requirement of the Council's Property Services is to ensure that Council operated properties, facilities and assets are maintained in a manner that complies with statutory legislation. Renfrewshire Council estate has a large number of properties, including school buildings, which have been subject to a variety of maintenance regimes, upgrades, alterations etc. over recent years.

St Anthony's Primary School, Johnstone, has been identified as requiring a major refurbishment to upgrade its infrastructure and the resulting contract shall be in the form of an SBCC Standard Building Contract with Quantities for use in Scotland (SBC/Q/Scot) 2011 Edition.

- 3.2 A contract notice was published on the Public Contract Scotland advertising portal and the Official Journal of the European Union (OJEU) on Friday 13 October 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.

During the tendering period twenty-eight (28) companies expressed an interest in the Contract. By the closing date set (12 noon, Wednesday 22 November 2017) for return of electronic tender submissions, five (5) companies submitted a tender response.

- 3.3 All five (5) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.4 All five (5) tender submissions confirmed compliance with the minimum criteria of the ESPD and progressed to evaluation of Quality Criteria which was based on an overall weighting of 60%.
- 3.5 To ensure that only suitably qualified and experienced tenderers progressed to the evaluation of Price Criteria (which was based on an overall weighting of 40%), the Council included a clause within the tender documentation confirming that only tenderers who obtained a total Quality score of 35.00% and above (out of the 60.00% Quality weighting available) would progress to evaluation of pricing submission.

Tenderers who obtained a score of 34.99% and below (out of the 60.00% Quality weighting available) would not progress to the next stage and would no longer be considered in the process.

In total, four (4) tenderers progressed to have their pricing submissions evaluated with one tenderer no longer being considered.

- 3.6 The scores relative to the award criteria of the tenderers are noted below:

		Quality (60%)	Price (40%)	Total (100%)
1	Esh Construction Ltd trading as Esh Border Construction	43.69	40.00	83.69
2	Heron Bros. Ltd.	48.25	32.99	81.4
3	ENGIE Regeneration Ltd trading as Keepmoat Regeneration	42.95	34.37	77.32
4	Clark Contracts Ltd	35.74	39.15	74.89

- 3.7 The evaluation of tender submissions received identified that the submission by Esh Construction Ltd trading as Esh Border Construction was the most economically advantageous tender.
- 3.8 £3,939,000 of the total Capital Budget available for this contract was allocated to the undertaking of works required within this procurement process. Based on the Contract Sum being awarded to Esh Construction Ltd trading as Esh Border Construction, this represents a non-cashable saving of circa £316,376 against the works tendered.
- 3.9 Community Benefits were requested as part of the procurement process and Esh Construction Ltd trading as Esh Border Construction advised within their tender submission that the following Community Benefits would be made available to the Council:

Community Benefit Description	No of People / Activity
New Entrant	1
New Entrant - Employability Support	1
Indirect New Entrant	1
Apprenticeship	1
Work Experience Placements (16 + years of age)	2
Further Education Visits	2
School Visits	2
Careers Event	1
S/NVQ (or equivalent) for an existing employee	1
S/NVQ (or equivalent) for new entrants	1

S/NVQ (or equivalent) for sub-contractor employee	1
Supply Chain Briefings with SME's	1
Mentoring/ business support for a third sector organisation	1
Financial Support for a Community Project	1
Non-financial support for a Community Project	1

Implications of the Report

1. Financial

The financial status of Esh Construction Ltd trading as Esh Border Construction was assessed on 22 November 2017 by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

Esh Construction Ltd trading as Esh Border Construction has committed to deliver a number of Community Benefits as detailed within section 3.9 of this report.

4. Legal

The procurement of this Contract was conducted via a Regulated Procurement Procedure in accordance with the Procurement (Scotland) Regulations 2016 and the Council's Standing Orders relating to Contracts

5. Property/Assets

The project will facilitate a refurbishment of the existing school both internally and externally. This will be done on a phased programme of works, as the school will be operational over the project duration. On completion, the property will be refurbished to a modern standard and provide a much improved learning environment.

6. Information Technology

No Information Technology implications have arisen or are anticipated.

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 for example 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**

Esh Construction Ltd trading as Esh Border Construction health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk**

Esh Construction Ltd trading as Esh Border Construction insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

Author: Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

Endorsed By: Laura Gillan. Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Joint Report by the Chief Executive and the Acting Director of Development and Housing Services

Heading: Relocation of External Gas Services (RC-CPU-17-095)

1. Summary

- 1.1. The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to grant permission for the use of Scotia Gas Network Ltd to undertake the relocation of external gas services at a number of properties throughout Renfrewshire.
 - 1.2. The recommendation to award the Contract follows a below EU Threshold negotiated procedure conducted in accordance with the Council's Standing Orders relating to Contracts.
 - 1.1 A Request to Negotiate was approved by the Corporate Procurement Manager on 13 December 2017.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the use of Scotia Gas Network Ltd to undertake the relocation of external gas services at a number of properties throughout Renfrewshire.
 - 2.2 It is proposed that the Finance and Customer Services Policy Board approve the use of Scotia Gas Networks Ltd for a maximum spend of £1,500,000 over a maximum three year period from February 2018 to February 2021 with permission given to use Scotia Gas Network Ltd expiring on whatever event happens first.
-

3. Background

- 3.1 The Housing Capital Investment Plan 2017/18 to 2019/20 sets out the requirement to ensure all housing stock achieves the minimum energy rating under the Energy Efficiency Standard for Social Housing (EESH) by the first milestone of 31 December 2020. Accordingly, the focus of the planned investment programme is external improvements which contribute to the achievement of EESH.
- 3.2 The Council has developed a programme of energy efficiency improvement works to target mixed tenure blocks, as well as wholly owned Council blocks, utilising the Housing Revenue Account (HRA) capital resources, HEPS ABS grant funding and also contributions from individual homeowners to deliver a varying package of works which will reflect the requirements of each block.
- 3.3 The energy efficiency improvement works include the application of external wall insulation. In order to ensure that the wall insulation is fitted appropriately and fully sealed, there is a requirement to remove and relocate external gas services, for example, external meter boxes, meters and associated piping.
- 3.4 Scotia Gas Network Ltd own and maintain the gas network to the point of, and including, the gas meter located within the external gas boxes. Accordingly, Scotia Gas Network Ltd are the only company available on the market who can undertake relocations and alterations to the gas meter.
- 3.5 It is anticipated that up to 600 properties per year will require gas service relocation works in advance of the installation of external wall insulation at an annual cost of approximately £500,000. This figure is based on works carried out during 2017 and includes a tolerance for any additional properties and rate rises by Scotia Gas Network Ltd
- 3.6 It is proposed that the Finance and Customer Services Policy Board approve the use of Scotia Gas Networks Ltd for a maximum spend of £1,500,000 over a maximum three year period from February 2018 to February 2021.
- 3.7 All costs associated with this contract will be met from existing Housing Revenue Account Capital Investment Plan resources.

Implications of the Report

1. Financial

The financial status of Scotia Gas Networks was assessed by undertaking a Dun and Bradstreet and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. **Community Planning**

By undertaking works related to the Councils programme of energy efficiency works, it will provide Council tenants and owner occupiers with improved external aesthetics of their properties whilst achieving reductions in carbon emissions and fuel poverty by lowering the costs of utility bills.

4. **Legal**

The procurement of this Contract has been conducted in accordance with the Council's Standing Orders relating to Contracts

5. **Property/Assets**

Renfrewshire Council will improve the quality of its housing stock by carrying out an extensive external works programme.

Installing External Wall Insulation will improve building insulation resulting in reduced energy bills for tenants/owners, as well reducing the carbon footprint of the building, and improving the aesthetics.

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights**

Due to the process undertaken, the Council was unable to request additional information from Scotia Gas Network Ltd in regards to Equality & Human Rights. It should be noted however that Scotia Gas Network Ltd are bound by all statutory regulations in regards to this aspect.

8. **Health & Safety**

The Council received a copy of Scotia Gas Network Ltd's health and safety documentation which demonstrates that they meet all statutory obligations in terms of Health & Safety. The information received shall be kept on record and monitored throughout the identified term of the agreement.

9. **Procurement**

The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk**

The Council received a copy of Scotia Gas Network Ltd's insurance documentation which demonstrates they meet all statutory obligations in terms of

insurable risk. The information received shall be kept on record and monitored throughout the identified term of the agreement.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

Author: Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

Endorsed By: Laura Gillan, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Joint Report by The Chief Executive and the Chief Officer of Renfrewshire Health and Social Care Partnership and the Director of Childrens Services

Heading: SWIFT Social Work System

1. Summary

- 1.1 The purpose of this report is to request delegated authority from the Finance, Resources and Customer Services Policy Board to award a future contract to OLM Systems Ltd to undertake a contract for the support and delivery of the SWIFT Social Work System when the existing contract expires on 31 March 2018.
 - 1.2 This negotiated procurement exercise has been undertaken in accordance with Regulation 33(1)(b)(ii) and (iii) of the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts.
 - 1.3 A Request to Negotiate was signed by the Strategic Procurement Manager on 10th January 2018.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- 2.1.1 Approve that delegated authority be given to The Head of Policy and Commissioning and the Director of Children's Services to award the contract for SWIFT Social Work System to OLM Systems Ltd subject to formal agreement of the relevant terms and for the Head of Corporate Governance to issue the award in accordance with Standing Orders relating to Contract;
 - 2.1.2 Note the anticipated duration of this contract will be three years; and
 - 2.1.3 Note the overall Contract value will be no more than £450,000 excluding VAT. This value is inclusive of £240,000 for support and maintenance and a potential £210,000 for hosting services should the council agree to OLM Systems Ltd hosting the system.
-

3. Background

- 3.1 The Council procured and purchased the current SWIFT Social Work System in 2000 (implemented in 2001) from Sheridan Systems Ltd which was then assigned to Anite Public Section and subsequently assigned, provided, supported, upgraded and maintained by Northgate Public Services (UK) Limited (NPS).
- 3.2 On 1 June 2017 NPS social work business, including SWIFT Systems was acquired by OLM Systems Ltd and under the terms of the NPS contract it was assigned to OLM Systems Ltd.
- 3.3 The SWIFT system is used for management of the majority of social care records and due to the technical and licensing requirements the Council requires renewal of the support and maintenance with OLM Systems Ltd as the application, SWIFT, is a critical and key application for all Social Work services delivered by the Council and for those services also delivered by Renfrewshire Health and Social Care Partnership.
- 3.4 The longer term plan is to investigate the options available in the open market which may be capable of meeting the current and future business needs. An internal multi discipline design team has been formed to develop a business requirements document and undertake detailed market research. This is a complex project which will require sufficient time to fully develop a propose approach and allow suitable time for implementation of any new system. On this basis the Services have identified and recommended that a three year negotiated contract is required to ensure continuity of service during the development process.

- 3.5 The Basis of this request and negotiation is based on the fact that the licence to use the SWIFT system is owned by OLM Systems Limited and therefore use of this Key system requires agreement with OLM Systems Limited. It is also recognised that due to the technical complexity of the system and the critical and key role it plays in the recording of social care information for technical reasons it is not possible to withdraw from the system without adverse effects on the ability to provide key services as there is currently no alternative arrangements covering all areas. These requirements have been considered in terms of The Public Contracts (Scotland) Regulations 2015, Regulation 33 (1) (b) (ii) and (iii):

33.—(1) A contracting authority may award a public contract following negotiated procedure without prior publication of a contract notice or prior information notice in any of the following cases—

(a)...;

(b)where the works, supplies or services can be supplied only by a particular economic operator for any of the following reasons—

(i)...;

(ii)competition is absent for technical reasons;

(iii)the protection of exclusive rights, including intellectual property rights,

but only, in the case of paragraphs (ii) and (iii), where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

Implications of the Report

1. Financial

The financial stability of OLM Systems Ltd has been assessed and meets the requirement set out by the Council

2. HR & Organisational Development

No TUPE implications are expected to arise via this contract

3. Community Planning

None

4. **Legal**

The negotiated contract was agreed in accordance with The Public Contracts (Scotland) Regulations 2015, Regulation 33 (1) (b) (ii) and (iii) and the Councils Standing Orders Relating to Contracts.

5. **Property Assets**

None

6. **Information Technology**

No Information Technology implications are anticipated.

7. **Equality 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.

8. **Health & Safety**

There are no health and safety implications associated with the award of the contract

9. **Procurement**

The negotiated contract was agreed in accordance with The Public Contracts (Scotland) Regulations 2015, Regulation 33 (1) (b) (ii) and (iii) and the Councils Standing Orders Relating to Contracts.

10. **Risk**

OLM Systems Ltd insurances were evaluated and were deemed to meet the minimum requirements as part of the assignation process.

11. **Privacy Impact**

It is anticipated that a Privacy Impact Assessment will be required and a Data Processor agreement will be signed.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers

(a) None

Author: *Craig Laughlan, Strategic Commercial and Category Manager, ICT, Tel. 0141 618 7047*



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Chief Executive and the Director of Environment & Communities

Heading: Contract Authorisation Report – Treatment of Comingled Dry Recyclates

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to make a direct award to Regen Waste Ltd under the Lot 8, Model B of the Scotland Excel Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13) for the treatment of Comingled Dry Recyclates (blue bin waste) from 15 June 2018 to 30 September 2018 with the Council's sole option to extend this contract up to a month by month basis until the 31 December 2018.
- 1.2 The contract will be awarded under the following Lot as detailed within the Scotland Excel Framework for the Treatment of Recyclable and Residual Waste:
 - Lot 8, Model B:- Treatment of Co-Mingled Dry Recyclable Waste (Mixed Papers, News & PAMs, Cardboard, Plastic Bottles, Plastic Containers, Plastic Film, Beverage Cartons, Cans and similar metal and Glass)
- 1.3 A contract strategy document for the Treatment of Co-Mingled Dry Recyclable Waste was signed in December 2017 by the Corporate Procurement Manager and Director of Environment & Communities.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:

- a) The Head of Corporate Governance to award a contract to Regen Waste Ltd for the Treatment of Co-Mingled Dry Recyclable Waste under Lot 8, Model B of the Scotland Excel Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13);
 - b) The spend of £400,000 excluding VAT and that if the option to extend on a month by month basis is utilised the additional spend per month will be no more than £117,000 excluding VAT; and
 - c) The contract will commence on 15 June 2018 to 30 September 2018 with the Council's sole option to extend up to a month by month basis until the 31 December 2018.
-

3. Background

- 3.1 On the 8th November 2017 the Infrastructure, Land and Environment Policy Board approved a proposal to introduce a kerbside refuse collection service delivery model which will result in Comingled Dry Recyclates (blue bin) being separated into two separate bins: one for paper & card and another for plastics, cans and glass.
- 3.2 The implementation for the proposed service delivery changes is Autumn 2018 and the implementation will be supported by a comprehensive education & awareness and communications strategy to engage householders and support behavioural change.
- 3.3 The current contract for Comingled Dry Recyclates is due to expire on 14 June 2018. With the proposed service delivery changes planned for Autumn 2018 the Council is required to enter into a short term contract arrangement as detailed within clause 2.1c of this report to ensure continuity of service provision and compliance with Council Contract Standing Orders.
- 3.4 Scotland Excel established a framework agreement for the Treatment of Recyclable and Residual Waste in July 2014. The framework offers a suite of compliant treatment options for a host of waste materials commonly collected by Councils via their existing individual collection services, including metals, cans, glass, paper, textiles, plastics and wood. Furthermore, options are included for the treatment and disposal of the material remaining when all other possible reusable or recyclable material has been removed, commonly referred to as "residual" waste.
- 3.5 There are a number of operating factors which have impacted on the recyclable waste market as a whole including global market prices for recyclate materials and the quality of items such as paper, glass, metals and plastic has meant that materials recycling facilities have to charge more to process materials.
- 3.6 In accordance with Standing Order relating to Contracts 29.5, The HOPAC has identified that the Scotland Excel Framework Agreement for Treatment of Recyclable & Residual Waste provides a suitable route to market and provides a facility to make direct awards where best value can be demonstrated. The Council considered the current Framework Agreement rates offered by the Service Provider and a subsequent desk top analysis carried out by the Council demonstrated that best value could be achieved by entering into a contract with Regen Waste Ltd for the length of contract as described in section 2.3.

3.7 Regen Waste Ltd have committed to delivery of the following community benefits:

- Provide financial support towards the delivery of education and awareness campaigns.

Implications of the Report

1 **Financial** – The costs under this Contract will be met by the Waste Disposal Revenue Budget as and when required.

2. **HR & Organisational Development**

No TUPE implications have arisen or are anticipated.

3 **Community/Council Planning**

Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.

4. **Legal** – The procurement exercise has been carried out in accordance with Council Standing Orders relating to Contracts and the requirements of the Scotland Excel Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13)

5. **Property Assets - None**

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

7. **Equality and Human Rights**

Regen Waste Ltd Equality & Human Rights has been assessed under the Scotland Excel Framework Agreement for the Treatment of Recyclable & Residual Waste and have confirmed their compliance with their statutory obligations in respect of Equality and Human Rights.

8. **Health & Safety** – Regen Waste Ltd Health & Safety has been assessed under the Scotland Excel Framework Agreement for the Treatment of Recyclable & Residual Waste to ensure that they met the minimum requirements regarding Health & Safety.

9. **Procurement**

The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk - None**

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers – Waste Management Strategy Progress Update & Refresh – Improving Recycling in Renfrewshire, presented to Infrastructure, Land & Environment Policy Board on 8 November 2017.

Author: *Graeme Beattie, Acting Strategic Commercial Category Manager, Corporate Procurement Unit, Tel. 0141 618 4710.*



To: Finance, Resources and Customer Services Policy Board

On: 28 January 2018

Report by: Joint Report by The Chief Executive and the Director of Finance and Resources

Heading: Sheltered Housing Heating Systems Upgrade (RC/OC/449/17)

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the upgrade of heating systems at various Renfrewshire Council operated Sheltered Housing Complexes to Truedeal Building Services Ltd.
 - 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with the Council's Standing Orders relating to Contracts.
 - 1.3 A Contract Strategy was approved by the Head of Property Services and the Strategic Commercial and Category on 27 October 2017.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
 - (a) the Head of Corporate Governance to award a Contract for the Sheltered Housing Heating Systems Upgrade (RC/OC/449/17) to Truedeal Building Services Ltd;
 - (b) the Contract Sum of £298,127.50 excluding VAT; and

- (b) the total contract period of five (5) weeks with Date of Commencement scheduled to be on Thursday 22 February 2018 with the estimated Date of Completion being Friday 30 March 2018. Confirmation of the actual timescales will be confirmed in the Council's letter of Acceptance.
-

3. **Background**

- 3.1 A central requirement of the Councils Property Services is to ensure that Council operated properties, facilities and assets are maintained in a manner that complies with statutory legislation. Renfrewshire Council estate has a large number of properties, including sheltered housing complexes, which have been subject to a variety of maintenance regimes, upgrades, alterations etc.

A requirement to upgrade the existing heating systems (including boiler replacement) was identified at four sheltered housing complexes:

- Altpatrick Gardens Sheltered Housing Complex
- Gallacher Court Sheltered Housing Complex
- Monkdyke House Sheltered Housing Complex
- Spingbank Road Sheltered Housing Complex

The resulting contract will be awarded in the form of an SBCC Minor Works Building Contract for use in Scotland (MW/Scot), 2011 edition.

- 3.2 A contract notice was published on the Public Contract Scotland advertising portal on 01 November 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform. During the tendering period twenty-one (21) companies expressed an interest in the Contract. By the closing date set (12 noon, Thursday 23 November 2017) for return of electronic tender submissions, six (6) companies submitted a tender response.
- 3.3 Tender submissions received were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.4 All six (6) tender submissions confirmed compliance with the minimum criteria of the ESPD and progressed to evaluation of Award Criteria which was based on overall weightings of 30% Quality and 70% Price.
- 3.5 Whilst undertaking the evaluation of the Price submissions, it became apparent that one tenderer submitted an incomplete bid as per the criteria stated within the tender documentation.
- 3.6 The scores relative to the award criteria of the remaining five tenderers are noted below:

		Quality (30%)	Price (70%)	Total (100%)
1	Truedeal Building Services Ltd	18.50	70.00	88.50
2	ECG Building Maintenance Ltd	22.25	63.98	86.23
3	Soron Ltd	12.75	68.38	81.13
4	Turner Property Services Ltd	21.75	51.50	73.25
5	Alternative Heat Ltd	20.25	46.38	66.63

- 3.7 The evaluation of tender submissions received identified that the submission by Truedeal Building Services Ltd was the most economically advantageous tender.
- 3.8 Given the low value and extremely short timescales to complete works required within this contract, the delivery of Community Benefits was not requested as part of this procurement procedure.

Implications of the Report

1. Financial

The financial status of Truedeal Building Services Ltd was assessed by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning –

By upgrading heating systems within the aforementioned sheltered housing complexes, it will provide residents with a modern heated environment safeguarding their health and wellbeing.

4. Legal

The procurement of this Contract has been conducted in accordance with the Council's Standing Orders relating to Contracts.

5. Property / Assets

Although there may be a short interruption of heating on the first and the last day of the works at each site to allow temporary plant to be safely connected / removed, no adverse implications are envisaged to any of the properties by undertaking required works beyond the contract term.

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

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 for example 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**

Truedeal Building Services Ltd's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk**

Truedeal Building Services Ltd's insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

Author: Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

Endorsed By: Laura Gillan. Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Joint Report by The Chief Executive and the Director of Finance and Resources

Heading: Construction of a New Build Extension at St John Ogilvie Primary School, Paisley (RC/OC/386/18)

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award a Contract for the Construction of a New Build Extension at St John Ogilvie Primary School, Paisley to Clark Contracts Ltd.
 - 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with the Council's Standing Orders relating to Contracts.
 - 1.3 A Contract Strategy was approved by the Head of Property Services and the Corporate Procurement Manager on 11 October 2017.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
 - (a) the Head of Corporate Governance to award the Contract for the Construction of a New Build Extension at St John Ogilvie Primary School, Paisley (RC/OC/386/18) to Clark Contracts Ltd;
 - (b) at the Contract Sum of £467,850.56 excluding VAT;
 - (c) the use of a potential Risk Allowance (if required) of £46,785.06 excluding VAT.;

- (d) the total contract period is twenty two (22) weeks with the date of possession scheduled for 03 March 2018 with the completion date being 06 August 2018. The actual timescales and dates will be confirmed in the Council's letter of Acceptance to Clark Contracts Ltd; and
 - (e) the award of this contract being subject to the provision of a Performance Bond and Collateral Warranties as indicated within the tender documentation.
-

3. Background

- 3.1 Following the construction of a number of nearby homes, it has been envisaged that St John Ogilvie Primary School may be required to expand to accommodate the projected increase in pupil numbers.

As such the Council commissioned a new classroom extension to be built on to the existing school building which provide young children a modern environment with fit for purpose facilities to mature, learn and develop.

The resulting contract shall be awarded in the form of an SBCC Standard Building Contract with Quantities for use in Scotland (SBC/Q/Scot) 2011 Edition with Employers Amendments.

- 3.2 A contract notice was published on the Public Contract Scotland advertising on Thursday 02 November 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.

During the tendering period twenty-seven (27) companies expressed an interest in the Contract. By the closing date set (12 noon, Wednesday 06 December 2017) for return of electronic tender submissions, eight (8) companies submitted a tender response.

- 3.3 On review of submissions received, it was identified that one Tenderer failed to provide a significant number of required documents within their tender submission. This resulted in their tender submission being deemed incomplete as per the criteria stated within the tender document and were subsequently excluded from the remainder of the procurement process.
- 3.4 The remaining seven (7) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.5 All seven (7) tender submissions confirmed compliance with the minimum criteria of the ESPD and progressed to evaluation of award criteria which was based on an overall weighting of 60% for Quality and 40% for Price.
- 3.6 Following further clarification with one tenderer in regards to their Price Submission, they advised the Council that they were withdrawing their offer resulting in only six bids remaining.

- 3.7 The scores relative to the award criteria of the tenderers are noted below:

		Quality (60%)	Price (40%)	Total (100%)
1	Clark Contracts Ltd	43.28	36.89	80.17
2	JB Bennett (Contracts) Ltd	36.33	39.04	75.37
3	Maxi Construction Ltd	38.45	31.00	69.45
4	Project Management and Construction Ltd	33.20	36.16	69.36
5	Emtec Group Ltd	25.85	40.00	65.85
6	W H Kirkwood Ltd	25.68	36.13	61.80

- 3.8 The evaluation of tender submissions received identified that the submission by Clark Contracts Ltd was the most economically advantageous tender.
- 3.9 A total capital budget of £620,000 was made available to the project for the Construction of a New Build Extension at St John Ogilvie Primary School, Paisley, with approximately £510,861 being allocated to the contracted works required within this procurement process. Based on the awarded Contract Sum of £467,850.56 excluding VAT this represents a non-cashable saving of approximately £43,010.
- 3.10 Community Benefits were requested as part of the procurement process and Clark Contracts Ltd advised within their tender submission that the following Community Benefits would be available:

Community Benefit Description	No of People / Activity
New Entrant - Employability Support	1
Work Experience Placements (16 + years of age)	2
Careers Event	2

Implications of the Report

1. Financial

The financial status of Clark Contracts Ltd was assessed on 06 December 2017 by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. **Community Planning –**

Clark Contracts Ltd has committed to deliver a number of Community Benefits as detailed within section 3.10 of this report.

4. **Legal**

The procurement of this Contract has been conducted in accordance with the Council's Standing Orders relating to Contracts.

5. **Property/Assets**

By undertaking construction works identified, the existing school building will include a new Two Classroom extension with ancillary works to address access for ambulant disabled persons by re-designing existing access ramps.

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

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 for example 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**

Clark Contracts Ltd health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk**

Clark Contracts Ltd insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

Author: Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

Endorsed By: Laura Gillan, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464

To: The Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: The Chief Executive and the Director of Finance and Resources

Heading: Contract Authorisation Report - Procurement of Demolition Works at the old St Fergus Primary School, Paisley

1. Summary

- 1.1 The purpose of this report is to inform the Finance, Resources and Customer Services Policy Board that a contract was awarded to Reigart Contracts Ltd to undertake Demolition Works at the old St Fergus Primary School, Paisley, PA3 1NB.
 - 1.2 This procurement exercise has been tendered in accordance with a negotiated procurement procedure in accordance with the Council's Standing Orders Relating to Contracts 9.1c
 - 1.2 A Request to Negotiate to undertake Demolition Works at the old St Fergus' Primary School was approved by the Strategic Commercial and Procurement Manager on 23 August 2017
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board note:
 - 2.1.1 That the Director of Finance and Resources and the Head of Policy and Commissioning authorised the award of a contract to Reigart Contracts Ltd, under the terms of Clause 9.1 (c) of the Standing Orders Relating to Contracts (2017), to undertake Demolition Works at the old St Fergus' Primary School, Paisley, PA3 1NB due to the emergency situation arising following a fire at the school;
 - 2.1.2 For a period of 26 weeks, commencing on 23 August 2017; and
 - 2.1.3 At a contract value of £462,371.69 excluding VAT.

3. Background

- 3.1 The old St Fergus' Primary School was situated opposite the newly constructed St Fergus' Primary School. Pupils and staff moved to the new primary school in May 2017.
- 3.2 The Council had initially tendered the works required via a mini-competition under Lot 2: Low Complexity Demolition Works of the Renfrewshire Council Framework Agreement for Demolition Works, RC1211_572
- 3.3 By the closing date of the mini competition set for return of electronic tenders of 12 noon on 4th April 2017, 2 of the 3 tenderers awarded to Lot 2 of the framework submitted a response. Following evaluation of submissions received, the tender submitted by Reigart Contract Ltd was the Most Economically Advantageous Tender.
- 3.4 The award of this mini-competition was delayed due to an agreement requiring to be reached with regards to the inclusion of a privately owned property within the demolition site. A decision was taken in July 2017 that the property was not to be included in the demolition. However, the Renfrewshire Council Framework Agreement for Demolition Works, RC1211_572(ITT1178) expired 19th May 2017, an award under this framework was no longer possible.
- 3.5 As a result, it was the Council's intention to undertake a new mini-competition under the Scotland Excel Framework for Demolition Services (Ref: 11-15) which has been in place since 4th January 2017 with procurement documentation being prepared for issued.
- 3.6 On 19th August 2017, a fire caused significant damage at the old St Fergus' Primary School which resulted in part of the building and surrounding area being deemed a significant health and safety risk. This part of the building required to be demolished immediately.
- 3.7 In accordance with the Council's Standing Orders Relating to Contracts 9.1c, a request to negotiate was agreed with Property Services and approved by the Strategic Commercial and Procurement Manager on 23 August 2017 following consultation with the Director of Finance and Resources, to proceed with awarding a negotiated contract to Reigart Contract Ltd on the basis of their tender submission from the initial mini-competition conducted under Lot 2: Low Complexity Demolition Works of the Renfrewshire Council Framework Agreement for Demolition Works, RC1211_572.

9.1 (c) of Standing Orders Relating to Contracts 2017:

"In the opinion of the Director of the procuring department, or of the Chief Executive, action is urgently required to prevent danger to life, serious risk to health or damage to property. For the avoidance of doubt, where practicable, the Director or the Chief Executive shall consult with the HOPAC before taking any action under this standing order and any relevant requirements of the Treaty Principles, the EU Procurement Rules, and the Procurement Reform Rules shall be complied with. In all circumstances where this exemption has been used, the HOPAC shall be notified as soon as reasonably practicable following which a report will be submitted to the Finance, Resources and Customer Services Policy Board at the first available subsequent

meeting detailing both the circumstances justifying use of this exemption and the action taken.”

- 3.8 Due to the urgent nature of the Works required, the formal Agreement was issued after the works had started with the Agreement being issued in November 2017.
-

Implications of the Report

1. Financial

The financial stability of Reigart Contract Ltd was assessed at the inception of Renfrewshire Council Framework Agreement for Demolition Works, RC1211_572.

2. HR & Organisational Development

No TUPE implications are expected to arise via the award of demolition works.

3. Community Planning

With the buildings being unoccupied for a number of months, there was an increased risk of anti-social behaviour from trespassers, which subsequently resulted in considerable damage to the buildings on site. Following the demolition of the property and site clearance, the land occupied will be left as a future development site.

4. Legal

The negotiated contract was agreed in accordance with regulation 33.1a of the Public Contracts (Scotland) Regulations 2015 and the Councils Standing Orders Relating to Contracts 9.1c.

5. Property Assets

Following the completion of the construction of the new St Fergus' Primary School, the old school buildings have been vacated and are no longer required.

6. Information Technology

No Information Technology implications have arisen or are anticipated.

7. Equality and Human Rights

Reigart Contract Ltd were 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.

8. Health & Safety

There are no health and safety implications associated with the award of the contract

9. **Procurement**

The negotiated contract was agreed in accordance with regulation 33.1a of the Public Contracts (Scotland) Regulations 2015 and the Councils Standing Orders Relating to Contracts 9.1c.

10. **Risk**

Reigart Contract Ltd insurances were evaluated at the inception of Renfrewshire Council Framework Agreement for Demolition Works, RC1211_572. and were deemed to meet the minimum requirements. Additionally, updated copies of insurance documentation were requested as part of the initial mini competition.

11. **Privacy Impact**

It is not anticipated that a Privacy Impact Assessment will be required.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers

(a) None

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Endorsed By: Laura Gillan. Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464



To: Finance, Resources and Customer Services Policy Board

On: 31 January 2018

Report by: Joint Report by the Chief Executive and the Director of Environment & Communities

Heading: Strategic Review of Street Lighting – LED Lantern Replacement Final Phase

1. Summary

- 1.1 The purpose of this report is to inform the Finance, Resources and Customer Services Policy Board that a contract was awarded to CentreGreat Ltd for the Strategic Review of Street Lighting – LED Lantern Replacement Final Phase under the terms of the Scotland Excel's Framework Contract for street lighting bulk renewal of luminaires 10-13.
- 1.2 This Contract was for the final phase in the Council's strategic review of street lighting project to install LED lanterns within the Renfrewshire area.
- 1.3 A contract strategy document for the Strategic Review of Street Lighting was approved by the Strategic Commercial & Procurement Manager and Director of Environment & Communities on 21 August 2016. An amendment to this strategy was approved by the Corporate Procurement Manager in December 2017.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board note;
 - 2.1.1 That a contract was awarded to Centregreat Limited to undertake the Strategic Review of Street Lighting – LED Lantern Replacement Final Phase following Power 1 Electrical Contractors Ltd entering administration;
 - 2.1.2 The contract started on 2 October 2017 and will complete in January 2018;
 - 2.1.3 The contract value of £227,282.69 excluding VAT with an additional value of 10% contingency for any unforeseen works.

3. Background

- 3.1 Environment & Communities is responsible for the maintenance of all street lighting within the Council boundary area. This Contract is for the final phase of the installation of new LED lanterns for roads, cycle paths and footpaths within the Council boundary area.
- 3.2 On 25th June 2015, the Council approved the street lighting improvement strategy for the replacement of existing street lanterns with LEDs to improve the quality of light, reduce energy and reduce maintenance costs. The Council also approved a capital investment programme, estimated at £11m to fund delivery of the project by the end of the 2017/18 financial year.
- 3.3 On 27 January 2016, the Procurement Sub Committee approved a new tendering procedure for the LED Lantern Replacement 2016/2017 using revised tender documents.
- 3.4 The original installation programme was revised to provide for the LED installation to be completed in three (3) phases. This Contract is for the final phase 3 covering Bishopton, Erskine, Langbank and all town centres within the Renfrewshire Council area. Phase 1 was approved at Procurement Sub Committee on 29 March 2016 awarding the contract to Amey OW Limited. Phase 2 was approved by the Chief Executive during summer recess on 3 August 2016 awarding the contract to Power 1 Electrical Contractors Limited. Phase 3 was approved by the Procurement Sub Committee on 30 November 2016 awarding the contract to Power 1 Electrical Contractors Limited.
- 3.5 The Phase 1 installation contract reached completion on 4 October 2017.
- 3.6 On 11 September 2017 French Duncan LLP were appointed as administrators of Power 1 Electrical Contractors Ltd. Power 1 Electrical Contractors Ltd were no longer able to provide the services required under the contracts and the Council therefore terminated both contracts for the Strategic Review of Street Lighting Phases 2 and 3.

- 3.7 The Council had already purchased the LEDs for installation under the Phases 2 and 3 and which were being stored by Power 1 Electrical Contractors Ltd at their premises. The Council needed to take immediate steps to preserve Council LED assets and to ensure future delivery of the LED programme. Failure to do so would have resulted in financial implications for the Council in terms of carbon reduction targets and energy savings. It was therefore imperative that the project timescales were maintained.
- 3.8 Following discussions with the Director of Environment & Communities, Head of Amenity Services, Head of Corporate Governance and the Corporate Procurement Manager, it was recommended that a new request to participate in a direct award was to be issued to Centregreat Ltd.
- 3.9 A request to participate in a direct award for the Strategic Review of Street Lighting – LED Lantern Replacement 2017/2018 Final Phase was issued under the terms of the Scotland Excel framework for street lighting bulk renewal of luminaires 10-13 to Centregreat Ltd.
- 3.10 The quote submitted by Centregreat Ltd for these works are in line with the rates tendered for the framework. The total cost of the works is £227,282.69 excluding VAT.
- 3.11 To maintain the programme this contract was awarded on 2 October 2017 with completion by 31 January 2018.
-

Implications of the Report

1 Financial

Financial costs in respect of this Contract will be met from the capital budget allocation for the Strategic Review of Street Lighting LED project.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3 Community/Council Planning

Building strong, safe and resilient communities –

Renfrewshire Council has a statutory obligation under the Roads (Scotland) Act 1984 for the provision and maintenance of roads and footways. LED lights improve the colour rendition and clarity of light to support public protection and road safety. Where lighting is provided, the Council endeavours to meet the standards set out in the British Standards for lighting design.

This type of improvement to the condition of the road network contributes to maintaining network availability and public safety.

LEDs produce white light which provides for better colour identification compared with conventional lighting and will therefore contribute to community safety

Creating a sustainable Renfrewshire for all to enjoy-

This project is projected to reduce energy and carbon consumption by 62%

4. Legal

The tendering procedures for the establishment of this contract were in accordance with Scotland Excel Framework Contract Terms and Conditions for Street lighting bulk renewal of luminaires 10-13.

5. Property Assets

The works resulting from this Contract include installation of new LED lantern on existing columns and installation of new columns on life expired columns across the Council boundary area.

6. Information Technology

No Information Technology implications have arisen or are anticipated.

7. Equality and Human Rights

Centre Great Ltd Equality & Human Rights has been assessed under the the Scotland Excel Framework Agreement for the bulk renewal and have confirmed their compliance with their statutory obligations in respect of Equality and Human Rights.

8. Health & Safety

Centre Great Ltd Health & Safety has been assessed under the Scotland Excel Framework Agreement for the bulk renewal of to ensure that they met the minimum requirements regarding Health & Safety.

9. Procurement

The direct award procurement exercise was conducted in accordance with the Framework Terms and Conditions.

10. Risk

This Contract is for the final phase of the Strategic Review of Street Lighting – LED lantern replacement programme. Some delays have taken place in previous phases due to supply chain issues, all lanterns have now been delivered and are available to Centre Great.

11. Privacy Impact

No Privacy Impact Assessment requirements were identified within this procurement.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

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To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

On: 31 JANUARY 2018

Report by: DIRECTOR OF ENVIRONMENT & COMMUNITIES

Heading: OPERATIONAL PERFORMANCE REPORT: INTEGRATED FACILITIES MANAGEMENT (HARD & SOFT SERVICES)

1. Summary

- 1.1 Environment & Communities brings together a range of Council services and activities, with both strategic and operational responsibilities. This report provides an operational performance update on Facilities Management (Hard and Soft Services) delivered by Environment & Communities over the first 8 periods of 2017/2018 (1 April 2017 to 10 November 2017).
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board approves the operational performance update contained within this report.
-

3. Operational Updates

3.1 Facilities Management - Hard Services

Scottish Housing Quality Standards (SHQS) / Investment

- 3.1.1 Building Services continue with investment work to tenanted houses as identified by Development & Housing Services. The main aspects of the Council's SHQS works are now complete, however Building Services continue to carry out this work as and when identified. The type of works carried out can include a complete rewire of a house, installation of a new kitchen, installation of a bathroom and upgrade or

renewal of the central heating system. In the period August and September, we continued to programme two tenanted properties per week.

Housing Repairs & Maintenance

- 3.1.2 When a tenant leaves a Council property, the property is returned to Development & Housing Services and is deemed void. In order to re-let the property to another tenant, works are required to be carried out. The level of works carried out can vary from basic electrical and gas checks to installation of a new kitchen, bathroom and doors. The volume of work is determined by the overall condition of the house against the letting standard.
- 3.1.3 The Council's target time for reletting a void property is 14 calendar days. Voids over the 14 day target are monitored and reviewed on a weekly basis. There are a number of reasons for additional time being taken to complete voids work, including an additional work requirement being identified during the works period. These works are identified by the trades on site, minimising further repair works being required following the property being let.

Month	Returns	Completion within timescale
October	74	54% High Volume of composite doors . (The procurement and manufacturing time for composite doors is 4 – 6 weeks and will automatically take the return time beyond the 14 days.)
November	81	70%
December	TBC	TBC
Totals	155	61.3% average

- 3.1.4 As part of an ongoing review of Building Services activities a number of operational changes are being developed and progressed in order to increase efficiency, improve productivity and reduce cost. This being part of the wider integration of Facilities Management Hard Services between Environment & Communities and Development & Housing.

Integrated Facilities Management

- 3.1.5 As referenced above, the further integration and realignment of Hard FM services, in particular repairs and maintenance functions, with the integration of the roles of Development & Housing Repairs and Maintenance Officers and Building Services Supervisors is being progressed. This will remove duplication between the processing, delivery and management of Repairs & Maintenance of Council housing stock, reflecting changes already implemented within the repairs and maintenance arrangements for public and other Council buildings. A review of opening times for Renfrewshire House will also be undertaken to ensure most efficient use of the building is made.

- 3.1.6 The review has identified the need for the modernisation of Building Services with improvements identified in terms of fleet utilisation, IT infrastructure and operative availability. Consideration is being given to progress and explore the introduction of an alternative managed partnership approach to the provision of the Building Services stores function.

Compliance Update

- 3.1.7 The Repairs and Maintenance section within Hard FM Services, is now developing its compliance management strategy. This has involved engagement with all contractors currently undertaking compliance work. The supporting certification of compliance is now being uploaded into the CAMIS system and is more visible to property users and occupiers.
- 3.1.8 Site training is currently being undertaken to assist CAMIS users get maximum value from the system information available. This has been provided to approx. 70% of our properties with a target completion by March 2018.
- 3.1.9 Work is being undertaken within the section to prepare contracts for three final compliance categories, to allow them to be awarded and commenced by March 2018.

Street Lighting Repairs

- 3.1.10 The Council's street lighting maintenance and repair service was brought in-house in February 2016. Building Services now undertake repairs and maintenance of the existing street lighting network within Renfrewshire. Since February 2016 there has been significant improvement in performance in responding to dark lamps and undertaking repairs.
- 3.1.11 Street Lighting maintenance figures April to November 2017 are detailed below:

BUILDING SERVICES Street Lighting Summary April - November 2017	Qty	Comments
Jobs completed in period total this financial year.	2,067	1,996 Reactive Repairs & 71 Emergencies Backlog Repairs
Jobs programmed within the next 2 months	-	-
Jobs to be planned and programmed.	64	Currently being surveyed, priced and PUs applied for. (PUs are the Public Utility drawing applications required before any works can be instructed or commenced.)
Planned maintenance carried April – November	5,422	

3.2 Facilities Management - Soft Services

Tackling Poverty

3.2.1 Morning Clubs

Morning clubs continue to be delivered in 9 primary schools and 1 secondary school, providing pupils with a healthy breakfast and a programme of activities. Over 70,000 breakfasts were served over the school year 2016/17. These 10 clubs continued into the new school year, from August 2017, with around 2,000 breakfasts being served each week.

3.2.2 The University of West of Scotland has completed a formal evaluation of the morning clubs to ensure that the outcomes and objectives of the project are being delivered.

3.2.3 The evaluation involved researchers from UWS conducting focus group interviews with a range of staff and parents at three schools in Paisley and Linwood with researcher observation during the morning activities. The range included the head teacher, teaching assistants, parents at one of the schools and catering staff. The focus groups were recorded and written up under a number of key themes.

3.2.4 The numbers registered for the morning clubs varied across the three schools and it was noted that the uptake differed depending on the type of activity offered. The morning clubs consist of various activities linked to health and well-being which is connected to educational development and provides a range of breakfast options for the children. All of the schools indicated that the sports activities days saw a greater uptake from the children, with those days being the busiest.

3.2.5 Staff reported pupils ate a range of items and had now tried new foods. Some children are now frequently eating natural yoghurt with fruit. The morning clubs also resulted in a marked improvement in student timekeeping in arriving at school. One head teacher reported that previously some young people regularly turned up at 9.20am with no breakfast. Now the young people were there early for the breakfast club and looked forward to eating it.

3.2.6 Connected to this, the teachers noted marked improvement in classroom engagement and concentration. The morning club provides space for young people to prepare and acclimatise to the school day. Staff noted students experimenting with eating habits or choice of foods. This reflected positively in their choices later in the school day.

3.2.7 Drawing upon researcher observations, there was a general sense that at all the schools' children seemed very happy and engaged in either eating, talking in groups or playing (drawing in eating area/ playing games in hall). It was notable when the children were playing or engaging with each other, they appeared to be from a wide range of age groups. Ultimately, the morning clubs have given the pupils a motivation to get to school.

- 3.2.8 The inter-personal relationships developed through the morning clubs are reflected in the makeup and dynamic of citizenship groups, school activities and 'buddy' mentoring schemes. Break time activities and access to particular areas of the playground can often be segregated and restricted by age. Staff noted how the morning clubs functioned as a site where perceived age barriers between cohorts were broken down. Different age groups mixed together and got to know each other and 'looked out' for each other. This had a wider positive impact upon the sense of the school as a community.
- 3.2.9 The research also noted that the morning clubs offer a holistic approach to child well-being and are not solely the responsibility of the catering staff. Integration with the school day varied across the focus group schools and in their view the initiative would perhaps benefit further from a consistent approach to provision and strategy for implementation at each school.
- 3.2.10 Finally, the research highlighted a number of benefits to the 'whole child' that were obvious, including better eating, attitude to food, levels of concentration in class and positive outlook about school. The evaluation recommended that if this programme is to continue, it would be useful to track a group of children from each of the schools; monitoring and documenting the changes (if any) to them and their families.

Families First Clubs

- 3.2.11 Families First Clubs operate in 12 locations throughout Renfrewshire during the school summer and October holiday periods, providing activities and healthy meals to pupils in P1-P4 who are eligible for a free school meal, children who attend additional support needs schools and also to children under five who attend Council pre-five centres during school holidays. Two nurseries were open during the Christmas and New Year period to provide free hot food for all eligible children.

Street Stuff, Provision of Hot Meals

- 3.2.12 Healthy hot food continues to be provided during school holiday periods in 6 locations across Renfrewshire, as part of the wider Street Stuff programme of activities. A hot lunch and evening meal was provided at St Mirren Football Club throughout the festive period, with the exception of Christmas Day and New Year's Day.
- 3.2.13 The University of the West of Scotland also undertook an independent evaluation of the Street Stuff programme over two weeks in June 2017 as well as the October school holiday. The evaluation highlighted that during the school holidays many young people skipped lunch or ate junk food or sweets and juice from the local shop. Following the introduction of hot, healthy food to the Street Stuff programme, the young people stated that getting these lunches made a difference to their lives as they would be fed, snack less and eat a hot meal when they otherwise wouldn't have in their daily lives.

4. Service Specific Projects Update

4.1 Facilities Management - Hard Services

Community Halls & Centres Programme

- 4.1.1 Currently, Building Services has delivered capital upgrade and refurbishment works within 6 Renfrewshire Community Halls & Centres, at a total project cost of £2.75m. The works mainly consisted of external render repairs, roof upgrades and full internal rewiring. The final centre, Foxbar Community Centre, was handed back on 17th November 2017.

General Capital Programme, Update

- 4.1.2 Building Services carry out capital programme works as requested by both Property Services and Housing. The list below shows the current capital project works that are being undertaken.

Project	Type of Work	Site Progress	Contract Value
High Flats Fire Upgrade	Door seal renewal	Works Ongoing	£300K
Electrical Compliance Testing	Periodic Testing & Smoke Detector Upgrades	Works Programmed – October onwards	£300K

General Responsive Repairs Update

- 4.1.3 Repairs and maintenance results, for Building Services, for the first month of quarter 3 to the end of October, 2017 detail 4,659 individual responsive repairs requested across all trades. Building Services attended to 94% within the time category allowed.

Category	Monthly				
	Q1 2017	Q2 2017	Q3 2017	2016/17	Target
	Value	Value		Value	
Total Repairs Completed	12304	11714	Not available	54162	n/a
% Overall Repairs Completed Within Target	95.4%	94%		93%	94%
% Emergency Repairs completed within target	98.8%	98%		98%	97%
% Routine repairs completed within target	91.3%	89%		89%	97%
% Programmed repairs completed within target	100%	100%		100%	97%
% Right to Repair Qualifying repairs completed within target	99.6%	98%	•	97%	97%

* Figures for quarter 3 are not yet available due to the timing of this report to Policy Board . These will be reported to the next Finance, Resources & Customer Services Policy Board

4.2 Facilities Management - Soft Services

Partnership Working with the Soil Association

Food for Life Served Here

- 4.2.1 Soft Services are working with The Soil Association to extend our Food for Life Served here (Bronze Award) in Primary Schools into Care Homes and Extra Care Homes. The Soil Association Food for Life Served here provides an independent endorsement that food providers are taking steps to improve the food they serve, using fresh ingredients which are free from trans fats and harmful additives and better for animal welfare.
- 4.2.2 The Soil Association carried out their annual inspection at Bridge of Weir Primary School on the 11 December, 2017. The inspection confirmed that the service is continuing to meet all the requirements of the standard and accreditation was achieved for a second year.

Sustainable Food Cities

- 4.2.3 The Sustainable Food Cities Network is a growing movement of 44 towns, cities, boroughs and counties who share a belief in the power of food as a vehicle for driving positive change. The Network helps people and places to share challenges, explore practical solutions and develop best practice in all aspects of sustainable food.
- 4.2.4 The Sustainable Food Cities model and key food issues outlined above fit very well with Renfrewshire's Sustainable Food Strategy. The Soil Association have been very positive in this regard and believe Renfrewshire is already some way toward becoming a Sustainable Food City.

The school catering service – working with pupils and partners

- 4.2.5 School catering staff have met regularly with the Hearty Lives groups within Renfrewshire's high schools as part of the on-going development of high school menus. Some early changes include the introduction of a healthier breakfast service with the gradual phasing out of traditional hot filled rolls and the promotion of healthier options; toast, poached eggs, omelette, cereals, healthy pancakes and fruit, as well as reducing the size and availability of home baking options.
- 4.2.6 Catering staff have also been working closely with the School Nutrition Action Group at Johnstone High School offering taster sessions for pupils and parents and reviewing the food choices on offer at break times. Similar work is being carried out in all high schools with initial meetings taking place with Home Economics staff at Gryffe High School to establish a School Nutrition Action Group within the school.
- 4.2.7 Parents in Partnership groups have been established in some secondary schools with parents given the opportunity to sample school meals and provide feedback.

School Meal Provision

- 4.2.8 A benchmarking exercise with other Councils (based on all current prices) has evidenced that Renfrewshire Council has a lower average in relation to the selling prices of school meals.
- 4.2.9 As part of a review of sales fees and charges for goods and services within Environment & Communities, the price of a school meal will increase in both Primary and Secondary Schools. This will take the cost of Grab and Go to £2.05, and Dine In Days to £2.25 for Primary Schools, and £2.60 in Secondary Schools.
- 4.2.10 Work will continue in consultation with staff and pupils to develop a new school meal menu for introduction early in 2018.

Food for Life Served Here - Bronze Award

- 4.2.11 Following inspection by the Soil Association, the service has been re-accredited with the Food for Life Served Here bronze award for our primary school meal service an endorsement of the quality and sourcing of the food provided.

5. Workforce Development

5.1 Facilities Management - Hard Services

- 5.1.1 There are currently 11 trade apprentices and 3 adopted apprentices progressing through their training programmes both at college and on site. Quarterly reviews are carried out by Managers and the Training Coordinator to monitor progress. 4 apprentices completed their training in August 2017 and had an offer of temporary employment extended to them.
- 5.1.2 Within building services 8 employees have completed a National Certificate course in preparation for future continued education. A further 8 employees have completed a 2-year course Higher National Certificate in Construction Management.
- 5.1.3 Building Services provided the opportunity for pupils from local schools to visit the depot for the day to learn about different apprenticeships within the construction industry. The pupils also participated in practical exercises in electrical, joinery, painting and decorating, with the assistance and guidance of existing Building Services apprentices.

5.2 Facilities Management - Soft Services

- 5.2.1 Soft Services has worked with the British Institute of Cleaning Sciences (BICS) on the delivery of a Cleaning Skills, Train the Trainer course for eight cleaning staff. These internal trainers have now rolled-out training modules to cleaning staff on a site-by-site basis during the school term.
- 5.2.2 Four members of the Soft Services management team have started the new Leadership Development programme delivered by the Council. These programmes aim to develop our leaders by focusing on enhancing skills, knowledge and

competency in key leadership areas and strengthening capacity to lead and deliver change effectively.

- 5.2.3 Soft Services continues to support employability programmes through the Project Search and Traineeship programmes participating in workplace opportunities across the catering and janitorial service. As part of our partnership with Project Search, fifteen young people with learning difficulties or autism have gained invaluable work experience during 2017.
- 5.2.4 The students gained experience in a kitchen environment, working with older people in Care Homes, supporting janitors, serving in The Atrium Cafe and assisting our Facilities Team in Renfrewshire House. One Project Search placement has gained permanent employment within the Soft Services team and another has secured a six-month traineeship in Renfrewshire House, assisting in the mailroom.
- 5.2.5 Soft Services has continued to work in partnership with West College Scotland on the provision of a bespoke Cooking Skills Development Course for catering staff. A third 10-week programme was completed in October 2017 providing a further 14 catering employees with the opportunity to obtain a college qualification on a day release basis. This course is now sought after by our catering staff with a fifth programme planned from February 2018. This training will allow for succession planning within the service.
- 5.2.6 As part of the partnership with West College Scotland, eight work experience placements were provided in school kitchens to catering students from the Paisley Campus. The students gained invaluable experience in a real kitchen environment enabling them to achieve completion of their module on Industrial Experience in the Hospitality Industry. Work experience placements with West College Scotland are planned to continue in 2018.
- 5.2.7 Partnership working with Invest in Renfrewshire, as part of the Employability Fund, has provided opportunities for work experience for 10 candidates within the school catering service. These candidates received food hygiene and first aid training from Invest in Renfrewshire and were given 4-week placements, providing them with relevant experience to assist them in their search for employment.
- 5.2.8 Training days were held on the 30 November for Janitors and Catering Managers. The training included professional development from external providers, internal toolbox talks from internal partners and presentations on corporate initiative's such as the LENS programme. The aim of these training days is to ensure staff have the right skills to carry out their daily role and responsibilities as well as providing opportunities for continuous professional development and sharing their own experience with the broader service and management team.

6. Performance Update – Indicators and Targets

- 6.1 The table below summarises target and actual performance for key performance indicators for both Environment & Communities and Facilities Management (Hard & Soft Services) and benchmarking targets under each of the key change themes for 2017/18.

Target for 2017/18	Target to Period 8	Actual to Period 8	Comments
<i>Tackling inequality, ensuring opportunities for all</i>			
1. % uptake of free school meals in primary and secondary schools			
75%	75%	72.2%	Free school meal uptake was 75% during period 8 in line with target and the seasonal variation of the indicator. The year to date average is 72.2% but has shown some increase over the previous months. A new primary school menu has now been introduced with a number of new options following consultation with staff and pupils. The service is also working with pupil groups within secondary schools to assist in the development of a new school meal menu for introduction early in the new year. Following inspection by the Soil Association, the service has been re-accredited with the Food for Life Served Here bronze award for our primary school meal service an endorsement of the quality and sourcing of the food provided.
<i>Working together to improve outcomes</i>			
2. % of front line resolutions dealt with within timescale			
i) Environment & Communities			
100%	100%	83%	Environment & Communities has received 3,493 front line resolutions in the first 8 periods of 2017/18, of which 2,900 (83%) were responded to within timescale.
ii) Facilities Management (Hard & Soft Services)			
100%	100%	91%	Over the same period Facilities Management received 96 front line resolutions of which 87 (91%) were responded to within timescale.

Target for 2017/18	Target to Period 8	Actual to Period 8	Comments
3. % of complaint investigations dealt with within timescale			
i) Environment & Communities			
100%	100%	92%	Environment & Communities has dealt with 24 complaint investigations in the first 8 periods of 2017/18, 22 (92%) of which were dealt with within the agreed timescale.
ii) Facilities Management (Hard & Soft Services)			
N/A	N/A	N/A	There were no complaint investigations for Facilities Management in the first 8 periods of 2017/18.
4. % of Freedom of Information requests completed within timescale			
Environment & Communities			
100%	100%	100%	All FOIs were responded to on time, achieving the annual target. 289 FOI requests were received, 228 of which were departmental specific and the other 61 were cross-departmental.
5. % of reported street lighting faults which were attended within the 7-day timescale			
95%	95%	96.6%	96.6% of reported street lighting repairs were attended to within the 7-day timescale at the end of period 8. The operational performance has improved continuously since the service was brought in house in February 2016.
6. Overtime as a % of total employee costs			
i) Environment & Communities			
6%	6%	6.9%	The level of overtime across Environment & Communities , in the first 8 periods of 2017/18, was slightly above target.
ii) Facilities Management (Hard & Soft Services – excluding trading services)			
6%	6%	11.5%	The level of overtime for Facilities Management (Soft Services) was 11.5% at the end of period 8, above the 6% target. FM (Hard Services) overtime is reported within the Building Services Trading Report.

7. Sickness Absence Figures:			
i) Environment & Communities			
4%	4%	6.7%	<p>The absence level for Environment & Communities at the end of period 8 was 6.7% compared to the target of 4%.</p> <p>The absence level of 6.7% is due to a number of long term absences, with the overall absence rate consisting of:-</p> <ul style="list-style-type: none"> - 75.7% long-term absences - 24.3% short-term absences. <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health services.</p>
ii) Building Services			
4%	4%	4.8%	<p>The absence level at the end of period 8 for Building Services was 4.8% This was made up of: -</p> <ul style="list-style-type: none"> - 71.3% long term absences - 28.7% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
iii) School Catering			
4%	4%	5.4%	<p>Absence levels for School Catering employees was 5.4% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 72.1% long term absences - 27.9% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>

iv) Building Cleaning			
4%	4%	8.4%	<p>Absence levels for Building Cleaning employees was 8.4% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 81.3% long term absences - 18.7% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
v) Housekeeping			
4%	4%	10.9%	<p>Absence levels for Housekeeping employees was 10.9% at the end of period 8. This was made up of:</p> <ul style="list-style-type: none"> - 87% long term absences - 13% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
vi) School Janitorial			
4%	4%	6%	<p>Absence levels for School Janitorial employees was 6% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 84.5% long term absences - 15.5% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
vii) School Crossing Patrol			
4%	4%	4.9%	<p>Absence levels for School Crossing Patrol employees was 4.9% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 80.8% long term absences - 19.2% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
8. Building Services - % of overall repairs completed within target			
95%	95%	94%	

6.2 Hard Services Customer Satisfaction Performance results for Q2 2017/18

- 6.2.1 As part of the Housing Customer Satisfaction survey required to be carried out by the Scottish Housing regulator the following specific questions are directed at the service provided by Building Services. During the first 2 months of the third quarter of 2017/2018, 1,112 surveys were carried out with 99.2% of tenants satisfied with overall housing repair service including customer contact centre and housing repairs services.

Implications of the Report

1. **Financial** – Any financial savings from the service redesigns referenced in this report will be progressed through the Council's financial & budget planning process.
 2. **HR & Organisational Development** – Any staffing changes from the service redesigns referenced in this report will be progressed through the Council's HR policies, including redeployment and utilisation of VR/VER scheme.
 3. **Community / Council Planning** – the report details a range of activities which reflect local community / council planning themes.
 4. **Legal** – None.
 5. **Property/Assets** – None.
 6. **Information Technology** – IT implications are contained within the report.
 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.
 12. **CoSLA Policy Position** - None
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List of Background Papers: None

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