

Notice of Meeting and Agenda Audit, Risk and Scrutiny Board

Date	Time	Venue
Tuesday, 26 September 2023	15:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

MARK CONAGHAN
Head of Corporate Governance

Membership

Councillor Andy Doig (Convener): Councillor Kevin Montgomery (Depute Convener):

Councillor Jennifer Adam: Councillor Chris Gilmour: Councillor John Gray: Councillor Lisa-Marie Hughes: Councillor Robert Innes: Councillor James MacLaren: Councillor Janis McDonald:

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 <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please email
democratic-services@renfrewshire.gov.uk

Hybrid Meeting

Please note that this meeting is scheduled to be held in the Council Chambers. However, it is a hybrid meeting and arrangements have been made for members to join the meeting remotely should they wish.

Webcasting of Meeting

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<https://renfrewshire.public-i.tv/core/portal/home>

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.

Apologies

Apologies from members.

Declarations of Interest and Transparency Statements

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

MONITORING & REVIEWING SERVICE DELIVERY PERFORMANCE POLICIES AND PRACTICE

1	Risk Update Report	1 - 6
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Report by Director of Finance & Resources.

ANNUAL PROGRAMME

2	Charges for Bulk Items Uplift for the Elderly - Lead Officer John Kilpatrick	7 - 12
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Report by Lead Officer.



To: Audit, Risk and Scrutiny Board

On: 26 September 2023

Report by: Director of Finance and Resources

Heading: Risk Update Report

1. Summary

- 1.1 Each year the Board considers and approves the Council's risks.
 - 1.2 The Board would usually receive risk reports in May and November each year. The purpose of this risk paper is to update the Board on actions outlined in the response to recommendations of the Dargavel Primary School independent review as agreed by Council in June 2023.
 - 1.3 Appendix 1 details a new risk that is being added to the corporate risk register to ensure that the independent review recommendation in relation to risk management and related actions are monitored.
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2. Recommendations

- 2.1 It is recommended that the Board notes the content of the report.
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3. Background

- 3.1 The recent external review into Dargavel included a number of recommendations for the Council to consider. The first 4 recommendations related to the delivery of the education solution for Dargavel specifically and the other recommendations focused on organisational learning, with two of those recommendations focused on corporate working and risk management.
- 3.2 Recommendation 6 of the External Review stated:

"The Council needs to review how it both identifies risk and manages it."

- 3.4 Concerning recommendation 6, the Chief Executive noted that the handling of risk in relation to the Dargavel Village development is not representative of the council's current practice in managing large scale projects or those which potentially involve commercial risk. There are well-established risk management approaches deployed and supported by project and risk management specialists as well as multi-disciplinary teams, and external support and expertise is utilised where this is appropriate. These approaches are well-established in centrally managed projects and programmes.
- 3.4 As previously reported to the Board, the council has robust arrangements in place for managing corporate, strategic, and business-as-usual risks, and there is a clear governance framework in place with 6-monthly reporting to the Audit, Risk and Scrutiny Board, having delegated authority for risk management matters. However, in order to make best use of the learning from the Review, officers are progressing a number of actions that would further strengthen our approach. The key actions being (or indeed already) progressed include:
- a belt and braces review of risk profiles across all service departments to ensure visibility of all risks and confirmation of where certain risks are being monitored if outwith the standard Risk Reports to the Audit, Risk and Scrutiny Board (i.e., Health and Safety Planning Groups, Service Improvement Plans etc)
 - a review of the 'service risk rep' roles in each service department to ensure the reps who sit on the Corporate Risk Management Group are sufficiently involved in risk matters within the service, to feed this into the Corporate Risk Management Group and that they also have authority within the service to provide challenge as a 'critical friend'
 - exploring more sophisticated risk modelling for major capital projects
 - delivery of a project risk management workshop specific to the planned new primary school in Dargavel
 - delivery of project risk management training with all PMU colleagues (in a train the trainer format) so colleagues are delivering this as part of project kick-offs to support a more risk focussed culture in the organisation
 - undertaking a 'healthcheck' of project management arrangements across the council to ensure governance, management, reporting and risk management is appropriate to the scale of the project
 - an update to the risk management course on iLearn and consideration of whether it should be a mandatory course (on a one-off basis at least)
 - embedding risk management training into the new leadership development programme that is currently under development, particularly in relation to commercial risk
 - reviewing governance documents to ensure delegations in relation to liability caps are clear and unambiguous
- 3.5 All of the above activity is embedded in the new risk shown in Appendix 1, along with details of the officers taking forward the action and the planned timescales for delivery of the actions.
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Implications of the Report

1. **Financial**

Recurring costs associated with the measures in place for the risk are considered proportionate to the level of risk, and new planned actions are also considered to be cost effective.

The financial requirements to support the risk should be met within the budget of each relevant risk owner, nevertheless, any unplanned and unbudgeted cost pressures that arise in relation to any of the risks identified will be subject to review in consultation with the Director of Finance and Resources.

2. **HR & Organisational Development** – not relevant to report recommendations

3. **Community/Council Planning** – effective risk management supports the delivery of all community/ council plan outcomes

4. **Legal** – not relevant to report recommendations

5. **Property/Assets** – not relevant to report recommendations

6. **Information Technology** – not relevant to report recommendations

7. **Equality & Human Rights** – not relevant to report recommendations

8. **Health & Safety** – not relevant to report recommendations

9. **Procurement** – not relevant to report recommendations

10. **Risk** – as per the subject matter of this report

11. **Privacy Impact** – not relevant to report recommendations






12. **Cosla Policy Position** – not relevant to report recommendations

13. **Climate Risk** – not relevant to report recommendations

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Appendix 1: New corporate risk: Organisational learning from Dargavel Review

Context	Risk Statement	Owned by	Current Controls	Likelihood	Impact	Evaluation	
CODE TBC Organisational learning from Dargavel Review	The council must progress the improvements as a matter of urgency or there is a risk that without sufficient learning, similar errors to those made in the past could occur again, with further financial implications and significant reputational damage for the council.	CMT	(1) Corporate leads identified to ensure recommendations are taken forward. (2) Board reporting to ensure scrutiny of progress	02	05	10 High	
The recent External Review into Dargavel, and the council’s response, highlighted several areas for improvement. The first 4 recommendations related to the delivery of the solution for Dargavel specifically and the others were as follows: ▪Recommendation 5 - Corporate working and organisational culture ▪Recommendation 6 - Risk management ▪Recommendation 7 - Role of members ▪Recommendation 8 - Public confidence							
Action Codes	Actions			Assigned To		Date	Status
Response to Rec 6	“It is proposed to undertake a programme of review of current risk management processes supporting major projects and deliver a programme of development across the Council’s senior officer cohort in relation to identifying, managing and mitigating project risk, with a particular emphasis on commercial risk when contracting with external third parties as part of major projects and procurement exercises. It is expected that this programme of review and training will be progressed over the course of 2023.”						
	Escalation of programme/ project management (governance) risk from risk assurance model to corporate risk register until improved governance explored and implemented for projects			Risk Manager		31-Aug-2023	✔
	Create two new risks on the corporate risk register. One for delivery of the Dargavel 2 solution and one for our organisational learning from the Dargavel investigation			Risk Manager		31-Aug-2023	✔
	Deliver a project risk management workshop specific to the new primary school at Dargavel			Risk Manager		31-Aug-2023	✔
	Share project risk management training with all PMU colleagues (train the trainer) so they are delivering this as part of project kick-offs to support a more risk focussed culture in the organisation			Risk Manager		30-Sep-2023	▶
	Explore more sophisticated risk modelling for major capital projects			CMT		31-Oct-2023	▶
	All services to undertake a belt and braces review of risk profiles to ensure visibility of risks and confirmation of where certain risks are being monitored if outwith the standard Risk Report (i.e., Health and Safety Planning Groups, Service Improvement Plans)			All Directors, individually		31-Oct-2023	▶
	All service Directors to review ‘service risk rep’ roles to ensure their reps (on the Corporate Risk Management Group) are sufficiently involved in risk matters within the service, to feed this into the Corporate Risk			All Directors, individually		31-Oct-2023	▶

	Management Group and that they also have authority within the service to provide challenge as a 'critical friend'			
	Undertake a healthcheck of project management arrangements across the council to ensure governance, management, reporting and risk management is appropriate to the scale of the project	PMU Manager	30 Nov 2023	
	Revisit and update risk management course on iLearn and explore if it should be mandatory (on a one-off basis)	Risk Manager	30-Nov-2023	
	Linked to recommendation 5, arrange a risk management development day/ half day for CMT and Heads of Service: <ul style="list-style-type: none"> ●Project risk management (and risk simulation exercise) ●Risk horizon scanning and sustainability (the Global Risk Report) ●Liability caps and their implications 	PMU Manager, Risk Manager, Managing Solicitor (Projects)	31-Dec-2023	
	Review of governance documents to ensure it is explicit re delegations for liability caps	Head of Governance	31-Dec-2023	
	Review of Standing Orders for Contracts in respect of liability caps	Head of Finance and Procurement	31-Dec-2023	



To: Audit, Risk & Scrutiny Board

On: 26 September 2023

Report by: Lead Officer

Heading: Charges for Bulk Items Uplift for the Elderly

1. Summary

- 1.1. At its meeting on 22 August 2022, members of the Audit, Risk and Scrutiny Board agreed an annual programme of activity for the Board for 2022/23. This included a review of charges for bulk items uplifts for the elderly as part of the programme of activity.

2. Recommendations

The Board is asked to:

- 2.1. Note the progress contained within the report.

3. Background

- 3.1. Residents of Renfrewshire can request special uplifts if they need any bulky general waste collected from their home. This can be for between 1 and 20 items but cannot include hazardous, clinical, or toxic waste. Loose waste must be bagged or tied in manageable bundles where necessary. In addition, appliances such as washing machines, freezers, cookers etc are all charged individually and cannot form part of the 1 to 20 items.
- 3.2. Ground clearances are when residents have more than 20 items and the charge quoted is for a maximum of one hour's work. However, if officers visit and assess that it will take longer than this, they will contact the resident about the additional costs before commencing any work. Again, domestic appliances are charged individually and do not form part of a ground clearance.
- 3.3. Renfrewshire Council aims to collect item(s) as soon as possible within 14 days. Residents must ensure any white goods have their doors removed or place in

a position where no one can access it. Special uplift requests for white goods and general goods can be made at the same time, however white goods are charged separately.

- 3.4. The charges for 2023/24 are £37.15 for a domestic uplift (1-20 items) and £37.15 for each domestic white good. The ground clearance charges are £88.00 covering a driver, a waste collector, and a vehicle, for a maximum of one hour's work.
- 3.5. Residents who are council tenants are entitled to two special uplifts per year as part of their rent charge, this is paid for from within the overall Housing Revenue Account (HRA). This is achieved by providing their rent reference number when making their booking.
- 3.6. The current scheme provides no free, discounted or exemptions for this service for any other residents.
- 3.7. The board approved, the age of 65 to be assumed in relation to the term elderly for the duration of this review where this is practical. If an exception to this age is used, it will be clearly noted within the review.

4. Purpose of the Review

- 4.1. The key purpose of this review is to:
 - 1. Set out the current position in relation to bulk uplifts within Renfrewshire Council;
 - 2. Consider the impact of offering a free bulk uplift service for the elderly; and
 - 3. Identify any other mitigations that could be recommended for the elderly that the council could pursue within available resources.

5. Scope of the Review and Timescales

- 5.1. In relation to 4.1(1) above, the focus of the review is on research into demographics within Renfrewshire; in particular, the elderly population and current trends for existing service demand.
- 5.2. In relation to 4.1(2) above, the focus of the review is on assessing the financial and non-financial implications in relation to the provision of free bulk uplifts for the elderly.
- 5.3. In relation to 4.1(3) above, the focus on the review is exploring existing or potential options available to the elderly within Renfrewshire through partner organisations such as the third sector.
- 5.4. In relation to 4.1(3) above, consideration will be given to the existing services provided within neighbouring local authorities in relation to free bulk uplifts for the elderly to consider any benefits for Renfrewshire.

- 5.5. For clarity, the level of charges applied to bulk uplifts within Renfrewshire is outwith the scope of this review.
- 5.6. The review has progressed through 2023, with a conclusive report being submitted for approval to the Audit, Risk and Scrutiny Board on 6 November 2023, and a final report to Council 14 December 2023. The table below provides an outline of the proposed timetable.

Timetable for Bulk Uplift for the Elderly Review

Date of Board Meeting	Stage of Review
23 January 2023 - Complete	Commencement of review
18 March 2023 - Complete	Continuation of review
22 May 2023 - Complete	Continuation of review
26 September 2023 - Current	Continuation of review
6 November 2023 - Revised	Report to Board
14 December 2023	Final Report to Council

6. Progress Update

- 6.1. The review has been progressing well and research has now been completed across all areas within scope. This section will provide an update on the findings since the 22 May 2023 report, with particular focus on the objectives within 5.3.
- 6.2. In this report, we explore existing or potential options available to the elderly through partner organisations such as the third sector within Renfrewshire; this is in relation to scope objective 5.3.
- 6.2.1 The Council currently provides information regarding the potential to recycle items of bulk uplift. As residents navigate through the special uplift request form on the internet, information is provided on the RE-USE scheme.
- 6.2.2 Items in good condition can be donated free of charge to a re-use scheme. Before arranging an, residents are asked to consider donating any items in good condition to a re-use scheme, and the national helpline for more information is listed as 0800 0665 820.

Examples of items that re-use organisations will accept are:

- Sofas and armchairs (fire regulation tags must be attached)
- Beds and mattresses (fire regulation tags must be attached)
- Wardrobes and chest of drawers
- Dining furniture
- Fridges, freezers, electric cookers, washing machines and tumble dryers
- Bicycles

- 6.2.3 The Zero Waste Scotland website allows residents to enter a postcode to find a list of charitable organisations in the area that can be contacted to discuss re-use options. This can be found at:
- <https://www.zerowastescotland.org.uk/resources/pass-items-through-reuse-tool>.
- 6.3. Care & Repair Renfrewshire deliver free services to people who are older or have disabilities and live in Renfrewshire. This includes a minor repairs service; however, it has been confirmed that removal of bulk uplift items is not one of the services currently provided.
- 6.4. The Scottish Welfare Fund is a discretionary scheme run by Local Government and administered by each local authority, and aims to provide a safety net in disaster or emergency, or to enable independent living in the community. The fund should be available to people who do not have alternative means of paying for what they need; however, bulk uplifts are not currently an eligible cost.
- 6.5. There are five recycling centres across Renfrewshire where residents can recycle, re-use and dispose of a wide range of household materials directly. Residents must bring proof of residency in Renfrewshire, like a Council Tax bill or driving licence, to all sites to gain access.
- 6.6. The next report to Board in November will provide a final summary of the overall review and seek approval for its submission to full Council.
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Implications of this report

1. **Financial** - The outcome of this review could result in additional costs and loss of income to Renfrewshire Council.
2. **HR and Organisational Development** - None directly arising from this report.
3. **Community/Council Planning** - None directly arising from this report.
4. **Legal** - None directly arising from this report.
5. **Property/Assets** - None directly arising from this report.
6. **Information Technology** - None directly arising from this report.
7. **Equality and Human Rights** - The recommendations contained within this report have not yet been assessed in relation to their impact on equalities

and human rights because the paper sets out the scope for a review process rather than proposing any changes to services. Impact assessments will be undertaken as part of the review, and the results of the assessment will be published on the Council's website. Any policy changes arising from the review will also be fully assessed.

8. **Health and Safety** - None directly arising from this report.
 9. **Procurement** - None directly arising from this report.
 10. **Risk** - The potential risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.
 11. **Privacy Impact** - None directly arising from this report.
 12. **Cosla Policy Position** - Not applicable.
 13. **Climate Risk** - None directly arising from this report.
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List of Background Papers

Audit, Risk and Scrutiny Board Annual Programme approved 22 August 2022.
Audit, Risk and Scrutiny Board Charges for Bulk Items Uplift for the Elderly 23 January 2023.
Audit, Risk and Scrutiny Board Charges for Bulk Items Uplift for the Elderly 13 March 2023.
Audit, Risk and Scrutiny Board Charges for Bulk Items Uplift for the Elderly 22 May 2023.

The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Finance Business Partner John Kilpatrick who can be contacted at john.kilpatrick@renfrewshire.gov.uk

Author: John Kilpatrick, Finance Business Partner

