

Notice of Meeting and Agenda

Finance, Resources and Customer Services Policy Board

Date	Time	Venue
Wednesday, 27 March 2019	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 Jim Harte: Councillor John Hood: 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):

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 either email

democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

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

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.

FINANCE

- | | | |
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| 1 | Revenue Budget Monitoring Report to 4 January 2019 | 5 - 16 |
| | Report by the Director of Finance & Resources. | |
| 2 | Revenue Budget Monitoring - Council Overview to 4 January 2019 | 17 - 24 |
| | Report by the Director of Finance & Resources. | |
| 3 | Capital Budget Monitoring Report | 25 - 30 |
| | Report by the Director of Finance & Resources. | |
| 4 | Capital Budget Monitoring Report - Overview | 31 - 40 |
| | Report by the Director of Finance & Resources. | |

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| 5 | Customer & Business Services Performance Report | 41 - 56 |
| | Report by the Director of Finance & Resources. | |
| 6 | Operational Performance Report: Integrated Facilities Management | 57 - 68 |
| | Report by the Director of Finance & Resources. | |
| 7 | Chief Executive's Service Improvement Plan 2019/22 | 69 - 114 |
| | Report by the Chief Executive. | |
| 8 | Environment & Infrastructure Service Improvement Plan 2019/22 | 115 - 150 |
| | Report by the Director of Environment & Infrastructure. | |
| 9 | Finance & Resources Service Improvement Plan 2019/22 | 151 - 186 |
| | Report by the Director of Finance & Resources. | |

POLICY

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| 10 | Complaints Handling Policy | 187 - 204 |
| | Report by the Chief Executive. | |

HEALTH & SAFETY

- 11 **Chief Executive's Service - Health & Safety Action Plan 2019/22** 205 - 210
Report by the Chief Executive.
- 12 **Revised Finance & Resources Health & Safety Policy 2019** 211 - 222
Report by the Director of Finance & Resources.

CIVIC HOSPITALITY

- 13 **Town Twinning – 50th Anniversary Visit from Fürth, Germany** 223 - 224
Report by the Director of Finance & Resources.
- 14 **Civic Hospitality** 225 - 228
Report by the Director of Finance & Resources.

CONTRACT AUTHORISATION REPORTS

- 15 **Active Multi-asset Investment Manager** 229 - 234
Joint report by the Chief Executive and the Director of Finance & Resources.
- 16 **Construction of the Spateston Pre-five Centre, Johnstone** 235 - 240
Joint report by the Chief Executive and the Director of Finance & Resources.
- 17 **Design & Construction Works for the Glasgow airport Investment Area (GAIA) Project** 241 - 250
Report by the Chief Executive.
- 18 **Framework Agreement for Catering Services** 251 - 256
Joint report by the Chief Executive and the Director of Finance & Resources.
- 19 **Framework Agreement for Renfrewshire Council Early Learning and Childcare Places**
Joint report by the Chief Executive and the Director of Children's Services. (Report not available - copy to follow).
- 20 **Nursery and Primary School Electrical Upgrades** 257 - 264
Joint report by the Chief Executive and the Director of Finance & Resources.

21	Provision of Renfrewshire Care at Home Scheduling and Monitoring Service	265 - 268
	Joint report by the Chief Executive and the Chief Officer, Renfrewshire Health & Social Care Partnership.	
22	Redevelopment of Paisley Town Hall - hub West Scotland New Project Request and Advance Works Contract	269 - 276
	Joint report by the Chief Executive and the Head of Regeneration.	
23	Reroofing Contract for Lot 2 - Gallowhill Primary School	277 - 282
	Joint report by the Chief Executive and the Director of Finance & Resources.	



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring to 4 January 2019

1. Summary

1.1 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 & Resources	Break even	-	Break even	-
Environment & Infrastructure	Break even	-	Break even	-
Miscellaneous	Break even	-	Break even	-

2. Recommendations

2.1 Members are requested to note the budget position.

3. **Budget Adjustments**

- 3.1 Members are requested to note the following budget adjustments to the baseline budget:

There has been a net budget decrease of £0.212m in Miscellaneous Services predominantly related to the transfer of budget for Advice Services to the Chief Executive Service (£0.337m). This is offset by the consolidation of non-domestic rates budgets (£0.119m).

4. **Finance and Resources**

Current Position:	break even
<i>Previously Reported:</i>	<i>break even</i>

At this stage in the financial year Finance and Resources reflects a breakeven position with no significant variances to report.

4.1 **Projected Year-end Position**

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

5. **Environment & Infrastructure (Facilities Management)**

Current Position:	break even
<i>Previously Reported:</i>	<i>break even</i>

At this stage in the financial year Facilities Management reflect a breakeven position. Underspends on property costs, transport costs and supplies and services are offset by an under recovery of income, which is mainly due to the levels of work carried out by Building Services being less than originally budgeted.

5.1 **Projected Year End Position**

It is anticipated that FM services will breakeven at year end.

6. **Miscellaneous Services**

Current Position:	break even
<i>Previously Reported:</i>	<i>break even</i>

At this stage in the financial year Miscellaneous Services reflects a break-even position with no significant variances to report. Building services

6.1 Projected Year-end Position

It is anticipated that Miscellaneous Services will break even at year end. However, Building Services have advised that they will not achieve their budgeted surplus in the current year, with Miscellaneous offsetting this under recovery with underspends in other areas.

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 2018/2019
1st April 2018 to 4th January 2019

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Finance and Resources	6,570	24,310	24,310	(0)	0.0%	breakeven
Environment and Infrastructure	16,676	10,776	10,776	(0)	0.0%	breakeven
Miscellaneous	31,889	(9,347)	(9,347)	0	0.0%	breakeven
NET EXPENDITURE	55,136	25,739	25,739	(0)	0.0%	breakeven

Bottom Line Position to 4 January 2019 is breakeven	£000's	
	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 9th November 2018

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	95,430	30,890	31,069	(179)	-0.6%	overspend
Premises Related	9,373	4,190	4,133	58	1.4%	underspend
Transport Related	1,223	700	543	157	22.5%	underspend
Supplies and Services	21,675	11,458	11,193	265	2.3%	underspend
Third Party Payments	2,990	(544)	(544)	0	0.0%	breakeven
Transfer Payments	2,771	1,279	1,206	73	5.7%	underspend
Support Services	30,420	946	946	(0)	0.0%	breakeven
Depreciation and Impairment Losses	(18,472)	0	0	(0)	0.0%	breakeven
GROSS EXPENDITURE	145,411	48,919	48,546	374	0.8%	underspend
Income	(89,387)	(30,741)	(30,368)	(374)	-1.2%	under-recovery
NET EXPENDITURE	56,024	18,178	18,178	0	0.0%	breakeven

Bottom Line Position to 9 November 2018 is breakeven	£000's	
	0	0.0%
Anticipated Year End Budget Position is breakeven	0	0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4th January 2019

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Revised Actual (4)	Budget Variance (5)		
				£000's	%	
Employees	31,089	21,832	21,832	(0)	0.0%	breakeven
Premises Related	3,442	2,210	2,210	0	0.0%	breakeven
Transport Related	82	61	60	0	0.7%	breakeven
Supplies and Services	6,490	3,672	3,673	(0)	0.0%	breakeven
Third Party Payments	1,334	0	0	0	0.0%	breakeven
Transfer Payments	646	497	496	0	0.1%	breakeven
Support Services	13,750	808	808	0	0.0%	breakeven
Depreciation and Impairment Losses	2,441	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	59,272	29,080	29,080	(0)	0.0%	breakeven
Income	(52,702)	(4,770)	(4,770)	0	0.0%	breakeven
NET EXPENDITURE	6,570	24,310	24,310	(0)	0.0%	breakeven

	£000's	
Bottom Line Position to 4 January 2019 is breakeven	<u>(0)</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4th January 2019

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Revised Actual (4)	Budget Variance (5)		
				£000's	%	
Cost of Collection of Council Tax	1,032	276	276	0	0.0%	breakeven
Cost of Collection of Rates	100	70	70	0	0.0%	breakeven
Development	1,483	14,319	14,319	0	0.0%	breakeven
Finance	(715)	3,394	3,394	0	0.0%	breakeven
Finance & Support Services	(385)	104	104	0	0.0%	breakeven
Investment & Technical Services	518	1,018	1,018	0	0.0%	breakeven
Office Accomodation	454	383	383	0	0.0%	breakeven
Legal and Democratic	177	2,247	2,247	0	0.0%	breakeven
Personnel Services	(10)	1,486	1,486	0	0.0%	breakeven
Private Sector Housing Benefit	1,856	482	482	0	0.0%	breakeven
Finance Miscellaneous	806	531	531	0	0.0%	breakeven
Total	5,316	24,310	24,310	0	0.0%	breakeven
Renfrewshire Valuation Joint Board	1,254	0	0	0	0.0%	breakeven
NET EXPENDITURE	6,570	24,310	24,310	0	0.0%	breakeven

Bottom Line Position to 4 January 2019 is breakeven	£000's	
	(0)	0.0%
Anticipated Year End Budget Position is breakeven	0	0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/19
1st April 2018 to 4th January 2019

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - ENVIRONMENT & INFRASTRUCTURE

Description (1)	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	(2)	(3)	(4)	(5)		
	£000's	£000's	£000's	£000's	%	
Employee Costs	19,608	14,143	14,122	20	0.1%	underspend
Premises Related	3,573	2,742	2,662	80	2.9%	underspend
Transport Related	1,141	670	589	82	12.2%	underspend
Supplies and Services	12,583	9,486	9,234	252	2.7%	underspend
Transfer Payments	0	37	21	17	44.9%	underspend
Support Services	2,027	207	208	(0)	-0.1%	breakeven
Depreciation and Impairment Losses	1,060	0	0	(0)	0.0%	breakeven
GROSS EXPENDITURE	39,992	27,285	26,835	450	1.6%	underspend
Income	(23,316)	(16,509)	(16,059)	(450)	-2.7%	under-recovery
NET EXPENDITURE	16,676	10,776	10,776	0	0.0%	breakeven

	£000's	
Bottom Line Position to 4 January 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/19
1st April 2018 to 4th January 2019

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES - ENVIRONMENT & INFRASTRUCTURE

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Revised Actual (4) £000's	Budget Variance (5) £000's %		
Catering	3,804	2,706	2,706	0	0.0%	breakeven
Cleaning and Janitorial	8,105	4,998	4,997	0	0.0%	breakeven
School Crossing Patrol	710	483	483	(0)	0.0%	breakeven
Public Building Repairs	4,058	2,951	2,950	0	0.0%	breakeven
Building Services	(0)	(360)	(360)	0	0.0%	breakeven
NET EXPENDITURE	16,676	10,776	10,776	(0)	0.0%	breakeven

	£000's	
Bottom Line Position to 4 January 2019 is breakeven	<u><u>0</u></u>	<u><u>0.0%</u></u>
Anticipated Year End Budget Position is breakeven	<u><u>0</u></u>	<u><u>0.0%</u></u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4th January 2019

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Revised Actual (4)	Budget Variance (5)		
				£000's	%	
Employees	44,776	2,886	2,886	(0)	0.0%	breakeven
Premises Related	2,360	(8)	(9)	0	0.0%	breakeven
Supplies and Services	2,648	546	546	(0)	0.0%	breakeven
Support Services	1,656	(269)	(269)	0	0.0%	breakeven
Third Party Payments	1,788	724	724	0	0.0%	breakeven
Transfer Payments	14,644	144	144	0	0.0%	breakeven
Depreciation and Impairment Losses	(22,613)	0	0	(0)	0.0%	breakeven
GROSS EXPENDITURE	45,258	4,023	4,023	(0)	0.0%	breakeven
Income	(13,369)	(13,369)	(13,369)	0	0.0%	breakeven
NET EXPENDITURE	31,889	(9,347)	(9,347)	0	0.0%	breakeven

	£000's	
Bottom Line Position to 4 January 2019 is breakeven	<u>(0)</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring – Council Overview to 4 January 2019

1. Summary

1.1 This report provides an overview of the budget performance for all Services for the period to 4 January 2019. The report confirms a break even position. 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	Break even	-	Net overspend £160,000	(0.1%)
HRA	Break even	-	Break even	-

1.2 The budget performance to date suggests a projected breakeven position at the year end.

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**

Previously reported: ***Breakeven***

The breakeven position reflects overspends in Additional Support for Learning and central administration, offset by underspends in primary and secondary schools.

Projected Year End Position

It is anticipated that Childrens' Services will achieve a break-even year-end position.

- 3.4 **Leisure Services** (*Leadership Board*)

Current position: **Breakeven**

Previously reported: ***Breakeven***

At this stage in the financial year Leisure Services reflects a breakeven position with no significant variances to report.

- 3.5 **Projected Year End Position**

It is anticipated that Leisure Services will achieve a break-even year-end position.

3.6 **Chief Executive's Service** (*Leadership Board*)

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

At this stage in the financial year Chief Executives reflects a breakeven position with no significant variances to report.

3.7 **Projected Year End Position**

It is anticipated that Chief Executives will achieve a break-even year-end position.

3.8 **Adult Services** (*Leadership Board*)

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

At this stage in the financial year Adult Services reflects a breakeven position with no significant variances to report.

3.9 **Projected Year End Position**

It is anticipated that Adult Services will achieve a break-even year-end position.

3.10 **Environment & Infrastructure** (*Infrastructure, Land and Environment Policy Board*)

Current Position:	break even
<i>Previously Reported:</i>	<i>£160,000 overspend</i>

3.11 **Projected Year End Position**

The Department and the leadership team have undertaken a range of management actions to address significant budget pressures in 2018/19, including strict expenditure controls, and the maximisation of alternative income sources for the remainder of the financial year. The position continues to be closely monitored, and based on management action being taken, in addition to support being provided from corporate budgets, it is forecast that the Services will break even at the end of the financial year

3.12 **Communities, Housing and Planning Services (excl HRA)**

Current Position: Breakeven
Previously Reported: Breakeven

At this stage in the financial year, a breakeven position is being reported for those services reporting to the Communities, Housing and Planning Policy Board.

3.13 **Projected Year End Position**

It is also projected that a breakeven position will be achieved at the year end for these services

3.14 **Chief Executives – Economic Development** (*Leadership Board*)

Current position: Breakeven
Previously reported: Breakeven

At this stage in the financial year Economic Development reflects a breakeven position with no significant variances to report.

3.15 **Projected Year End Position**

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

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

Current Position: Breakeven
Previously Reported: Breakeven

At this stage in the financial year Finance and Resources reflects a breakeven position with no significant variances to report.

3.17 **Projected Year End Position**

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

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

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

At this stage in the financial year Miscellaneous reflects a breakeven position with no significant variances to report.

3.19 **Projected Year End Position**

It is anticipated that Miscellaneous will breakeven at year end. However, Building Services have advised that they will not achieve their projected surplus in the current year, with Miscellaneous offsetting this under recovery with underspends in other areas.

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

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

3.21 The HRA is now showing a net breakeven position which consists of overspends being offset by compensating underspends. There is an overspend in property maintenance costs reflecting continuing pressures in relation to the maintenance of housing stock, in particular void repairs. This is coupled with lower than budgeted spend on Council tax for void properties, mainly relating to the progress being made with the regeneration of the Tannahill area in Ferguslie Park.

3.22 Building Services have advised that they will not achieve their level of surplus in the current year and therefore will not be able to provide a rebate back to the HRA. This will result in an under recovery in income within the HRA which will be managed within existing resources.

3.23 A corresponding overspend is being reported against capital charges to reflect the current policy of utilising any HRA underspends to repay debt. This approach allows the Council to prudently manage the HRA debt portfolio.

3.24 **Projected Year End Position**

At this stage in the financial year, it is projected that the HRA will achieve a breakeven position at the year end.

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 2018/2019
1st April 2018 to 4th January 2019

POLICY BOARD : FINANCE, RESOURCES AND CUSTOMER SERVICES : OVERVIEW

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employee Costs	286,548	184,229	184,487	(258)	-0.1%	overspend
Property Costs	36,084	26,412	26,667	(255)	-1.0%	overspend
Supplies & Services	64,785	49,114	48,778	336	0.7%	underspend
Transport & Plant Costs	29,449	12,388	12,606	(218)	-1.8%	overspend
Support Services	36,463	733	733	0	0.0%	underspend
Third Party Payments	75,259	57,218	57,359	(141)	-0.2%	overspend
Transfer Payments	106,427	56,752	56,302	450	0.8%	underspend
Capital Charges	30,290	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	665,305	386,846	386,932	(86)	0.0%	overspend
Income	(265,946)	(159,104)	(159,190)	86	0.1%	over-recovery
NET EXPENDITURE	399,359	227,742	227,742	0	0.0%	underspend

	£000's	
Bottom Line Position to 4 February 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4th January 2019

POLICY BOARD : FINANCE, RESOURCES AND CUSTOMER SERVICES : OVERVIEW

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Education and Children	208,422	128,412	128,412	0	0.0%	breakeven
Leisure Services	12,430	7,757	7,757	0	0.0%	breakeven
Environment & Infrastructure	54,660	34,039	34,039	0	0.0%	breakeven
Finance & Resources	6,570	24,310	24,310	0	0.0%	breakeven
Community, Housing and Planning Services	16,249	3,016	3,016	0	0.0%	breakeven
Economic Development	2,957	2,824	2,824	0	0.0%	breakeven
Chief Executives	2,440	5,156	5,156	0	0.0%	breakeven
Miscellaneous	31,889	(9,347)	(9,347)	0	0.0%	breakeven
Adult Services	63,742	50,618	50,618	0	0.0%	breakeven
SUB - TOTAL GENERAL SERVICES	399,359	246,785	246,785	0	0.0%	breakeven
Housing Revenue Account (HRA)	0	(19,043)	(19,043)	0	0.0%	breakeven
NET EXPENDITURE	399,359	227,742	227,742	0	0.0%	breakeven

£000's

Bottom Line Position to 4 February 2019 is breakeven

0

0.0%

Anticipated Year End Budget Position is breakeven

0

0.0%



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 27 MARCH 2019

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 4th January 2019 totals £8.403m compared to anticipated expenditure of £8.400m for this time of year. This results in a £0.003 overspend those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Corporate Issues	£0.003m o/spend	0% u/spend	£0.005m u/spend	0% u/spend
Total	£0.003m o/spend	0% u/spend	£0.005m u/spend	0% u/spend

- 1.2 The expenditure total of £8.403m represents 79% 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 4th January 2019, and is based on the Capital Investment Programme which was approved by members on 2nd March 2018, adjusted for movements since its approval.

4. **Budget Changes**

4.1 Since the last report budget changes totalling £2.021m have arisen which reflects the following:-

- Budget Increase of £0.800m to the Enterprise Resource Planning (ERP) project reflecting the transfer of revenue resources to the Investment Programme Capital Fund approved by the Finance, Resources and Customer Service Policy Board on the 28th March 2018.
- Budget carried forward from 2019/20 into 2018/19 of £1.500m for Building Lifecycle Capital Maintenance mainly due to an acceleration of work at West Primary School so that the windows and external fabrics occur concurrently with the replacement roof. Roofing works at Paisley Grammar has also been accelerated.
- Budget reprofiled into 2019/20 due to updated cashflows received for the project (£0.279m);
 - ICT Infrastructure (£0.109m);
 - Greenspaces and Parks (£0.090m);
 - Community Empowerment Fund (£0.080m).

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). Non-Housing Capital Investment Programme 2018/19 to 2020/21 – Council, 2nd March 2018.
- (b). Better Council Change Programme Update – Finance, Resources and Customer Service Policy Board, 28th March 2018.

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 @02/03/18 £000	Current Programme MR 10 £000	Year To Date Budget to 04-Jan-19 £000	Cash Spent to 04-Jan-19 £000	Variance to 04-Jan-19 £000	% Variance	Cash to be Spent by 31-Mar-19 £000	% Cash Spent
CORPORATE PROJECTS								
ICT Infrastructure Maintenance & Renewal Programme	900	1,200	580	581	-1	0%	619	48%
Corporate Asset Management Information System	0	38	0	0	0	0%	38	0%
RVJB - Council Requisition (56.2%)	0	5	5	4	1	20%	1	80%
Strategic Asset Management Fund	7,500	0	0	0	0	0%	0	-
Energy Efficiency Programme	0	230	160	160	0	0%	70	70%
Lifecycle Capital Maintenance (LCM) Fund	6,111	7,227	5,830	5,832	-2	0%	1,395	81%
Enterprise Resource Planning	0	1,928	1,825	1,826	-1	0%	102	95%
Greenspaces and Parks	0	20	0	0	0	0%	20	0%
Community Empowerment Fund	0	10	0	0	0	0%	10	0%
TOTAL FINANCE, RESOURCES & CUSTOMER SERVICES	14,511	10,658	8,400	8,403	-3	0%	2,255	79%



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 27 MARCH 2019

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 4th January 2019.
- 1.2 The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 2nd March 2018 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by Council on 2nd March 2018. 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 2018-19 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 Plan £m	Forecast Expenditure £m
Non Housing	62.076	58.506
Housing	15.439	13.713
Total	77.515	72.219

- 1.5 The CFR which the Council has set for 2018-19 is shown in the table below, and is split between Housing & Non Housing Services. In addition, the projected out-turn at 31st March 2019 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 2019 £m	Projected CFR to 31 March 2019 £m
Non Housing	258	255
Housing	112	110
Total	370	365

- 1.6 57% of the available resources for Housing and 53% for Non Housing have been spent to 4^h January 2019. 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 4th January 2019 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

4. Housing Services Programme

- 4.1 The programme approved by Council on 2nd March 2018 totalled £15.439m. The programme currently stands at **£13.713m**, a decrease of £1.726m, being the net effect of resources brought forward from 2017/18 of £1.057m and projects re-profiled from 2018/19 to 2019/20 of £2.783m.
- 4.2 Capital expenditure at 4th January 2019 totals **£7.823m** compared to anticipated expenditure of £7.825m.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing Programme	£0.002m u/spend	0% u/spend	£0.001m u/spend	0% u/spend

- 4.3 The actual capital expenditure of **£7.823m** is 57% of the available resources, and compares with 53% for the equivalent time in 2017/18.
- 4.4 Capital income of £0.430m has been received in the period to 4th January 2019 representing 9% of the estimated capital income for the year. This compares with 97% in 2017/18, the higher income in 2017/18 is a result of capital receipts for the sale of council houses under the Right to Buy scheme which was concluded in summer 2017. The majority of the income in 2018/19 relates to grant awarded by the Scottish Government for Council House New Build and is not expected to be received until March 2019.

5. **Non Housing Services Programme**

5.1 The programme approved by Council on the 2nd March 2018 totalled £62.076m. The current programme totals **£58.506m**, a decrease of £3.570m, being the net effect of resources brought forward from 2017/18 of £21.178m, projects re-profiled from 2018/19 to 2019/20 of £32.630m and new funding in 2018/19 of £7.882m which primarily relates to grant funding anticipated to be received in 2018/19 for the Early Years 1,140 hours expansion.

5.2 Capital expenditure to 4th January 2019 totals **£30.861m** compared to anticipated expenditure of £30.866m, and therefore shows an under-spend of £0.005m. The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Non Housing Programme	£0.005m u/spend	0% u/spend	£0.025m u/spend	0% u/spend

5.3 The actual cash expenditure of **£30.861m** is 53% of the available resources, and compares with a 53% spend for the equivalent time in 2017/18. It is anticipated that the available resources will be fully utilised by the 31 March 2018.

5.4 Capital income totalling £18.071m has been received to 4^h January 2019. This represents 75% to date of the total anticipated income, and compares with 45% for the equivalent period in 2017/18.

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 Council on 2nd March 2018 was £1.320m. The programme currently stands at **£1.166m**, a decrease of £0.154m, being the effect of resources brought forward from 2017/18 of £0.046m and projects re-profiled into 2019/20 of £0.200m.
- 6.3 Expenditure to 4th January 2019 totals **£0.610m** compared to anticipated expenditure of £0.610m, 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). Non-Housing Capital Investment Programme 2018/19 to 2020/21 – Council, 2nd March 2018.
- (b). Housing Revenue Account Budget and Rent Levels 2018/19 and Housing Capital Investment Plan 2018/19 to 2020/21 – Council, 2nd March 2018.
- (c). A Prudential Framework for Capital Finance Progress Report – Council, 13th December 2018





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

CAPITAL PROGRAMME 2018/19 - BUDGET MONITORING REPORT TO 04 JANUARY 2019 (£000s)

Project Title	Approved Programme @02/03/18	Current Programme MR 10	Year To Date Budget to 04-Jan-19	Cash Spent to 04-Jan-19	Variance to 04-Jan-19	% Variance	Cash to be Spent by 31-Mar-19	% Cash Spent
EDUCATION & CHILDREN'S SERVICES								
Education & Children's Services	10,263	14,542	8,340	8,337	3	0%	6,205	57%
TOTAL	10,263	14,542	8,340	8,337	3	0%	6,205	57%
COMMUNITIES, HOUSING & PLANNING								
Housing(HRA)	15,439	13,713	7,825	7,823	2	0%	5,890	57%
Housing(PSHG)	1,320	1,166	610	610	0	0%	556	52%
Development & Housing(THI/LGAN)	1,255	422	255	252	3	1%	170	60%
TOTAL	18,014	15,301	8,690	8,685	5	0%	6,616	57%
INFRASTRUCTURE, LAND & ENVIRONMENT								
Environment & Communities	5,489	14,866	9,721	9,719	2	0%	5,147	65%
TOTAL	5,489	14,866	9,721	9,719	2	0%	5,147	65%
FINANCE, RESOURCES & CUSTOMER SERVICES								
Corporate Projects	14,511	10,658	8,400	8,403	-3	0%	2,255	79%
TOTAL	14,511	10,658	8,400	8,403	-3	0%	2,255	79%
LEADERSHIP								
Leisure Services	1,331	1,767	535	532	3	1%	1,235	30%
Development & Housing Services	29,227	16,240	3,615	3,616	-1	0%	12,624	22%
Social Work Services(Adult Social Care)	0	11	0	2	-2	100%	9	18%
TOTAL	30,558	18,018	4,150	4,150	0	0%	13,868	23%
TOTAL ALL BOARDS	78,835	73,385	39,301	39,294	7	0%	34,091	54%
MADE UP OF :-								
Non-Housing Programme	62,076	58,506	30,866	30,861	5	0%	27,645	53%
Housing Programme(HRA)	15,439	13,713	7,825	7,823	2	0%	5,890	57%
Housing Programme(PSHG)	1,320	1,166	610	610	0	0%	556	52%
PROGRAMME TOTAL	78,835	73,385	39,301	39,294	7	0%	34,091	54%

RENFREWSHIRE COUNCIL

2018/19 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO 04 JANUARY 2019 (76% OF FINANCIAL YEAR 2018/19)

	2018/19			
	Housing Services	Non Housing Services	PSHG Programme	Total
A. RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME	£'000	£'000	£'000	£'000
1. Prudential Borrowing	8,713	28,460		37,173
2a. General Capital Grant		15,194	900	16,094
2b. Specific Capital Grant	5,000	239		5,239
3. Usable Capital Receipts	0	8,593		8,593
4. Contribution From Current Revenue (CFCR)	0	6,020	266	6,286
5. Total Resource Availability	13,713	58,506	1,166	73,385
B. CAPITAL PROGRAMME				
6. Resources Available	13,713	58,506	1,166	73,385
7. Current Programme	13,713 100% 	58,506 100% 	1,166 100%	73,385 100%
C. ACTUAL EXPENDITURE VS PROJECTED				
8. Resource Availability	13,713	58,506	1,166	73,385
9. Cash Spent as at 04/01/2019	7,823 57% 	30,861 53% 	610 52%	39,294 54%
10. Cash to be Spent by 31/03/19	5,890	27,645	556	34,091
D. ACTUAL RECEIPTS VS PROJECTED				
11. Current Programme (total receipts expected)	5,000	24,026	900	29,926
12. Actual Cash Received to 04/01/2019	430	18,071	692	19,193
13. Receipts available to augment capital programme to 04/01/2019	430 9%	18,071 75%	692 77%	19,193 64%
14. Receipts to be received by 31/03/19	4,570	5,955	208	10,733



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

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 28 February 2019 (including an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund). The report provides a performance update in relation to customer services provision for the same period and also includes an update on progress being made to deliver the Council's Customer Strategy 2017-2022.
-

2. Recommendations

- 2.1 It is recommended that Finance, Resources and Customer Services Policy Board;
- 2.2 Note the progress being made in delivering the programme of work to deliver the Customer Strategy 2017-2022.

3. Revenue Collection

3.1 Council Tax

- 3.1.1 This section details the collection performance as at 28th February 2019 for Council Tax. It also provides details of the total sums collected for the previous year.
- 3.1.2 The billable sum for 2018/19 is £77,581,532
- 3.1.3 The sums collected to date for 2018/19 are £73,205,621 which is 94.36% of the billable sum. This represents a reduction of 0.09% in cash collection as a proportion of net charges billed compared with the same position for 2017/18
- 3.1.4 The percentage of customers paying Council Tax over 12 months has increased in 2018/19 compared with the previous year. It is therefore anticipated that the greater expected revenue in March this year will result in the Council Tax percentage collected figure recovering fully by year end.
- 3.1.5 The Council Tax Reduction awarded is £12,395,433 amounting to 13.78% of the billable sum, which is 0.33% less than at the same point last year.
- 3.1.6 The Service continues to 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 February 2019 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 2018/19 amount to £129,814,132.
- 3.2.3 The cash receipts to date amount to £126,006,751 which is 97.07% of the sums billed. This is an increase in cash collection as a proportion of net charges billed of 1.48% compared with the same position for 2017/18.

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 February 2019. 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, including Universal Credit Full Service Roll out which commenced in Renfrewshire on 19 September 2018.

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.
- 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 18 January 2019 to 14 February 2019	Year to date position	Annual Target
New Claims – processing time	17 days	20 days	24 days
New Claims - % processed within 14 days of all information received	96%	95%	92%
Changes in Circumstance – processing time	5 days	8 days	10 days

4.4 Discretionary Housing Payments

- 4.4.1 The total budget for Discretionary Housing Payments for 2018/19 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.
- 4.4.3 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 2019, if required.
- 4.4.4 Table 2 below has been updated to reflect the additional resources approved by the Council's Leadership Board on 19 September 2018
- 4.4.5 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.

4.4.6 Table 3 shows the performance information in relation to DHPs. The table shows that processing time in relation to DHP is within target.

Table 2 – DHP Budget

Funding – indicative allocations	amount
Financial Hardship (non Benefit Cap) – Scottish Government	£99,384
Financial Hardship (Benefit Cap) – Scottish Government	£186,847
Bedroom Tax* – Scottish Government	£1,940,786
Financial Hardship – Renfrewshire Council	£120,000
Total budget for the year	£2,347,017

*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 2018 to 31 December 2018
Volume of DHP applications received	6,683 applications
Volume of DHP decisions made	6,154 decisions
Number of DHP awards	5,866 awards
Average processing time (target 29 days)	14 days
Total amount committed/paid	£2,281,673

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 Table 4 below has been updated to reflect the additional resources approved by the Council's Leadership Board on 19 September 2018 in anticipation of increased demand following the commencement of Universal Credit Full Service.

4.5.3 The Service makes awards in 2018/19 in line with Scottish Government guidance and had spent 89% of its total budget for the Scottish Welfare Fund (SWF) by the end of February 2019.

4.5.4 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 2018 to 28 February 2019
Number of Crisis Grant applications received	8,219
Number of Crisis Grant Awards	6,505
Total amount paid for Crisis Grants	£494,034
Average Processing time (2 working days target)	1 day
Average Processing time (within month)	1 day
Number of Community Care Grant applications received	1,795
Number of Community Care Grant Awards	1,152
Total amount paid for Community Care Grant	£610,767
Average processing time year to date (15 working days target)	12 days
Average processing time (within month)	8 days
Total amount paid/committed from the fund	£1,104,801
Budget provided by Scottish Government	£1,172,473
Additional Council Resources	£68,000
Total Budget	£1,240,473

5. Customer Service Provision

5.1 This section details the performance of the customer service unit for February and the year to date position from 1st April 2018 to 28th February 2019. 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 – in February the contact centre received 27,980 calls which is 2,243 calls more than the same period last year and the highest volume of calls in the month of February since 2016. Overall 98% of calls were answered against a primary target of 90% for the period.

Year to date, the percentage of calls answered remains above the primary target with an increase of 18,808 calls compared to the same period last year.

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

Primary target	Year	February - Calls Received	February - % Answered	Year to Date – Calls Received	Year to Date - % Answered
90% calls answered	2018/19	27,980	98%	340,869	95%
	2017/18	25,737	98%	322,061	96%

5.2.2 The contact centre is currently exceeding the primary target of 90% of calls answered.

5.2.3 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	February	Year to date
70% calls in 40 seconds	2018/19	68%	60%
	2017/18	77%	68%

5.2.4 The contact centre was slightly below target for February at 68% of calls answered in 40 seconds. Demand remains higher than the same period last year, with the volume of calls being received relating to waste collection changes currently double that of February 2018. Actions previously reported, and outlined in section 5.4, have however resulted in a 20% improvement in performance against the secondary target since December 2018.

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 3,151 customer visits in February and continues to deal with these customers within target performance. This is compared to similar volume of 3,209 visits for the same period last year. All locations continue to achieve target for face to face customer service visits.

5.3.3 Year to date, the customer service centre has supported 39,686 customers within the performance target. The volume of customers is broadly in line with the same period last year.

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

Location	Year	December	Year to Date
Paisley	2018/19	15:26 mins	14:51 mins
	2017/18	15:14 mins	14:57 mins
Renfrew	2018/19	05:51 mins	05:56 mins
	2017/18	07:19 mins	06:25 mins
Johnstone	2018/19	10:10 mins	11:04 mins
	2017/18	10:43 mins	11:36 mins

5.4 Factors impacting performance in the period

5.4.1 The main factor impacting on performance remains an increased volume of calls to support the changes to waste collection.

5.4.2 The following measures have resulted in a 20% increase in performance level since December 2018.

- Recruitment of temporary resources,
- Additional overtime worked by existing contact centre staff,
- Re-skilling of staff from other contact centre services (without impacting on overall service delivery),
- Changes in queue messaging to help inform customers of the change
Introduction of a dedicated e-mail address
(mybins@renfrewshire.gov.uk) which has received 5,717 e-mails since it was introduced in November

- Regular liaison with Environment and Infrastructure operational managers

6. Customer Strategy update

6.1 The Customer Strategy was created in 2017 following a period of consultation with customers and staff and resulted in a strategy that was developed around five key themes; Customers, Service Fulfilment, Access to Services, Communication and Developing Digital Skills. The Customer Strategy 2017-2022 was approved by the Finance, Resources and Customer Services Policy Board on 8th November 2017.

6.2 An action plan was developed, following the approval of the strategy and a programme of work is structured around the five key themes of the strategy. Updates on progress against each of the themes is provided below.

6.3 Theme 1 – Customer

6.3.1 A service design framework has been developed by the Digital First Programme team, which centres around understanding the needs of our customers. This is supported by a customer engagement framework and specialist resources including customer research and user experience roles.

6.3.2 This approach to service design has been piloted with a team in Environment and Infrastructure and has demonstrated the value of involving customers at the start of a service redesign process.

6.3.3 Following the success of the pilot, the defined framework will be used in all future service redesign activity being driven by the Digital First programme.

6.4 Theme 2 - Service Fulfilment

6.4.1 The MyAccount customer portal has been enhanced to offer customers with a more personalised homepage which is configurable to their needs and continues to provide access to an increasing range of digital council service.

6.4.2 Since the last update, customers can now book a special uplift, order copy birth, death and marriage certificates, make a referral for adult care support, request community meals or community alarms and book appointments for a range of council services.

6.4.3 It was recognised that the frontline customer service staff need to be aware of back office performance issues and regular liaison arrangements have been set up with key services to ensure frontline staff are updated and can help support and manage customer expectations.

6.4.5 The customer service team continue to develop staff skills and capabilities in the customer service unit through enhanced training on complaint handling and service delivery.

6.5 Theme 3 – Access to Services

- 6.5.1 The Self-Service areas in Renfrewshire House and Johnstone Town Hall are now up and running, giving customers the ability to use online services. Staff in customer services have been trained to offer supported service, and this has been frequently used for new claims to universal credit.
- 6.5.2 The roll out of payment kiosks has also been completed in Paisley, Renfrew and Johnstone where customers can choose to pay for a range of Council services using the automated machines. The general feedback from customers has been positive and support continues to be offered to any customer who is not familiar with using the kiosks.
- 6.5.3 With over 40,000 of Renfrewshire's residents signed up, Myaccount continues to be available to customers across a range of devices and has been developed to be easily accessible and usable on all screen sizes, giving customers with smartphones the same experience as those with tablets or computers.

6.6 Theme 4 – Communication

- 6.6.1 The contact centre technology has been updated to facilitate Web chat capability, providing customers with direct on-line support in real time. This facility is currently being configured and will be tested soon. Web chat has been recognised as a key support mechanism for customers who have a limited level of digital skills.
- 6.6.1 Social media is a channel that customers are using more regularly, and a pilot has been running in the communications team to deal directly with any service requests received through Facebook and Twitter instead of passing these over to the contact centre telephone channel. Feedback from the pilot is being reviewed to inform the creation of an online customer service team who will support customers over all digital channels.

6.7 Theme 5 – Digital Skills

- 6.7.1 It is essential our staff have the correct skills to operate digital services and support customers who are using them. A training programme has been developed in partnership with West College to train frontline catering staff in preparation for the roll out of online school payments and cashless catering.
- 6.7.2 Additional training has also been provided to Customer Services staff to enable them to support customers to complete their online claims for universal credit.

- 6.7.3 A digital for staff project has been set up and is looking to carry out an overall assessment of the digital skills of the workforce with a view to develop training to meet the future skill needs.

Implications of the Report

1. **Financial** - The level of collection of Local Taxation continues to provide funding for the delivery of Council services throughout Renfrewshire.
2. **HR & Organisational Development** - None
3. **Community/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
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The Recommendation contained within this report has been considered in relation to its 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 consideration of performance only.

8. **Health & Safety** - None
 9. **Procurement** – None
 10. **Risk** - None
 11. **Privacy Impact** – None
 12. **Cosla Policy Position** – None
-

List of Background Papers

- (a) None
-

Author: Rhona McGrath Ext 6879

Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28TH February 2019

COUNCIL TAX		
	2017/18	2018/19
	£m	£m
Projected Yield	82.043	85.957
Gross Charges	86.109	89.977
Less rebates	12.108	12.395
Net Charges Billed	<u>74.001</u>	<u>77.582</u>
Cash Collected	70.923	73.206
Rebate Grant	12.108	12.395
	<u>83.031</u>	<u>85.601</u>
Cash collected as % of Net Charges	95.84%	94.36%
Income as % of Projected Yield	101.20%	99.59%

NON DOMESTIC RATES		
	2017/18	2018/19
	£m	£m
Projected Yield	122.778	127.218
Gross Charges	145.431	150.784
Less reliefs	20.147	20.969
Net Charges Billed	<u>125.283</u>	<u>129.814</u>
Cash Collected	123.409	126.007
Cash collected as % of Net Charges	98.50%	97.07%
Cash collected as % of Projected Yield	100.51%	99.05%

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	60		
Result: last 3 months (days)	December:22 days	January:30 days	February:14 days
Average (12 months to date)	27 days		
Average Appeals Completed	8 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	October: 28	November: 20	December: 17
Result Last 3 months	December: 17	January: 24	February: 11

Comment:- The Service remains well within target for revisions processing

ACCURACY

The Service proactively monitors the accuracy of benefits decisions made through a robust audit checking programme. The Service targets to audit 4% 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	4%	11%
Accuracy – February 19	95%	94%
Accuracy – Year to Date	95%	92%

Comment:- The Service has set a stretching target for Accuracy, during the period new employees had taken up benefit assessment roles and this is reflected in the slight reduction in the level of accuracy.



To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

On: 27 MARCH 2019

Report by: DIRECTOR OF ENVIRONMENT & INFRASTRUCTURE

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

1. Summary

- 1.1 Environment & Infrastructure 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 & Infrastructure since the last Policy Board in January.
-

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. Facilities Management - Hard Services

Building Services

Background

- 3.1 Building Services is Renfrewshire Council's in-house property repairs and maintenance contractor. Its core function is to provide a high quality, customer focused and cost-effective property repairs and maintenance service to Renfrewshire Council.

- 3.2 As a business with a projected turnover of £15.9m for 2018/19 and a planned workforce of 198 craft and 32 APT&C employees for 2018/19 it is one of the largest property repairs and maintenance contractors within the Renfrewshire area.
- 3.3 Since 2011 there has been a significant degree of change and improvement implemented to transform Building Services into a more commercially focused service provider. The changes made in culture, operations and performance have resulted in improved efficiency and value for money and now provide an excellent platform for strengthening the organisation and preparing it for the future.

The following list provides an overview of the trade mix within Building Services

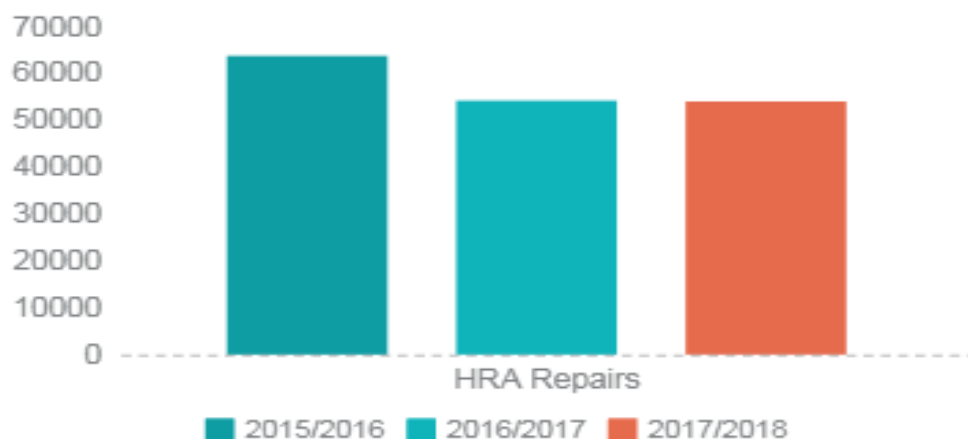
- Blacksmith
- Gas Engineer
- Joiner
- Electrician
- Plasterer
- Plumber
- Bricklayer
- Facilities Engineer
- Painter/Decorator
- Labourer



- 3.4 As the workload evolves operational management will continually review the skill sets required to deliver work to customers and it is likely that in the future Building Services will recruit from alternative trades and undertake internal training to up skill some existing employees to undertake alternative works.
- 3.5 70% of the existing Building Services craft workforce live within the Renfrewshire area. Building Services provide a good working environment as well as job security for many Renfrewshire residents. The business also procures materials, goods and sub - contracting services from over 40 local companies.

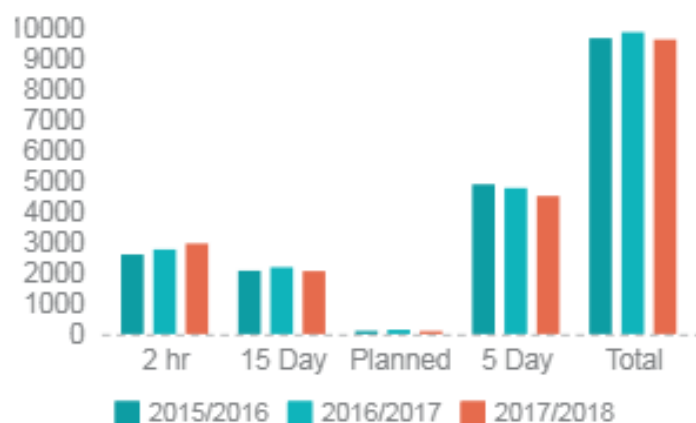
3.6 Repairs Profile over the last 3 years

Repairs Undertaken in Last 3 years



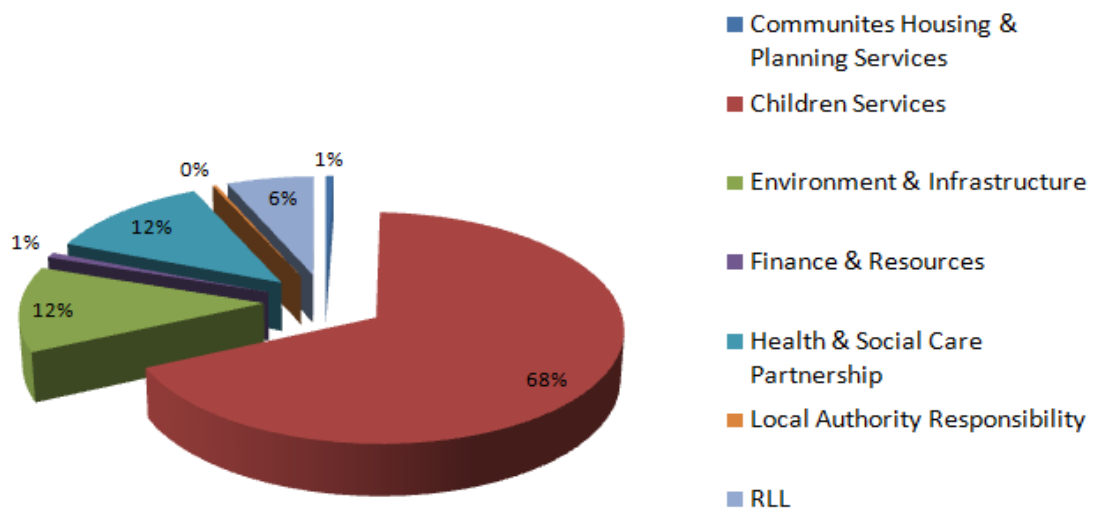
- Providing council house tenants with a multi trade responsive repairs service on an appointment-based system to suit customer needs;
- Have a multi trade emergency repairs service which operates on a 24hr 7 day a week basis for both council tenants and public buildings;
- Repairs and refurbishment of empty properties to a specified re-let standard;
- Planned cyclical maintenance works such as gas servicing and painting works;
- Work associated with SHQS and improvement projects including bathrooms, kitchens, rewires and central heating;
- Aids and adaptations to assist disabled tenants to remain in their homes;
- Undertake fire damage and insurance repairs; and
- Provide a common repairs facility to owner occupied properties.

CAMIS Repairs in Last 3 years



- Providing a multi trade responsive repairs service on a self-serve based system (CAMIS) in line with operational property requirements;
- Have a multi trade emergency repairs service which operates on a 24hr 7 day a week basis for public buildings;
- Planned compliance visits across 32 distinct categories of work across all Council operational properties covering areas such as Electrical, Gas, Legionella. There are around 5,466 scheduled visits each year across all operational properties. Delivered by a mix of Building Services (Electrical, Gas, Water Management etc.) and specialist backup contractors. (i.e. Alarms, CCTV, Lifts, Powered Doors etc); and
- Provision of the above full range of services for 9 leisure facilities operated and managed by Renfrewshire Leisure.

Compliance Annual Visits



There are 5,466 scheduled Compliance visits each year

Compliance Task Performance 2018/2019

- 3.7 Compliance Task performance will now be monitored on a cumulative basis in line with the Service Improvement Plan. The indicator sets the target for task completion across a variety of Statutory and non-Statutory tasks. At present there are 3 areas of compliance tasks, which are detailed below under the Service area where the tasks are delivered. Performance is in line with the Target.

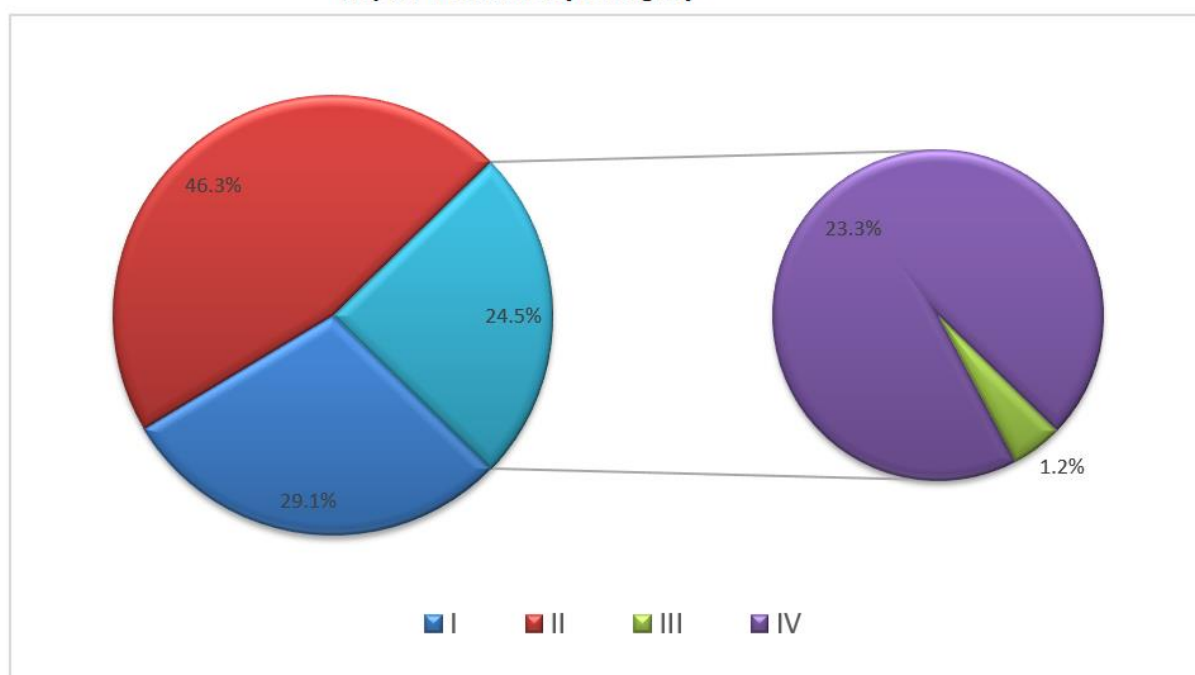
Category	Cum to Q3		Target
TOTAL COMPLIANCE TASKS	3,689		5,466
No of Tasks Completed on Time	3,671		4,919
	90%		90%
	Actual	Profile	
Repairs & Maintenance Sub Contracted	1,197	1,249	1,851
Property & Technical Sub Contract Element	2,004	1,957	2,900
Internal Service - Building Services Element	470	483	715

Housing Repairs Performance Update

- 3.8 Repairs and maintenance performance outcomes, results, for Building Services, to the end of January 2019 detail 44,754 individual responsive repairs requested across all trades. Building Services attended to over 95.9% within the time category allowed.

Category	Cumulative	Jan-19	Q3 Value	Q2 Value	Q1 Value	2017/2018 Value	Target
TOTAL REPAIR COMPLETE	44,754	4,935	14,248	12,456	13,115	53,985	
Repairs Completed on Time	42,910	4,654	13,687	11,952	12,617	51,518	
% Overall Repairs Completed within target	95.9%	94.3%	96.1%	96.0%	96.2%	95.4%	94.0%
% Emergency Repairs Completed within Target	I 98.2%	97.7%	98.3%	97.2%	99.1%	98.3%	99.0%
% Routine Repairs Completed Within target	II 92.6%	88.2%	92.8%	93.5%	92.8%	91.5%	97.0%
% Programmed Repairs Complete within target.	III 98.9%	93.8%	98.5%	100.0%	100.0%	98.8%	97.0%
% Right to Repairs Qualifying Repairs Completed Within target.	IV 99.5%	99.8%	99.3%	99.4%	99.9%	99.0%	97.0%

Repair Volumes By Category

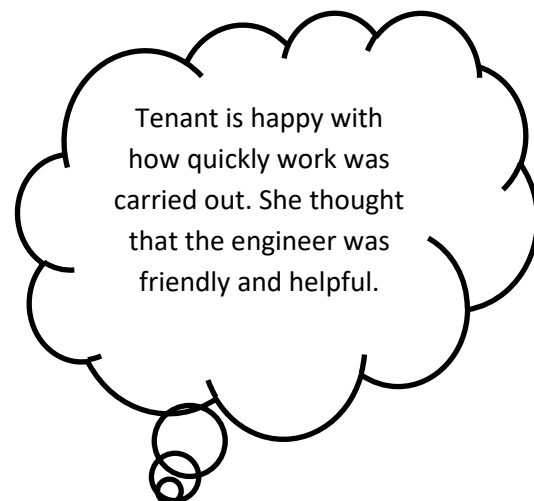
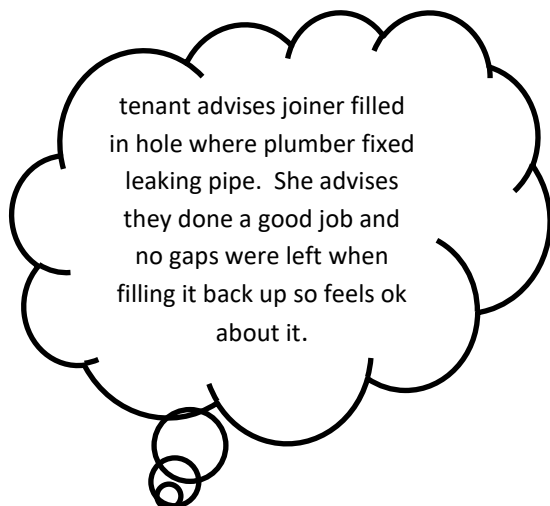


3.8 The repair volumes above represent the split for the Housing Repairs across the key categories of work.

3.9 Housing Repairs Satisfaction Update

Customer feedback continues to be positive and for this period, an extract of the comments received are:

	Q1		Q2		Q3		Jan		April 2018 to January 2019
Total No of Surveys	613		681		798		169		2261
Did the tradesperson leave your home clean and tidy?	605	98.7%	672	98.7%	785	98.4%	166	98.2%	2,228 98.5%
How satisfied were you with the overall quality of the workmanship in your home?	606	98.9%	670	98.4%	784	98.2%	165	97.6%	2,225 98.4%
How satisfied were you with the attitude of the tradesperson whilst in your home?	605	98.7%	677	99.4%	773	96.9%	167	98.8%	2,222 98.3%
How satisfied were you with the overall housing repairs service?	604	98.5%	668	98.1%	780	97.7%	169	100.0%	2,221 98.2%



Street lighting Update

3.10 Street lighting maintenance figures for the year to February 2019 are as follows

<u>Street Lighting Summary</u>		Period April 18 to February 2019
Jobs completed in period total this financial year.		
Planned Maintenance Completed		7636
Repairs		2528
Repairs programmed within the next 2 months		80
Jobs to be planned and programmed		
Planned Maintenance		10,364
Repairs		155
LED lamp replacements		182



Operational Impacts

- 3.11 In respect of outstanding works contained above. The Council has carried out works to ensure public safety by neutralising any dangerous columns, this has unfortunately left a number of non-working columns in situ. The works to reinstate the columns is underway and will continue into new financial year.
- 3.12 Where we have instances of columns which are unlit and pose any immediate health and safety risks, these are dealt with as a priority. For columns that do not pose an immediate health and safety risk, these are now being addressed and delivered in line with the programme.
- 3.13 The majority of the backlog up to November 2018 is in progress of being delivered under short term procurement arrangements. A longer-term framework covering Street Lighting operational works will be put in place in the new financial year.

External Works

- 3.14 Building Services requires to progressively expand its customer base without compromising on the existing services provided to Renfrewshire Council and therefore seeks to secure external income sources to maintain employment, efficiency levels and turnover in future years.

Hard Services – Repairs & Compliance

Compliance update

- 3.15 The Hard FM compliance team continues to manage areas of compliance such as electrical tests, powered lifts, roller shutters and legionella property portfolio, effectively through the Corporate Asset Management Information System (CAMIS). The information held within the system continues to develop and is now available at site level to property users. Areas of Soft FM are being introduced into CAMIS, as part of the integration of Hard & Soft FM services. This will allow all repairs reporting to be undertaken via the CAMIS system for both building fabric and Soft FM equipment. This supports CAMIS as a key operational system within the authority.

Compliance Category Tasks

- 3.16 In respect of Compliance works for the operational properties controlled by the Hard FM - Repairs and Maintenance team, a snapshot of the summarised monthly position for January 2019, demonstrates the ongoing monitoring and control exercised by the team in the delivery of this key function.

Facilities Management staff will track their respective category ensuring that the compliance tasks are completed.

Summarised Compliance Tasks

	% Complete	Remedial	No of Tasks
Air Units	97.01%	4	65 of 67
Doors & Shutters	94.98%	0	208 of 219
Electrical Compliance	88.44%	18	528 of 597
Fire Supp/Fight. Equipment	98.96%	0	190 of 192
Gas	88.89%	24	200 of 225
IT Data Suites	100.00%	0	2 of 2
Lift Maintenance	100.00%	0	66 of 66
Other Boiler Tasks	100.00%	0	4 of 4
Roof Safety	100.00%	0	25 of 25
Water Management	80.12%	0	407 of 508

NB. The remedials are actions scheduled for completion as a result of the compliance task test.

Tasks are carried out across a variety of frequencies, from monthly to 5 yearly and are in line with the Health & Safety guidance on frequency of inspection.

Each category status reflects the position against the scheduled tasks due up to the 31st March 2019.

4. Facilities Management - Soft Services

Early Years and Childcare

- 4.1 The schools catering service continues to work in partnership with Children's Services to facilitate the initial roll-out of the new Early Years' service provision. This project will also be supported by Hard FM, when required alteration works are progressed in some premises.
- 4.2 Soft FM continues to make a strong commitment to provide opportunities through both Project Search and Traineeship programmes in the authority. These programmes are having a positive impact on all individuals, both mentors and trainees. Soft FM has been shortlisted as a finalist in Diversity and Inclusion category of the Guardian Public Service awards for 2018. Project Search placements continue in Renfrewshire House Mailroom and one each in Renfrew, Montrose and Hunterhill Care Homes.

- 4.3 A new phase of the Cooking Skills Development Course for catering staff commenced in January. We have 14 trainees attending West College Scotland for 12 weeks.

Operational Improvements

- 4.4 Operational improvements continue in the Atrium with the cashless payment option on the vending machines being activated during March.
- 4.5 Cashless Catering continues to be rolled out and is being positively received on site. To date the service has been rolled out to 6 schools, 4 primary schools and 2 secondary schools.

The uptake by parents for this first phase is provided in the table below.

	Nos.	%	School Roll
Auchenlodment Primary School	197	81	243
Castlehead High School	345	50	685
Gryffe High School	660	72	915
Howwood Primary School	121	98	123
St Fillan's Primary School	111	98	113
St James' Primary School	415	67	617



- 4.6 An additional 13 schools will be included in the second phase of the roll out which will commence at the end of March 2019 with 11 primaries and 2 secondaries involved in this phase.

5. Attendance – April to Dec 2018

- 5.1 A key priority of Environment & Infrastructure's Workforce Plan is to address levels of absence within the service. This includes a more proactive approach to managing absence and supporting attendance at work. Recent developments have included:

- Joint working with HR across all service areas to provide a more consistent approach to managing absence;
- Introduction of physiotherapy sessions at Underwood Road depot;

- Engagement with occupational health services to improve appointment timescales; and

5.2 Environment & Infrastructure recorded an overall absence rate, for the first 3 quarters of 2018/19, of 10.35 days lost per FTE employee, which is 2.83 days above the target of 7.52. However, the 10.35 days lost per FTE employee is an improvement on 11.28 days lost in the same period in 2017/18. The following table provides an overview of absence performance for the department and operational service areas.



Attendance Analysis: April – Dec 2018

Service	Target (Q1-Q3) Days lost per FTE	Actual Days lost per FTE	Short Term Absence	Long Term Absence
Department	7.52	10.35	21%	79%
Facilities Management	7.52	10.11	18%	82%

Overall Facilities Management was slightly above the target of 7.52 with strong performance reported by School Catering (7.03) and School Crossing Patrol (6.75).

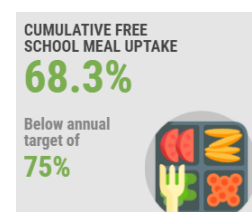
6. Free school meals in primary and secondary schools

6.1 School meal uptake at the end of period 10 was 68.3%, below the target of 75%.

6.2 In consultation with Education Scotland the service is moving towards the removal of the Grab and Go service to provide all meals served as a traditional service on plates with metal cutlery. A Catering Manager has been seconded to undertake an engagement and consultation piece of work with children and young people, Parent Councils and Head Teachers. This will consider what the young people want to see on the new menus which will be introduced in the new school term in August.

6.3 It is hoped that by listening and learning from these groups that the uptake of school meals can be improved and those entitled to a Free School Meal will use this provision.

6.4 Active Communities and Healthy Lives groups are also involved to consider menus in line with Health and Well Being initiatives in schools.



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 and 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

List of Background Papers: None

Author: Diane M Gillies, Head of Facilities Management
e-mail: diane.gillies@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board
On: 27 March 2019

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2019-22

1. Summary

- 1.1 This Service Improvement Plan for the Chief Executive's Service covers the period from 2019/20–2021/22. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available. The plan sets out:
- what we do;
 - our strategic context;
 - key priorities for the service;
 - our resources;
 - how we contribute to the delivery of the Council Plan;
 - an action plan for improvement; and
 - how we will measure our progress.
- 1.2 The Service Improvement Plan sits alongside the Risk Management Plan and the Workforce Plan to form a suite of documents which provide the strategic direction for the service. These plans are aligned to the priorities set out in the Council Plan 2017-2022 and include those areas of the Council Plan for which the Chief Executive's Service is the lead.
- 1.3 The service has identified key actions that it will work to achieve over the next three years to deliver improved outcomes for local people and communities and how it contributes to the delivery of the Council Plan 2017-22.
- 1.4 The action plan is the core of the Service Improvement Plan. It sets out the priorities being addressed; the key tasks to be implemented; the implementation time-table and the measures of success. The service scorecard sets out a range of key indicators against aspects of performance the service will be measured against.

- 1.5 A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board in November 2019.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- (a) approves the 2019/20 to 2021/22 Service Improvement Plan for the Chief Executive's Service; and
 - (b) agrees that a six-month progress report be reported to the Board in November 2019.
-

3. Purpose of the Service Improvement Plan

- 3.1 The Service Improvement Plan is one of the ways in which elected members are able to scrutinise the work of the Chief Executive's Service and to consider and decide upon policy options as necessary. Refreshing Service Improvement Plans annually allows each service to consider the context in which they operate and revise plans where appropriate.
- 3.2 The Service Improvement Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives. The action plan details the specific actions the service will progress in order to support the Council's priorities and help deliver improved outcomes for Renfrewshire residents.
- 3.3 The service will measure and report on progress through updating the action plan and by reporting on performance indicators. The plan also gives details of these indicators and details our targets, where this is appropriate.

4. Key achievements for 2018/19

- 4.1 During 2018/19 the service continued to develop and improve. Key achievements include:

Economic regeneration

- continuing to make good progress in the main City Deal projects, in particular, the planning approval for the Clyde Waterfront and Renfrew Riverside project, which includes an opening bridge over the River Clyde. This project will transform the waterfront, connecting communities on both sides of the river, improving access to work, education, hospitals and leisure. It is anticipated that the project will create more than 2300 jobs and inject £867 million into the regional economy;
- good progress continuing to be made on developing the proposition for the Advanced Manufacturing Innovation District Scotland (AMIDS) which will be

anchored by the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC). AMIDS also featured as a key project in the Scotland Pavilion at MPIM 2019 and has been included as a key investment prospect in a number of high profile national investment prospectuses;

- the City Deal team being awarded the New Civil Engineer Low Carbon Award for their work introducing low carbon measures into the City Deal project work to date;
- services continuing to focus on supporting employment and business growth. Over the period, the Invest in Business Programme has supported approximately 300 new business start-ups and delivered 100 Business Gateway workshops with 287 attendees and 14 Digital Boost workshops with over 700 attendees;
- work continuing at pace to promote Renfrewshire as a place to live, work in and visit. Specific activity has included the launch earlier this year of the **paisley.is** destination website and dedicated social media channels, with the website achieving 190,808 unique visitors to date. An online training portal has also been launched across Renfrewshire's tourism businesses; and
- delivering an enhanced events programme for 2018/19, which attracted increased audience numbers and £4.7 million combined economic impact and UK-wide media coverage. A spectacular Winter Events programme proved to be hugely successful, with the Halloween Festival attracting 34,000 attendees, the highest number yet.

Our communities

- developing a new model of 'Local Partnerships', which represents a new way of working for communities, elected members and partners to work together at a local level;
- the launch of the Community Empowerment Fund in July 2018 alongside the establishment of a single point of contact for communities. The fund is progressing well with a number of awards made to date;
- the establishment of a new youth panel comprising of 20 young people who took part in the supported event design and delivery of the Halloween Festival as part of the Year of Young People;
- £4 million of income being generated for local people through the Tackling Poverty programme;
- marketing and communications support for the Team Up to Clean Up campaign, with a very successful thank you event held for volunteers and all involved in the Town Hall in September 2018;
- developing a British Sign Language (BSL) Plan in consultation with BSL users and the wider public which will be delivered in partnership with service users, the Council and partners;
- the Renfrewshire Fairtrade steering group continuing to meet regularly to support communities in achieving and renewing Fairtrade status; and
- the adoption of the international Fairtrade charter which has also been fully endorsed by the Renfrewshire Fairtrade steering group and signals that

Renfrewshire Council is committed to the Fairtrade principles set out in the charter.

Improving our services

- over 700 community benefits being offered through current council contracts to external providers, including a broad range of employment and education initiatives. Over half of all community benefits offered by external providers provided employment and work placement opportunities for priority groups;
- embedding sustainable procurement, including consultation with the Soil Association Scotland to ensure the promotion of sustainable food;
- the Procurement Team increasing its PCIP assessment score from 83% to 88% which recognises the level of excellence in procurement in Renfrewshire;
- the completion of a review of the Council's complaints handling policy to improve our engagement with citizens;
- receiving a positive Annual Audit report from Audit Scotland;
- the use of geographic information, population projections and economic data provided by the data analytics team to help service planning and improvement; and
- the completion of phase 1 of the council's new intranet with a refreshed internal communications plan approved in May 2018.

5. National context and challenges

- 5.1 The Council continues to operate in a challenging financial environment. Its medium-term financial outlook is uncertain, particularly around future levels of government grant support, future pay awards and a range of demand-related service pressures. Budget projections for 2020 to 2022 include assumptions around key pressures that could range from £24m to £55m. The organisation will be required to respond to these challenges in new and innovative ways, modernising services but also working more closely with communities to develop shared priorities and programmes of work. The Chief Executive's Service provides the strategic lead for this process within the organisation.
- 5.2 Service delivery is shaped and influenced by a wide range of national policy and legislative change, such as the Community Empowerment (Scotland) Act 2015, the Fairer Scotland Action Plan, the Child Poverty (Scotland) Bill, the Scottish Local Government Partnership Working Framework for Employability and the Town Centre Regeneration fund amongst others. The Chief Executive's Service will continue to work with partners and communities to ensure they are supported to participate effectively in any aspects of legislation that affect them.

6. Key priorities for the service

- 6.1 The key priorities for the Chief Executive's Service over the period 2019 to 2022 include:

- **Driving the cultural and economic regeneration of Renfrewshire** – the service will continue to maximise opportunities for economic growth and regeneration, relating to City Deal, the development of the manufacturing innovation sector in Renfrewshire, implementation of the Renfrewshire Economic Strategy and Action Plan as well as wider town centre development, including plans for the Town Centre Capital Grant Fund.

Work will continue on the implementation of the destination marketing plan which promotes Renfrewshire as a place to visit, live and work. Alongside this, the service will continue to deliver our events programme with the focus of this work overall being to attract visitors to Renfrewshire and to boost economic growth. The service will deliver the Paisley Museum Funding Strategy and support the establishment of an independent Charitable Trust to support the £5 million Capital Appeal Campaign for Paisley Museum.

- **Financial sustainability and transformation** – the service will play a leading role in the development of the next phase of the Council's transformation programme. This will be critical to ensuring that the organisation remains financially sustainable in the face of significant financial, economic and demographic challenges. The service will lead a programme of engagement with employees on the development of new values for the organisation.
- **Empowering communities** – the service will work with partners to maximise the opportunities from the Community Empowerment (Scotland) Act 2015 for local communities and the Council. New approaches will be developed which support the development of community organisations and strengthens the approach to engagement through new local partnerships. The service will play a leading role in terms of developing the Council's approach to participatory budgeting and responding to any recommendations from the national review of local governance.
- **Tackling inequality** – the service will provide the strategic lead for all activities which aim to support local people impacted by poverty. A key focus of the work will be in-work poverty and working to tackle the inequality gap within communities. Key to this will be engaging with local people and working with services and partners to promote an inclusive growth approach locally, creating opportunities for all from ongoing economic and cultural regeneration. A significant programme of work relates to the establishment of the Renfrewshire Alcohol and Drugs Commission which aims to assess the true impact of drug and alcohol misuse in Renfrewshire and make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people.
- **Brexit** – the UK is scheduled to leave the EU on the withdrawal date of 29 March 2019. Work has been undertaken by officers to assess the impact of EU withdrawal for Renfrewshire and the service will lead the Council's strategic response to Brexit, working closely with community planning partners on specific priorities. Over the medium to longer term we will continue to support employability and local business.

- **Strengthening partnership working** – the service will continue to foster strong and positive working relationships across sectors, communities and business. In addition we will develop a strategic partnership with the chamber of commerce, working together to deliver key priorities jointly for the benefit of local businesses.
- **Promoting and enhancing the Council's reputation** – the service will engage with local citizens and communities to enhance awareness and understanding of the Council and the services which are delivered and celebrate their achievements.

7. Reporting progress

- 7.1 Progress on the implementation of the Service Improvement Plan is regularly monitored by the Chief Executive's senior management team each quarter and will be reported to the Finance, Resources and Customer Services Policy Board on a six-monthly basis. A review of progress will be brought to this Board in November 2019.

Implications of the Report

1. **Financial** – The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** - none
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – none
 - *Our Renfrewshire is well* - none
 - *Our Renfrewshire is fair* - none
 - *Our Renfrewshire is safe* - none
 - *Reshaping our place, our economy and our future* - none
 - *Building strong, safe and resilient communities* - none
 - *Tackling inequality, ensuring opportunities for all* - none
 - *Creating a sustainable Renfrewshire for all to enjoy* - none
 - *Working together to improve outcomes* - 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. 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** – Risk related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** - none
12. **Cosla Policy Position** – none

Author: Gemma Wilson, Planning and Policy Development Officer, Tel: 0141 618 5796

Chief Executive's Service Improvement Plan 2019/20 – 2021/22



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1. Executive Summary

- 1.1 This Service Improvement Plan sets out the strategic direction for the Chief Executive's Service for the next three years and outlines key priorities, actions and improvements which the service intends to deliver, based on the financial and employee resources expected to be available.
- 1.2 The plan sets out the key priorities for the service over the duration of the improvement plan, identifies the key actions to be undertaken to meet these priorities and sets out the performance indicators to be used to monitor progress.
- 1.3 The key priorities for the Chief Executive's Service over the period 2019 to 2022 include:

- **Driving the cultural and economic regeneration of Renfrewshire** – the service will continue to maximise opportunities for economic growth and regeneration, relating to City Deal, implementation of the Renfrewshire Economic Strategy and Action Plan as well as wider town centre development, including plans for the Town Centre Capital Grant Fund.

Work will continue on the implementation of the destination marketing plan which promotes Renfrewshire as a place to visit, live and work. Alongside this, the service will continue to deliver our events programme with the focus of this work overall being to attract visitors to Renfrewshire and to boost economic growth. The service will deliver the Paisley Museum Funding Strategy and support the establishment of an independent Charitable Trust to support the £5 million Capital Appeal Campaign for Paisley Museum.

- **Financial sustainability and transformation** – the service will play a leading role in the development of the next phase of the Council's transformation programme. This will be critical to ensuring that the organisation remains financially sustainable in the face of significant financial, economic and demographic challenges. The service will lead a programme of engagement with employees on the development of new values for the organisation.
- **Empowering communities** – the service will work with partners to maximise the opportunities from the Community Empowerment (Scotland) Act 2015 for local communities and the Council. New approaches will be developed which support the development of community organisations and strengthens the approach to engagement through new local partnerships. The service will play a leading role in terms of developing the Council's approach to participatory budgeting and responding to any recommendations from the national review of local governance.
- **Tackling inequality** – the service will provide the strategic lead for all activities which aim to support local people impacted by poverty. A key focus of the work will be in-work poverty and working to tackle the inequality gap within communities. Key to this will be engaging with local people and working with

services and partners to promote an inclusive growth approach locally, creating opportunities for all from ongoing economic and cultural regeneration. A significant programme of work relates to the establishment of the Renfrewshire Alcohol and Drugs Commission which aims to assess the true impact of drug and alcohol misuse in Renfrewshire and make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people.

- **Brexit** – the UK is scheduled to leave the EU on the withdrawal date of 29 March 2019. Work has been undertaken by officers to assess the impact of EU withdrawal for Renfrewshire and the service will lead the Council's strategic response to Brexit, working closely with community planning partners on specific priorities. Over the medium to longer term we will continue to support employability and local business.
- **Strengthening partnership working** – the service will continue to foster strong and positive working relationships across sectors, communities and businesses. In addition we will develop a strategic partnership with the chamber of commerce, working together to deliver key priorities jointly for the benefit of local businesses.
- **Promoting and enhancing the Council's reputation** – the service will engage with local citizens and communities to enhance awareness and understanding of the Council and the services which are delivered and celebrate their achievements.

2. Introduction

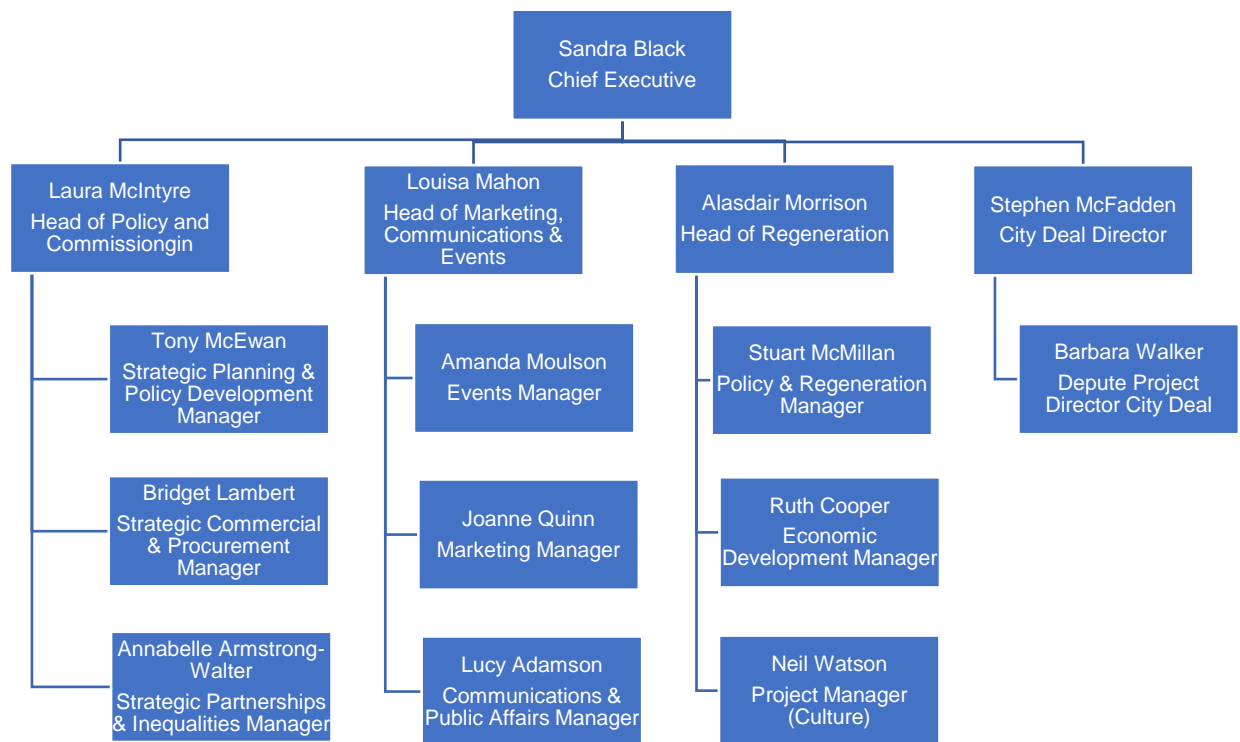
- 2.1 This Service Improvement Plan for the Chief Executive's Service covers the period from 2019/20 to 2021/22. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 2.2 The Service Improvement Plan is the overarching document which sets out, for elected members and staff, the programme of development and improvement activity within the service and also sets the context for budget decisions. It sits alongside the Workforce Plan and the service's Risk Register. The service has operational and project plans which sit beneath this plan which provide more details on how specific programmes will be progressed.
- 2.3 The major factors that this Service Improvement Plan will require to respond to are the continuing challenging financial environment, tackling inequality, regenerating Renfrewshire, public sector reform as well as its role in delivering the key aspects of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and the actions to address them.
- 2.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan sets out an ambitious programme of work. The Chief Executive's Service will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- 1. Reshaping our place, our economy and our future;**
 - 2. Building strong, safe and resilient communities;**
 - 3. Tackling inequality, ensuring opportunities for all;**
 - 4. Creating a sustainable Renfrewshire for all to enjoy; and**
 - 5. Working together to improve outcomes.**
- 2.5 Renfrewshire's Community Plan was developed alongside the Council Plan ensuring the two plans are closely aligned, focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire. The four community plan themes are:
- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable;
 - Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities;
 - Our Renfrewshire is fair: addressing the inequalities that limit life chances; and

- Our Renfrewshire is safe: protecting vulnerable people and working together to manage the risk of harm.

- 2.6 The Service Improvement Plan clearly articulates the Council Plan strategic outcomes and many of the actions also contribute to Community Plan objectives and actions. This creates a golden thread through these three strategic documents and shows the role that the Chief Executive's Service has in delivering the strategic vision for Renfrewshire. The Chief Executive's Service also has a lead role in driving the implementation of these plans. Service level workforce, financial and risk plans are also closely aligned to the Service Improvement Plan which translates into team and individual development plans.
- 2.7 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy context. In turn, the outcomes of the budget process shape the final content of the service improvement plan. The integration of the budget and the service planning process supports elected members in arriving at budget decisions in the full knowledge of how these will impact at a service level.

3 What we do

- 3.1 The Chief Executive's Service is responsible for driving the strategic direction of the organisation. It does this through a range of activities delivered by several key services: policy and commissioning, economic development and regeneration, City Deal, communications, marketing and events. The service is delivered by 227 employees, led by the Chief Executive who is supported by the Head of Policy and Commissioning, the Head of Marketing, Events and Communication, the Head of Regeneration and the City Deal Director.
- 3.2 During 2018, services led by the Head of Regeneration and City Deal directorate transferred to the Chief Executive's Service structure. These areas of service delivery are critical to the transformation of Renfrewshire and have therefore been closely aligned with the wider strategic services delivered through the Chief Executive's Service. This structure is reflected in the senior leadership team structure chart below.



3.3 A list of key lead responsibilities for the Chief Executive's Service is provided below but strong collaboration between teams to support the effective delivery of these responsibilities is a strong feature of the approach to service delivery within the service.

Core responsibilities

- providing leadership and strategic direction to the organisation; and
- strengthening collaborative relationships with national organisations and other key Council partners across the private, public and third sector.

Policy and commissioning

- providing strategic policy support to senior officers, elected members and the corporate management team;
- driving corporate and service level performance through robust performance management and effective scrutiny;
- leading the Council's corporate and community planning processes;
- working closely with community groups and organisations to strengthen relationships and promote community empowerment;
- driving and co-ordinating the Council's approach with partners to tackling inequalities which exist across Renfrewshire's communities, for example through the Tackling Poverty programme;
- providing a corporate data analytics and research service to support sound knowledge management and evidence-based decision making across the Council;
- leading on the development of major initiatives such as Improving the Cancer Journey and the establishment of an Alcohol and Drugs Commission;

- leading on digital policy development including the implementation of the public wi-fi programme, proposals for a local full-fibre network and digital participation more widely; and
- leading the Council's procurement activity to deliver best value and wider Council and community benefits.

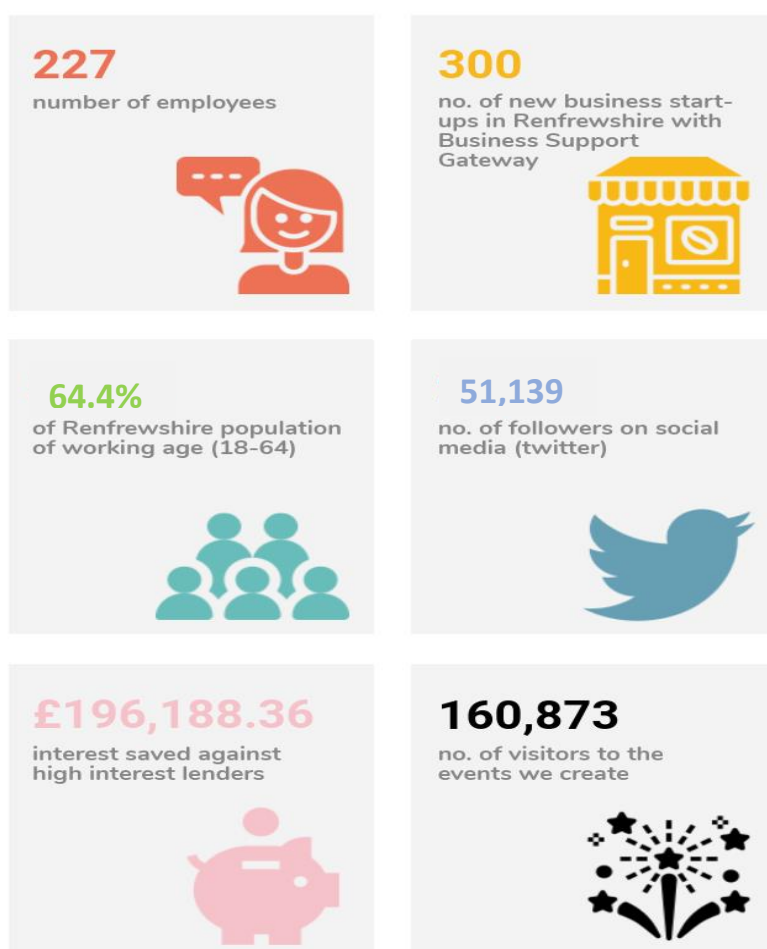
Regeneration

- leading on the delivery of the Glasgow City Region City Deal programme;
- representing the Council on various groups leading on transport, economy, enterprise and skills at Glasgow City Region level;
- supporting the regional economic framework and the Renfrewshire economic leadership panel through the economic strategy and action plan;
- delivering a range of town centre and heritage-led regeneration projects across Renfrewshire, including the Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project;
- leading on employability for Renfrewshire and supporting unemployed people into work;
- delivering a programme of support to Renfrewshire's business community to support economic growth and an increase in local jobs;
- supporting new business start-ups across Renfrewshire and promote enterprise; and
- leading on the regeneration of the rural areas through the management of the EU LEADER programme across Renfrewshire, East Renfrewshire and Inverclyde.

Communications, marketing and events

- managing the Council's reputation and placing meaningful communication with employees, local people and partners at the heart of its day-to-day business;
- increasing visitors to Renfrewshire through the delivery of the Renfrewshire tourism strategy;
- delivering high quality marketing campaigns to position Renfrewshire positively in digital and traditional media, raise awareness of Council services, policy changes and promote positive behavioural change leading to improved lives;
- delivering an annual programme of major events that attract visitors, deliver positive economic impact and increase cultural participation;
- promoting Renfrewshire's story to local, UK and international audiences and promote Renfrewshire UK-wide as a place to live, work and visit; and
- delivery of the fundraising strategy and capital appeal to develop Paisley Museum.

3.4 Some key facts and figures relating to the service are provided below:



4 Strategic context

- 4.1 The Service Improvement Plan takes account of key national reviews and policies which have clear implications for the future delivery of public services. The main policy, economic, social and technological changes and challenges which will affect service delivery over the next three years are listed below and reflect the key issues which the Chief Executive's Service will be focusing on in the first year of this Service Improvement Plan.
- 4.2 **Financial sustainability and transformation** – Local government continues to operate in a challenging financial environment. The Council's medium-term financial outlook is characterised by considerable and ongoing uncertainty, particularly around future levels of government grant support and a range of demand-related service pressures. As reported to Council in the Revenue Budget and Council Tax 2019/20 paper on 28 February 2019, budget projections over the medium-term include assumptions around key pressures that range from £24m to £55m. The organisation will be required to respond to these challenges in new and innovative ways, modernising services but also working more closely with communities to develop shared priorities and programmes of

work. The Chief Executive's Service provides the strategic lead for this process within the organisation.

- 4.3 **Town centre regeneration** – The Scottish Government recently announced that funding of £50 million would be made available for 2019/20 to support town centre regeneration. The aim of the funding is to support work to regenerate and repurpose town centres. Renfrewshire's allocation has been confirmed as being in the region of £1.6 million, with key plans now under development by officers for approval.
- 4.4 **The Community Empowerment (Scotland) Act 2015** – continues to be implemented in stages by the Scottish Government which impacts on the services the council provides. The service will play a lead role in developing new arrangements which support the development of partnerships between services and with local communities. The ultimate aim of these arrangements will be to strengthen existing partnership working and to ensure that processes are simplified and as easy to navigate as possible for community groups and organisations.
- 4.5 **Fairer Scotland Action Plan** – The Fairer Scotland duty was introduced by the Scottish Government as part of the Fairer Scotland Action Plan and came into force in April 2018. It places a duty on all public sector bodies to tackle social and economic disadvantage in local areas. In particular, the duty aims to make sure that the strategic decisions about the most important issues are carefully thought through so they are as effective as they can be in tackling socio-economic disadvantage and reducing inequalities.
- 4.6 **Child Poverty (Scotland) Bill** – The Scottish Government introduced the Child Poverty (Scotland) Bill on 9 February 2017. The Bill establishes a framework for reducing child poverty and puts in place mechanisms to assess progress. It requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets. The Chief Executive's Service will lead local planning activities in order to ensure that the key requirements of the legislation are fully implemented in Renfrewshire.
- 4.7 **Local Governance Review** – The Local Governance Review was launched jointly by the Scottish Government and COSLA in 2017 to ensure that local communities have more say about how public services in their area are run and has involved everyone with an interest in an inclusive dialogue on the future of local democracy in Scotland. During 2018 conversations took place with local communities across Scotland alongside consultation with public sector partners and the findings of the review are due to be published in 2019.
- 4.8 **Scottish Local Government Partnership Working Framework for Employability** – the Scottish Government and COSLA signed a new partnership working arrangement for employability in Scotland in December 2018. The framework identifies a new collective approach to positively shape employability nationally and deliver it locally.

- 4.9 **UK Withdrawal from the EU** – The UK is scheduled to leave the EU on the withdrawal date of 29 March 2019. Work has been ongoing between the EU and UK Government to finalise and agree a withdrawal agreement. This is a legally binding document which sets out the agreed terms of withdrawal and is accompanied by a political agreement setting out the basis for defining a future relationship between the UK and EU.

Work has been undertaken by officers to assess the impact of EU withdrawal for Renfrewshire, and in recent months the scope of this work has expanded to consider and ensure contingencies are in place to mitigate the impact of a no-deal Brexit scenario. Regardless of the outcome there is a specific requirement for the service to lead the Council's strategic response to Brexit.

Equalities

- 4.10 All services across the Council have a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 4.11 The Council recognised that equality both needs to be mainstreamed fully into its policies and procedures and to ensure that equality outcomes are given high priority by being part of mainstream progress reporting.
- 4.12 Particular areas of achievement for the Chief Executive's Service in terms of equalities include: the development of staff equality specific forums; leading on the development of the Council's British Sign Language Plan in consultation with partners and BSL users in the community; and supporting the work of the gender-based violence working group.

Partnerships and providers

- 4.13 Partnership working across the Council and beyond is vital to the delivery of services to Renfrewshire's communities. The Chief Executive's Service works with many different partners across the public, private and third sectors including; Engage Renfrewshire, West College Scotland, the University of the West of Scotland, the Disability Resource Centre, local Credit Unions, Renfrewshire Chamber of Commerce and Visit Scotland.

Best Value

- 4.14 Following the Council's positive Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the service improvement planning process. The Chief Executive's Service is leading on the delivery of the improvement plan and in particular contributes to the actions relating to community engagement and strengthening partnership working. The service is also involved in

ongoing work with the Audit Team and will regularly provide progress reports on of the action plan.

Risk

- 4.15 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny Board, and all services represented on the Corporate Risk Management Group. Actions related to strategic or corporate risks, where the Chief Executive's Service is the owner or joint owners of the risks, are reflected in this service improvement action plan; this ensures an additional layer of monitoring in the management of these risks. Other risks which may occur only for, or within our own service are contained within a service risk register used for operational management purposes.
- 4.16 Current service risks are listed here:

Area of risk	Evaluation	Council Priority
Poverty levels in Renfrewshire	V High	Outcome 3 – Tackling Inequality, ensuring opportunities for all
Delivery of community empowerment expectation	High	Outcome 2 – Building strong, safe and resilient communities
Preparing for the longer-term impacts of Brexit	High	Outcome 1 – Reshaping our place, our economy and our future
Renfrewshire Events Strategy	High	Outcome 1 – Reshaping our place, our economy and our future
Regeneration of Renfrewshire's town centres	High	Outcome 1 – Reshaping our place, our economy and our future

Continuous improvement

- 4.17 The service remains committed to self-evaluation and improvement and is developing an appropriate model that can be used across all staff groups and services, which is easily accessible and fit-for-purpose. The model is expected to be implemented in 2019/20 and the actions from the agreed self-evaluation process will be mainstreamed within services' future service improvement plans and reported accordingly.

Workforce planning

- 4.18 The Council's Organisational Development Strategy helps the Council continue to deliver its core business and service objectives, with an engaged and motivated workforce

during this climate of continued financial and resource constraints. The Chief Executive's Service has developed a workforce plan which provides analysis of the key workforce issues for the service. The aim of the plan is to ensure our employees are deployed to the right place with the right skills at the right time. Therefore, the workforce plan is closely linked to this service improvement plan and is based on the five key objectives of the Council's workforce plan to work towards having a workforce that is strategic, flexible, modernised, skilled, developing and resilient.

- 4.19 The Chief Executive's Service workforce plan continues to be implemented and is subject to ongoing monitoring and review. The workforce plan addresses effective employee deployment, skills gaps, developing employees to reach their full potential, succession planning, employee engagement, supporting a healthy, inclusive work environment and working in partnership in support of employee capacity and capability. It is action-focused, with a suite of actions under five key themes as outlined above. In partnership with our colleagues in Organisational Development, the Chief Executive's Service will roll out the actions across our workforce and progress will be reported through the service improvement planning process.

5 Key priorities for the service

- 5.1 This Service Improvement Plan sets out the strategic direction for the Chief Executive's Service over the next three years and outlines key priorities, actions and improvements which the service intends to deliver based on the financial and employee resources expected to be available.
- 5.2 The plan sets out the key priorities for the service over the duration of the improvement plan, identifies the key actions to be undertaken to meet these priorities and sets out the performance indicators to be used to monitor progress.
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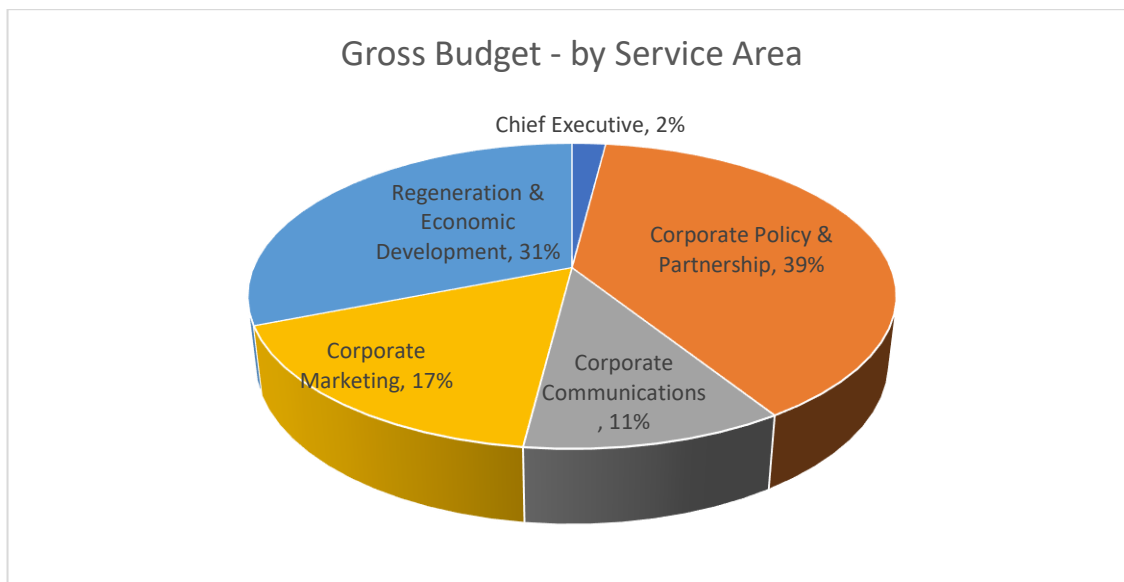
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6 Our resources

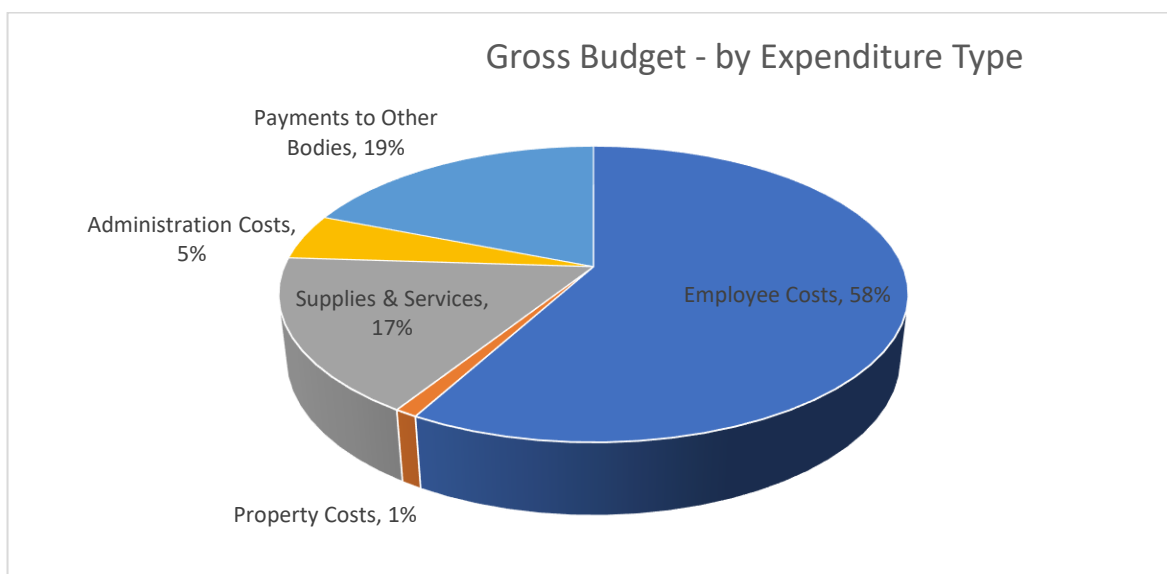
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- 6.2 As reported to Council in the Revenues Budget and Council Tax report on 28 February 2019, budget projections for 2020 to 2022 include assumptions around key pressures that could range from £24m to £55m.
- 6.3 Budgets are approved each year for both Capital and Revenue purposes. Capital budgets allow for expenditure on the creation or enhancement of assets. The Capital budget agreed for the Chief Executive's Service is still to be confirmed. The exhibit below shows the key areas in which this spend is planned for 2019/20:

Project 1	• City Deal - 2019/20 budget £22,572m
Project 2	• Community Empowerment Fund - 2019/20 budget £0.3m
Project 3	• Local full-fibre network in Renfrewshire - 2019/20 budget £1.5m
Project 4	• Cultural Infrastructure Programme - 2019/20 budget £6,310m
Project 5	• Townscape Heritage 2 - 2019/20 budget £1,267m

- 6.4 Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. The Revenue budget agreed for the Chief Executive's Service in 2019/20 is £9.5m. The charts below show how this is allocated across areas of service and different types of cost.



- 6.5 The gross budget for the Chief Executive's Service of £9.965m will be augmented by the £4.5m of revenue resources invested in a 5-year Employability Programme for Renfrewshire as agreed by Council on 2 March 2018 and any European Funding which can be levered in.
- 6.6 In addition to the gross budget detailed in the table above, the service also manages the leisure services budget of £10.759m which includes the service requisition payment to Renfrewshire Leisure of £10.383m to deliver leisure and culture services across Renfrewshire together with £376,000 for property costs.



Capital Investment Programme

Programme	2019/20
Project Title	£'000
<u>City Deal</u>	
Glasgow Airport Investment Area	17,821
Clyde Waterfront & Renfrew Riverside	1,022
Airport Access	3,730
Total City Deal	22,573
<u>Investment in Paisley Venue & Town Centre Infrastructure</u>	
Paisley Arts Centre Redevelopment	275
Paisley Town Hall Redevelopment	3,045
Flexible Outdoor Facility/Travel & Accessibility Infrastructure	2,400
St James Playing Fields Redevelopment	590
Total Paisley Venue & Town Centre Infrastructure	6,310
Townscape Heritage/CARS 2	1,267
Local Green Networks Project	75
Paisley Learning & Cultural Hub	1,746
Paisley Museum	3,400
TOTAL ECONOMIC & REGENERATION PROGRAMME	35,371

7 Contributing to the Council's strategic priorities

- 7.1 This Service Improvement Plan includes actions and performance measures aligned to the priorities set out in the Council Plan. This section of the Service Improvement Plan gives a brief outline of how the Chief Executive's Service contributes to each priority and lists some of the key achievements in this area over the last year. An action plan and performance indicators are provided to show the specific detail of how we will contribute to each priority over the life of this plan.
- 7.2 The Chief Executive's Service also makes use of the indicators in the Local Government Benchmarking Framework (LGBF) to monitor performance. These indicators are included as an appendix to this plan.
- 7.3 The following section provides details of how the service contributes to the delivery of council priorities and includes a list of specific actions and performance measures for each priority.

Strategic Outcome 1: Reshaping our place, our economy and our future

8 Strategic outcome overview

8.1 The Chief Executive's Service delivers this priority through our ongoing work to support cultural and economic regeneration. Work will continue on the City Deal programme, moving forward with work on the Clyde Waterfront and Renfrew Riverside (CWRR) road opening bridge and submission of planning applications for other aspects of the programme. There is a particular focus on culture and events, including the continued implementation of the Events Strategy, Renfrewshire Visitor Plan and Destination Brand.

Achievements 2018/19

8.2 During 2018/19, our achievements included:

- the Council supporting inward investment of around £300m for the Renfrewshire area, including: £65m establishing the National Manufacturing Institute; £56m for the Medical Manufacturing Innovation Centre; £16.5m for 'Future Forge'; £9.5m by Lightweight Manufacturing Centre; and £96m announced by HM Treasury for advanced forming research centre (AFRC). Work is ongoing to ensure these significant investments benefit local people in terms of employability and infrastructure. An economic development conference focusing on "inclusive growth" was held to support this approach in November 2018;
- good progress continuing to be made by the main City Deal projects. Scottish Ministers recently approved the planning application for the Clyde Waterfront and Renfrew Riverside project, which includes an opening bridge over the River Clyde. This will transform the waterfront, connecting communities on both sides of the river, improving access to work, education, hospitals and leisure. It is anticipated that the project will create more than 2300 jobs and inject £867 million into the regional economy. The City Deal team were recently awarded the New Civil Engineer Low Carbon Award for their work introducing low carbon measures into the City Deal project work to date;
- good progress continuing to be made with the Townscape Heritage Initiative/Conservation Area Regeneration Scheme (THI/CARS) project, with one building repair project successfully completed and several projects onsite, including the first new residential flats on Paisley High Street for a generation. Funding has also been secured through the Heritage Lottery Fund for Renfrewshire's Great Place Scheme;
- services continuing to focus on supporting employment and business growth. Over the period, the Invest in Business Programme has supported approximately 300 new business start-ups and delivered 100 Business Gateway workshops and 14 Digital Boost workshops which together reached almost 1000 attendances;

Strategic Outcome 1: Reshaping our place, our economy and our future

- work continuing at pace to promote Renfrewshire as a place to live, work in and visit. Specific activity has included the launch earlier this year of the **paisley.is** destination website and dedicated social media channels, with the website achieving 190,808 unique visitors to date. An online training portal has also been launched across Renfrewshire's tourism businesses;
- Paisley winning the 'Great Town' award at the Academy of Urbanism awards ceremony in London, beating off competition from shortlisted Barnsley in Yorkshire and Chelmsford in Essex, and in recognition for its 'outstanding' efforts to transform its fortunes. Paisley is the first Scottish place to win the title since the inaugural awards in 2006;
- the delivery of an enhanced events programme for 2018/19, which attracted increased audience numbers and £4.7 million combined economic impact and UK-wide media coverage. The Winter Events programme proved to be hugely spectacular, with the Halloween Festival attracting 34,000 attendees, the highest number yet; and
- 366 million opportunities to see or hear something positive about Renfrewshire with a PR value of £4.6 million, through destination and visitor marketing.

8.3 Priorities 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- leading on the Glasgow City Region City Deal, including working with partners to deliver the Advanced Manufacturing Innovation District Scotland and the National Manufacturing Institute for Scotland (NMIS) Governance arrangements;
- taking forward the actions in the Renfrewshire Economic Strategy and Action Plan;
- expanding our enterprise programmes and business support to increase the number of new local business start-ups, whilst increasing business sustainability, productivity, competitiveness and growth;
- delivering Year 2 of the destination marketing plan and year 2 action plan as part of the Renfrewshire Visitor Plan. Alongside establishing a commercialisation model that reconnects the Paisley Pattern to Paisley;
- progressing our digital ambitions with a new Digital Strategy and developing plans for investment in a full fibre network in Renfrewshire; and
- building capacity of local supply base to promote 'grow local'.

Strategic Outcome 1: Reshaping our place, our economy and our future

8.4 Priority Actions

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Complete the implementation of a rural development programme across Renfrewshire, East Renfrewshire and Inverclyde through the effective delivery and management of the EU LEADER programme	Increased local services Business diversification Community capacity building Increased / sustained rural employment	Economic Development Manager	31 December 2021
Implement the Renfrewshire Economic Strategy and Action Plan	Help provide a vision for the future local economy in Renfrewshire	Head of regeneration	31 March 2019
Expand our enterprise programmes and business support to increase the number of new local business start-ups	Increase registered businesses per 10,000 adults to at or above the Scottish average Increase the new business start-up rate in Renfrewshire closer to the Scottish average	Economic Development Manager	31 March 2021
Increase business sustainability, productivity, competitiveness and growth through a revised package of incentives, business support, training and advice	Increase GVA in Renfrewshire Grow / sustain local employment Improve skill levels Facilitate business growth	Economic Development Manager	31 March 2020
Promote international trade and connectivity through supporting those businesses looking to export to new markets	Sustain / grow businesses and local employment Increase the number of businesses trading out with Scotland	Economic Development Manager	31 March 2022
Work with partners to enhance provision, accessibility and take up of business support services and to identify where new services are required	Increase the take up rate of enterprise support Improve the three-year business survival rate Support the growth of businesses locally	Economic Development Manager	31 March 2021
Engage with local businesses to understand the needs of the labour market and ensure our skills and employability provision reflect those needs	Improve employment outcomes Ensure businesses can recruit locally Reduce unemployment	Economic Development Manager	31 March 2020

Strategic Outcome 1: Reshaping our place, our economy and our future

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Reduce skills gaps in the area and respond to growth sectors	<p>Ensure a supply of labour</p> <p>Promote and encourage higher level skills</p> <p>More collaborative and joined up academic and skills planning</p> <p>Greater education-skills alignment</p>	Economic Development Manager	31 December 2022
Ensure a strong and active local employability partnerships to support all people to be job ready and to access employment	<p>Increase employment levels</p> <p>Reduce unemployment</p> <p>Tackle poverty and exclusion</p> <p>Increased partnership working</p>	Economic Development Manager	31 December 2022
Actively promote entrepreneurship to encourage enterprise in its widest sense and we have new products to support self-employment	<p>Increased enterprise activities across Renfrewshire</p> <p>Improve start-ups and self-employment levels</p> <p>Increase economic activity and participation</p>	Economic Development Manager	31 December 2022
Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	Engaging with key partners in the public, academic and private sectors to realise for a high-quality advanced manufacturing innovation district (AMIDS) which aims to deliver up thousands of new jobs	Project Director (City Deal)	31 March 2020
Participate fully in all aspects of the new National Manufacturing Institute for Scotland (NMIS) Governance arrangements	Engaging with key partners in the public and academic sectors to ensure NMIS is established and operational timeously	Project Director (City Deal)	31 December 2021
Monitor benefits of City Deal Projects	Benefits will include new jobs and training and upskilling opportunities for Renfrewshire residents	Project Director (City Deal)	31 March 2022
Develop and coordinate the delivery of a Development Framework for Paisley North/GAIA South	Identify regeneration opportunities for the Paisley North Area	Regeneration Manager / Assistant Manager (Regeneration)	31 March 2022

Strategic Outcome 1: Reshaping our place, our economy and our future

What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	Regeneration Manager / Assistant Manager (Regeneration)	31 March 2022
Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project	Repair and refurbish a number of priority buildings Improve areas of public realm Raise people's awareness of Paisley's heritage and culture	Regeneration Manager / Assistant Manager (Regeneration)	31 March 2022
Advance Paisley's position as the UK's Great Town to town's and regeneration audiences in the UK	Enhance the role that heritage plays in the future of Renfrewshire as a place Lead to a wide range of social, environmental and economic benefits that heritage can achieve	Regeneration Manager / Assistant Manager (Regeneration)	31 September 2020
Prepare the Renfrewshire Economic Strategy with the Economic Leadership Panel	Contribute to economic growth Delivery of positive step change across Renfrewshire	Head of Regeneration	30 June 2019
Review and development of the Heritage Asset Strategy for Renfrewshire	Build on the transformation of Renfrewshire further using heritage and cultural assets	Regeneration Manager / Assistant Manager (Regeneration)	31 December 2019
Develop project proposals for new Scottish Government Town Centre Fund	Drive local economic activity Stimulate and support place based economic improvements to town centres	Head of Regeneration	31 March 2020
Develop specific regeneration projects for Johnstone and Renfrew	Projects will target the specific issues for each town Drive local economic activity	Head of Regeneration	31 March 2020
Implement the Cultural Infrastructure Investment programme	Renfrewshire will have state of the art cultural venues and attract people to the area	Head of Regeneration	31 March 2021
Proactively work with property owners to bring some of the area's most valued assets back into use	This work will link with the town centre strategies to protect,	Regeneration Manager / Assistant	31 March 2022




Strategic Outcome 1: Reshaping our place, our economy and our future

	enhance and return to use key assets	Manager (Regeneration)	
What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	Promote business growth and investment in emerging sectors linking to other key plans in this area such as City Deal and culture led regeneration	Head of Regeneration	31 March 2022
Implement Year 2 of the destination marketing plan	Improve UK and international profile for Renfrewshire	Head of Marketing, Communications and Events	31 March 2021
Implement Year 2 action plan as part of the Renfrewshire Visitor Plan	Position Renfrewshire as a day visitor destination Increase visitor numbers to Renfrewshire Increase visitor spend Increase hotel occupancy Improve UK and international profile for Renfrewshire	Marketing Manager	31 March 2021
Deliver the 2019 programme as part of the events strategy to 2022	Increase local spend Generate direct spend economic impact Improve area image Increase cultural participation Increase day visitors	Events Operations Manager	31 March 2020
Establish a commercialisation model that reconnects Paisley Pattern to Paisley	Change perceptions of Paisley Reconnect the pattern to Paisley Generate income	Head of Marketing, Communications and Events	31 March 2021
Deliver Fundraising Strategy and Capital Appeal for Paisley Museum	Generate £5 million private fundraising target	Head of Marketing, Communications and Events	31 December 2022












Strategic Outcome 1: Reshaping our place, our economy and our future

What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Develop new Digital Strategy for Renfrewshire Council	Improve digital skills of Renfrewshire residents	Strategic planning and policy development manager	31 December 2019
Develop proposals, in collaboration with ICT services, for investment in a full fibre network in Renfrewshire	Renfrewshire residents and businesses will benefit from improved connectivity Promote economic growth and attract investment	Strategic planning and policy development manager	31 October 2019
Build capacity of local supply base, promote 'grow local'	Improve local contractors' knowledge of Council procurement processes	Strategic Commercial and Procurement Manager	31 March 2022

8.5 Performance Indicators

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	Q3 2018/19	214	250		1,000	1,000	1,000	1,000
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)	2017/18	238	150		150	180	180	180
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programmes	2018/19	291	350		350	350	350	350

Strategic Outcome 1: Reshaping our place, our economy and our future

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
Number of businesses supported by Council economic development activity (excluding Business Gateway)	New for 2019/20	-	-	-	-	480	480	480
Number of new business start-ups in Renfrewshire with Business Gateway support	Q3 2018/19	67	75		300	300	300	300
Renfrewshire Claimant Count (NOMIS)	Q3 2018/19	3,135	-		-	-	-	-
Town Vacancy Rate	2017/18	11.7%	-		-	-	-	-
Number of properties on Buildings at Risk Register	Q3 2018/19	39	42		42	40	38	36
Percentage of Renfrewshire population working age (16-64)	2017/18	64.4%	-		-	-	-	-
Number of vacant retail units in Paisley Town Centre	2017/18	64	68		68	68	68	68
Number of visitors to the events we create	2018/19	160,873	190,000		190,000	160,000	*	*
Local spend at events	2018/19	£3,200,000	£562,500		£562,500	£3,500,000	*	*
Regional economic impact of events	2018/19	£1,500,000	£750,000		£750,000	£1,750,000	*	*
Number of visits to Renfrewshire (and Paisley) attractions	2017/18	1,759,021	1,800,000		1,830,000	1,830,000	1,990,000	*
Opportunities to see or hear something positive about Renfrewshire	2018/19	314,000,000	120,000,000		120,000,000	120,000,000	120,000,000	120,000,000

* targets for 2020/21 and 2021/22 will be shaped by review and new programme

Strategic Outcome 2: Building strong, safe and resilient communities

9 Strategic outcome overview

The Chief Executive's Service contributes to this priority through a range of activities undertaken by the Partnerships and Inequalities Team who work with local community groups and organisations to support engagement and empowerment.

Achievements 2018/19

9.1 During 2018/19, our achievements included:

- developing a new model of 'Local Partnerships', which represents a new way of working for communities, elected members and partners to work together at a local level. The new Local Partnerships were developed following an extensive programme of engagement with communities and elected members and the first set of meetings were held in early 2019;
- the annual programme of community planning engagement events taking place in October 2018, with the Partnership Team getting out and about talking to interested groups and individuals about the new Local Partnerships;
- the launch of the Community Empowerment Fund in July alongside the establishment of a single point of contact for communities. The fund is progressing well with a number of awards made to date;
- the establishment of a new youth panel comprising of 20 young people who took part in the supported event design and delivery of the Halloween Festival as part of the Year of Young People;
- the establishment of a cultural programming group to support a co-ordinated approach to events delivery and cultural programming across Renfrewshire;
- the LEADER programme, the European Union funded Community Development Scheme which focuses on delivering a bottom-up method of support for rural development working with a wide range of community organisations and private businesses, resulted in five applications being approved for funding; and
- over 700 community benefits being offered through current council contracts to external providers, including a broad range of employment and education initiatives. 25% of all contracts were awarded to providers located within Renfrewshire. Over 50% of all Community Benefits offered by external providers provided employment and work placement opportunities for priority groups.

Strategic Outcome 2: Building strong, safe and resilient communities

9.2 Priorities for 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- working with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities and to support communities to develop local action plans to tackle the issues people care about most;
- continuing to develop single point of contact function for community groups and organisations, working with other council services to streamline the process; and
- delivering a framework for mainstreaming Participatory Budgeting.

9.3 Priority Actions

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	Communities will feel more empowered	Strategic Partnerships and Inequalities Manager	31 March 2022
Work with communities to develop local action plans to tackle the issues people care about most	Communities will have more ownership for their areas	Strategic Partnerships and Inequalities Manager	31 March 2022
Implement findings from review of corporate grants process and monitoring arrangements	Strengthened corporate grants process	Strategic Partnerships and Inequalities Manager	31 December 2019
Implement new Local Partnership Model (new)	Increase effectiveness of community level governance	Strategic Partnerships and Inequalities Manager	31 December 2019
Deliver framework for mainstreaming Participatory Budgeting	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 March 2021
Continue to develop single point of contact function for community groups and organisations, working with other council services to streamline processes	Communities will have single point of contact for enquiries	Strategic Partnerships and Inequalities Manager	31 December 2019

Strategic Outcome 2: Building strong, safe and resilient communities

9.4 Performance Indicators

There are no indicators for this outcome

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

10 Strategic outcome overview

The Chief Executive's Service contributes to this priority through supporting vulnerable people impacted by poverty.

Achievements 2018/19

10.1 During 2018/19, our achievements included:

- £4 million of income being generated through the Tackling Poverty programme for local people, with the programme continuing to support developments such as Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum;
- undertaking a mapping exercise to understand the support services available across Renfrewshire in preparation for Universal Credit rollout, working as part of the wider Advice Renfrewshire partnership to ensure services are ready to support the impact;
- developing a British Sign Language (BSL) Plan in consultation with BSL users and the wider public which was submitted to the Scottish Government in October 2018. A new BSL Action Plan was agreed to be progressed in partnership by service users, the Council and partners; and
- ensuring fair working practices are considered for all providers tendering to provide products and services to and for the Council.

10.2 Priorities 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- implementing year 2 of the tackling Poverty Programme funding;
- working with local equalities led community groups and employees to deliver progress against the six equalities outcomes;
- promoting fair working practices including payment of the living wage across the council's supply base;

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

- developing and publishing the Local Child Poverty Action Report;
- establishing and supporting the Renfrewshire Alcohol and Drugs Commission, which aims to make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people; and
- implementing the Macmillan Renfrewshire Improving the Cancer Journey project.

10.3 Priority Actions





What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	Community Planning Partners have a co-ordinated approach to tackling the causes of poverty and reducing the inequalities caused by it	Strategic Partnership and Inequalities Manager	31 March 2022
Implement Year 2 of the Tackling Poverty Programme funding	Continue to reduce the impact of poverty on Renfrewshire communities	Strategic Partnership and Inequalities Manager	31 March 2020
Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	Equality groups experience inclusive interactions with the Council and see diverse needs met	Strategic Partnership and Inequalities Manager	31 March 2022
Promote fair working practices including payment of the living wage across the council's supply base. Include Fair Work as a standard agenda item at supplier review meetings to be considered alongside all other contract management matters	<p>Promote the importance and value of Fair Work Practices to our suppliers</p> <p>Help protect the rights of suppliers' employees</p> <p>Improve the quality of the delivery of services to the Council</p>	Strategic Commercial and Procurement Manager	31 March 2021
Develop and publish Local Child Poverty Action Report	To detail the activity taken to reduce child poverty in Renfrewshire	Strategic Partnership and Inequalities Manager	30 June 2019
Develop Centre for Excellence for Consultation Practice	Develop expertise in consultation practice	Strategic Partnership and Inequalities Manager	31 December 2019

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Implementation of the Macmillan Renfrewshire Improving the Cancer Journey Project	Provide a clear pathway and support for those diagnosed with a cancer and those who support them (carers and families)	Head of Policy and Commissioning	31 December 2019
Establish and support the Renfrewshire Alcohol and Drugs Commission	Support local people and communities affected by drug and alcohol misuse, to support recovery and improve life outcomes	Head of Policy and Commissioning	31 December 2019
Maximise use of community benefits – ensure that ambitious community benefits are included in all appropriate tenders. Improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits	Benefits will be delivered to the communities that need them most	Strategic Commercial and Procurement Manager	31 March 2022
Develop and implement a new Inclusive Growth framework and action plan	<p>Aim to improve our SIMD ranking for the bottom 5% datazones at every publication</p> <p>Measure increased outcomes for the most disadvantaged</p> <p>All CPP partners are contributing to the agenda</p> <p>Use the public pound to increase local wealth and create opportunities for the most disengaged</p>	Economic Development Manager	31 December 2022
Deliver bespoke employability services targeted at the needs of inactive and unemployed priority groups (with a key focus around health) to move them closer to work	<p>“Economically active” rate will improve</p> <p>Moving people closer towards employment</p> <p>Unemployment is reducing as more people enter work</p>	Economic Development Manager	31 December 2022
New employability programmes being developed to target in work poverty as part of the child poverty action plan	<p>Reduce the number of families / children in poverty</p> <p>Increase job opportunities and improve wages for those on low incomes</p>	Economic Development Manager	31 March 2022

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

10.4 Performance Indicators

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
Number of people who felt they have been engaged within the community planning process	2017/18	928	928		1000	1000	1000	1000
Number of Credit Union members	Q3 2018/19	20,162	19,000		38,000	38,200	38,400	38,600
Interest saved against high interest lenders	Q3 2018/19	£10,594	£11,250		£45,000	£45,000	£45,000	£45,000
Increase % of people participating in events from our most deprived communities	2018/19	536	500		500	650	725	800

Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

11 Strategic Outcome Overview

The Chief Executive's Service contributes to this priority through the work on sustainable procurement and Fairtrade.

Achievements 2018/19

11.1 During 2018/19, our achievements included:

- the Renfrewshire Fairtrade Steering Group continuing to meet regularly to support communities in achieving and renewing Fairtrade status. The Steering Group supported World Fairtrade Day, the Paisley 10k and the Renfrewshire schools Fairtrade Awards. At the Council meeting on 28 February 2019, the Council formally approved the adoption of the International Fairtrade Charter which has also been fully endorsed by the Renfrewshire Fairtrade Steering Group and signals that Renfrewshire Council is committed to the Fairtrade principles set out in the Charter;
- providing strategic marketing and communications to support the introduction of waste changes to keep the public fully informed and manage customer enquiries through social media;

Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

- winning the New Civil Engineer Low Carbon Leader Awards through incorporating a range of measures to reduce carbon emissions on our Glasgow Airport Investment Area and Clyde Waterfront and Renfrew Riverside City Deal Infrastructure projects;
- continued marketing and communications support for the Team Up to Clean Up campaign, with a very successful thank you event held for volunteers and all involved in the Town Hall in September 2019; and
- embedding sustainable procurement, including consultation with the Soil Association Scotland to ensure the promotion of sustainable food.

11.2 Priorities 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Adopting International Fairtrade Charter as agreed at full Council on 28 February 2019; and
- continuing to co-ordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign.

11.3 Priority Actions

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Adopt International Fairtrade Charter	Promotion of fair and ethical products	Head of Policy and Commissioning	31 March 2021
Continue to coordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign	Improved recycling rates Raised awareness of the campaign Attendance at related events	Communications and Public Affairs Manager / Marketing Manager	31 March 2021

11.4 Performance Indicators

There are no indicators for the outcome

Strategic Outcome 5: Working together to improve outcomes

12 Strategic Outcome Overview

The Chief Executive's Service contributes to this priority through a leadership and improvement role on the Council Plan and Best Value Improvement Action Plan. The Service drives performance management, self-evaluation, quality assurance and scrutiny and supports staff engagement and internal communications.

Achievements 2018/19

12.1 During 2018/19, our achievements included:

- the completion of a review of the Council's complaints handling policy with new guides being developed for members of the public and staff;
- receiving a positive Annual Audit report from Audit Scotland which recognised the progress being made to implement the recommendations in our Best Value Assurance Report;
- services now enhancing the use of geographic information, population projections and economic data provided by the data analytics team to improve the efficiency and accessibility of services;
- supporting services to submit successful applications for external accreditation such as the COSLA Excellence Awards, the Guardian Public Services Awards and the Holyrood Public Services Awards;
- development of a Communications and Marketing Strategy to direct priority and public awareness campaigns to be delivered during 2018/19;
- the completion of phase 1 of the council's new intranet with a refreshed internal communications plan approved in May 2018; and
- the Procurement Team increasing its PCIP assessment score from 83% to 88% which recognises the level of excellence in procurement in Renfrewshire.

12.2 Priorities 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- implementing a new model for self-assessment;
- developing our data analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities and expanding the use of the Geographic Information System (GIS) across services;

Strategic Outcome 5: Working together to improve outcomes

- continuing to strengthen communications by implementing year 1 of the council's website and intranet strategy and year 2 of the marketing and communications strategy;
- developing and embedding the Council's brand values programme through a programme of staff and community engagement;
- developing and publishing the new Procurement Strategy; and
- supporting the Transformation Programme.

12.3 Priority Actions

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement a new model for self-assessment	The council will have a robust mechanism for self-assessment	Strategic Planning and Policy Development Manager	31 December 2019
Implement Chief Executive's Service Workforce Plan	Better understanding of service needs and resources and planning for the future	Head of Policy and Commissioning	31 March 2020
Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions	The council will be recognised for the work it does and employees will feel valued for the work they do	Strategic Planning and Policy Development Manager	31 March 2021
Expand the use of the Geographic Information System (GIS) across services	Deliver efficiencies through better use of data and improve service delivery and information for the public. Achieve best value for our investment in the system	Strategic Planning and Policy Development Manager	31 March 2020
Develop our data analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	Better use of data analytics to plan services Better understanding of how to improve outcomes for local people	Strategic Planning and Policy Development Manager	31 March 2020
Implement Year 1 of the council's website and Intranet Strategy	Staff will have access to information that helps them to do their jobs	Communications and Public Affairs Manager	31 March 2020





Strategic Outcome 5: Working together to improve outcomes

What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Implement Year 2 of the marketing and communications strategy	Residents are well informed about council decisions and policies Social media engagement will be increased	Communications and Public Affairs Manager / Marketing Manager	31 March 2020
Protect the council's reputation and enhance profile locally and nationally	Provide positive opportunities for people to see and hear something positive about Renfrewshire	Communications and Public Affairs Manager	31 December 2021
Develop and embed the council's brand values programme	Staff and communities will have a shared understanding of the council values and vision and have been able to contribute to their development Development of staff and community deals	Head of Marketing, Communications and Events	30 November 2019
Develop staff engagement and internal communications strategy to support the council's transformation programme	Staff will be supported and informed about changes that will impact them	Head of Marketing & Communications	31 March 2019
Support the Transformation Programme	Support financial sustainability of the Council Improved outcomes for local people and communities	CEX Heads of Services	31 March 2022
Implement new public services panel survey arrangements for community engagement	Strengthen engagement with communities and residents of Renfrewshire	Data Analytics and Research Manager	31 December 2019
Implement the new complaints handling procedure across the Council	The council will have a robust complaints handling process that will allow us to learn from complaints	Strategic Planning & Policy Development Manager	31 March 2020
Review and implement new approach to Public Performance Reporting arrangements	It will be easier for the public to find out information and feel more informed about the performance of the council.	Assistant Strategic Planning & Policy Development Manager	31 December 2019
Strengthen the commissioning model between policy and procurement teams	Greater partnership working between teams	Strategic Planning & Policy Development Manager / Strategic Commercial &	31 March 2021




Strategic Outcome 5: Working together to improve outcomes

Procurement Manager			
What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Prepare for Brexit in terms of procurement and supply chain implications	The Council will have robust plans in place for Brexit implications	Strategic Commercial and Procurement Manager	30 April 2019
Develop capacity to analyse spend across services	Support the delivery of efficiency savings for the Council	Strategic Commercial and Procurement Manager	31 August 2019
Develop and publish the new Procurement Strategy	Support the delivery of the Council's strategic objectives through procurement	Strategic Commercial and Procurement Manager	31 December 2019
Support Purchase to Purchase (P2P) rollout on Business World	Robust system in place for purchasing	Strategic Commercial and Procurement Manager	31 March 2020

12.4 Performance Indicators

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Q3 2018/19	100%	100%		100%	100%	100%	100%
% of staff who feel well informed about matters that are important to them	2016/17	60.44%	60%		60%	-	65%	-
Number of followers on social media (twitter)	Q3 2018/19	23,700	15,000		16,000	17,000	18,000	19,000
Number of friends on Facebook	Q3 2018/19	18,634	8,500		9,000	10,000	11,000	12,000

Strategic Outcome 5: Working together to improve outcomes

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
% of complaints responded to within timescales agreed with customer	Q3 2018/19	59%	100%		100%	100%	100%	100%
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Q3 2018/19	2.18	0.51		2	6.5	6.6	6.5
% of invoices paid within 30 days by the Chief Executive's Service	Q2 2018/19	100%	90.5%		90.5%	90.5%	90.5%	90.5%

Appendix 1 – LGBF Performance Indicators

Name of Indicator	2016/17	2017/18
Percentage of unemployed people assisted into work from council operated / funded employability programmes	27.11%	29.9%
Percentage of procurement spend on local enterprises	29.02%	25.37%
Number of business gateway start-ups per 10,000 population	18.53	14.99
Cost of economic development and tourism per 1,000 population	£90,477	£90,471
Proportion of people earning less than the living wage	22.40	17.70
Proportion of properties receiving superfast broadband	89	93.71
Town Vacancy Rates	11.8	10.95
Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan	26.53%	27.72%



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

Report by: Director of Environment & Infrastructure

Heading: Environment & Infrastructure Service Improvement Plan 2019 - 22

1. Summary

- 1.1 The purpose of this report is to seek approval of the Environment & Infrastructure Service Improvement Plan covering the 3 year period 2019 to 2022, attached as Appendix 1 and as specific to the areas of activity delegated to this Policy Board, highlighted in paragraph 6.1 of this report.
- 1.2 Service improvement plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Service improvement plans are three year rolling documents which are reviewed and updated on an annual basis to ensure there is sufficient focus by services on improvement activity, and sufficient awareness of the key challenges and opportunities.
- 1.3 Environment & Infrastructure operates within a dynamic financial, demographic and policy environment, with a number of new and emerging developments or legislation at a national level having a significant impact at a local level.
- 1.4 In light of these challenges, the service has reviewed its Service Improvement Plan for the period 2019 - 2022, and identified a range of actions, specific to the strategic outcomes of the Council Plan, that will be undertaken to improve and develop service provision. Performance scorecards have been developed for each of the strategic outcomes and include specific performance indicators and associated targets which will be used to monitor and report service performance against.
- 1.5 The Service improvement plan is one of the key mechanisms by which elected members scrutinise service performance across the Council. The first progress update on relevant actions and progress on the Service Improvement Plan 2019 to

2022 will be submitted to the Finance, Resources and Customer Services Policy Board in November 2019.

2 Recommendations

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

- 2.1 Approves the 2019/2020 to 2021/2022 Service Improvement Plan for Environment & Infrastructure attached as Appendix 1 and as specific to the areas of activity delegated to this Policy Board, highlighted in paragraph 6.1;
 - 2.2 Agrees that progress in respect of areas of activity delegated to this Policy Board be reported to the Finance, Resources and Customer Services Policy Board in November 2019; and
 - 2.3 Note that the attached Service Improvement Plan for Environment & Infrastructure is also being presented to the Infrastructure, Land and Environment Policy Board to approve elements covered within that Board's remit.
-

3. Role of Environment & Infrastructure and Key Service Activities

- 3.1 The principal role and purpose of Environment & Infrastructure is to provide:
 - Operations and Infrastructure - Waste, StreetScene, Roads, Infrastructure & Transportation, Fleet & Social Transportation.
 - Facilities Management (Hard & Soft Services) – including PPP & Compliance and Building Services.
 - 3.2 Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,600 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £73 million.
 - 3.3 These wide ranging and highly visible services are delivered at around 270 Council premises, to over 89,000 households and businesses with more than 846km of roads and transport structure being maintained across Renfrewshire.
-

4. Celebrating success in 2018/19

- 4.1 The following section provides an overview of the main successes and achievements delivered by the service during 2018/19. It provides an overview of the positive impact the service has had on Renfrewshire's households, businesses, schools and communities. A full out-turn report covering Environment & Infrastructure's performance during 2018/19 will be reported to this Policy Board in May.

Council Plan Strategic Outcome 3: Tackling inequalities, ensuring opportunities for all

Morning Clubs - Pupils with a healthy breakfast and a programme of activities in 8 of our primary schools and one secondary school, with around 2,000 breakfasts being served each week.

Families First - Operating in 12 locations throughout Renfrewshire during the school summer and October holiday periods, providing activities and healthy meals to pupils in P1-P4 who were eligible for a free school meal, children who attended additional support needs schools and also to children under five who attended Council pre-five centres during school holidays.

Early Years Strategy - Supporting the phased introduction of the Scottish Government's 1140hrs strategy through the provision of additional lunch meals for all 3 and 4 year olds and eligible 2 year olds.

Cashless Catering - Introducing a cashless catering service within schools which has addressed the negative perception of being in receipt of Free School Meals. Negative perceptions had previously resulted in some eligible pupils not taking up their free school meal entitlement.

The new system allows quicker throughput of children using the school meals service and can provide details of the children's uptake and menu choices.

Creating Employment Opportunities - Environment & Infrastructure has delivered a range of services and projects that has created job opportunities for Renfrewshire's young people and vulnerable people, actively preparing and supporting them for the world of work. They include:

- Offering employment opportunities in Waste Services, Facilities Management (Hard & Soft Services) and Building Services. Training was provided for young people as part of Project SEARCH Initiative, delivering work experience for school pupils and West College Scotland students. Work placements were also arranged through Invest in Renfrewshire employment programmes.
- Soft FM and Project SEARCH were finalists in the 2018 Guardian Public Service Award and a member of the Soft FM team was awarded Achiever of the Year at the 2018 Invest in Renfrewshire Employability Awards.

- Soft FM services creating additional catering/cleaning posts in order to deliver the services more efficiently.

Council Plan Strategic Outcome 5: Working together to improve outcomes

Depot Rationalisation/Infrastructure Investment - Completing the investment project at Underwood Road Depot to refurbish and improve facilities for our frontline workforce. This has delivered new stores provision and workshops for Building Services, a new salt shed for winter gritting, modernised facilities to store StreetScene machinery, and a modern office space and workforce facilities for the integrated workforce. This brought together staff working in waste, StreetScene, roads, vehicle maintenance and building services to enhance integration of service delivery.

Staff Engagement - Introducing a new approach to staff engagement at all levels across the service with a particular focus on listening and supporting front line employees. The purpose of this is to allow staff throughout the service to input to how services will run in the future and to support the 4 strands of the service's workforce plan.

5. Strategic Context 2019 to 2022

- 5.1 The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans and links to financial, risk management and workforce planning processes.
- 5.2 The Service Improvement Plan provides a strategic assessment of the key challenges and changes which will face the service during the period of the delivery of this plan, including the challenging and uncertain financial environment and demographic changes that will impact on the demand for services.
- 5.3 The Council Plan, 'Thriving People, Connected Communities', clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.
- 5.4 The current strategic priorities identified for Environment & Infrastructure reflect the key challenges and opportunities identified by the service and are summarised as:
 - **Financial Climate** – Environment & Infrastructure will continue to review services to help the Council manage this reduction in resources in ways that have minimum impact on both our communities and our ambitions for Renfrewshire.
 - **UK withdrawal from the EU** - On 29 March 2019, the UK is expected to leave the European Union. Given the uncertainty which remains around this process, the Council and its partners have developed a range of contingency processes for any incidents which arise in the event of a "no deal Brexit". Nonetheless, the situation requires continued close monitoring as there may be impacts on, for

example, contractual arrangements with third parties, or on legislation impacting on food standards and trading standards. The Council is also cognisant of the fact that some staff are EU nationals and that this is a time of uncertainty for them in relation to their domiciliary status.

- **Supporting the Council's Transformational Programme and Service Changes** - Environment & Infrastructure has committed to the delivery of an ambitious programme throughout 2019/20 and 2020/21 to deliver change that will enhance the relationship the Council has with its communities, deliver workforce integration and make better use of the Council's assets.
- **Equalities** - Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups. The Council recognises that equality both needs to be mainstreamed fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting. Therefore, specific actions on how Environment & Infrastructure contributes to the development of the Council's six equality outcomes are included within section 10 of the Service Improvement Plan.

6. Environment & Infrastructure's Service Improvement Plan 2019-22

- 6.1 The 2019-2022 Service Improvement Plan details how Environment & Infrastructure will contribute to and deliver the strategic outcomes of the Council Plan. Whilst the activities delegated to this Board have no specific actions or indicators under 'Building strong, safe and resilient communities' and 'Reshaping our place, our economy and our future', the service works in collaboration with other services to support delivery of all Council Plan priorities.

Modernising Key Processes and Improving Productivity

- 6.2 The service's key overarching priorities for 2019/20 will be:

- Redesign of key business processes; and
- Digitisation of processes and service delivery.

This builds on the success of the roll out of cashless catering within schools and will be further enhanced through the wider use of mobile technology across the service.

- 6.3 Implementing an effective process redesign programme, supported by modern digital service delivery, will allow Environment & Infrastructure to realise productivity improvements and achieve better outcomes for Renfrewshire's households, businesses, schools and communities.

- 6.4 During 2019/20, the key priority focus of activities delegated to this Board for Environment & Infrastructure will be:

Council Plan Strategic Outcome 3:

Tackling inequalities, ensuring opportunities for all

- **Tackling Inequality** - Delivering Morning Clubs in 8 primaries and 1 secondary school to have a positive impact on individuals and communities experiencing or vulnerable to inequality in Renfrewshire. Soft FM will continue to work alongside Families First to deliver free school meals and activities during holiday periods and the ongoing delivery of morning clubs in areas of high deprivation.
- **Early Years Strategy (1140 hours)** – Facilities Management are supporting the delivery of the Scottish Government's strategy to provide additional childcare to all 3 and 4 year olds and eligible 2 year olds. FM services will deliver free meals for all children in early years establishments, with implementation due to complete by 2020.
- **Improving school meal uptake** – Delivering a programme of engagement with schools, parents and pupils to better understand pupil choice, leading to improvements in school meal uptake in both primary and secondary schools.
- **Equalities** – Promoting equality and diversity through all of its service provision and contribute to the development of the Council's six equality outcomes.
- **Employment & Training** – Providing employment, training, apprenticeships, foundation apprenticeships, and internships for young people and people with vulnerabilities to enhance their employment prospects and prepare them for the world of work.
- **Creating Employment Opportunities** – Creating job opportunities for Renfrewshire's young people and vulnerable people and actively preparing them for the world of work. The service will deliver modern apprenticeships, graduate internships and also support the Project SEARCH initiative to help young people with autism and learning disabilities move from education into employment.

Council Plan Strategic Outcome 4:

Creating a sustainable Renfrewshire for all to enjoy

- **Sustainable Food Strategy** – Leading the implementation of Renfrewshire's Sustainable Food Strategy and the delivery of food education programmes with partners, this project aims to deliver more local produce and sustainable food. Working in partnership with the Soil Association, the service will develop the strategy. As part of this implementation, training will be delivered to elected members by FM services in consultation with the Soil Association to raise awareness of the positive impacts of the strategy.

Council Plan Strategic Outcome 5:

Working together to improve outcomes

- **Supporting the Council's Transformational Programme and Service Changes** – Environment & Infrastructure has committed to the delivery of an ambitious programme throughout 2019/20 and 2020/21 to deliver change that will

enhance the relationship the Council has with its communities, deliver workforce integration and make better use of the Council's assets.

- **Renfrewshire Health & Social Care Partnership Strategic Plan** - Environment & Infrastructure will be fully engaged and supportive of the HSCP achieving its strategic plan priorities.
- **Workforce Planning** – Implement the Environment & Infrastructure workforce plan which recognises the changing workforce profile over the last few years and the workforce profile and skills that will be required for future years. Taking forward the 4 strands of the Environment & Infrastructure workforce plan: Recruitment, Training, Absence, and Overtime. The plan will deliver a flexible, skilled, modern workforce that will deliver for communities in Renfrewshire.
- **Schools Public Private Partnership (PPP)** - Continuing to manage the PPP contract for Renfrewshire Council. Ensuring Renfrewshire Schools Partnership (RSP) deliver services outlined within the contract, providing good quality facilities for young people in Renfrewshire.
- **Use of Data and Technology** – The service will continue to work with the Chief Executive's data analytics team to develop innovative ways of working using existing data and new technology to improve the efficiency and performance of the service, such as that introduced to support the gulley service, cashless catering, tablet technology, and mobile ICT platform in Building Services. The service will continue the roll out of Business World to all our frontline employees across the service.
- **Staff engagement** – Embedding the new approach to staff engagement at all levels across the service with a particular focus on listening, involving, and supporting front line employees.

6.2 Priority actions and performance indicators are core elements of the Service Improvement Plan. The priority actions set out how each of the key priority outcomes will be addressed, the key tasks to be implemented, an implementation time-table, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.

7. Reporting progress

7.1 Implementation of the Service Improvement Plan will be monitored, and relevant activities and progress will be reported to the Finance, Resources and Customer Services Policy Board on a six monthly basis. A review of progress will be brought to this Board in November 2019.

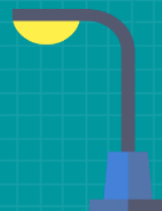
Implications of the Report

1. **Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** – none

3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none.
10. **Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
11. **Privacy Impact** - none
12. **COSLA Policy Position** – none.

List of Background Papers:None

Author: Gordon McNeil, Director of Environment & Infrastructure
Tel: 0141 618 7935
e-mail: Gordon.mcneil@renfrewshire.gov.uk



Environment & Infrastructure



Service Improvement Plan 2019-2022



*Delivering key frontline Council services to
Renfrewshire's households, businesses, schools
and communities*



Renfrewshire
Council

**Environment & Infrastructure
Service Improvement Plan 2019-2022**

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I. Introduction to the Service Improvement Plan

- I.1 The Service Improvement Plan for Environment & Infrastructure covers a 3 year period from 2019/20 to 2021/22. The plan outlines what the service intends to achieve based on the financial and employee resources available. The plan assists in shaping the strategic direction for the service and outlines key programmes, actions and improvements which we will deliver during the next three years.
- I.2 The major factors that this Service Improvement Plan responds to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The Service Improvement Plan sets out the likely impact that these issues will have on the service and our actions to address them.
- I.3 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Environment & Infrastructure will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- Reshaping our place, our economy and our future.
 - Building strong, safe and resilient communities.
 - Tackling inequality, ensuring opportunities for all.
 - Creating a sustainable Renfrewshire for all to enjoy.
 - Working together to improve outcomes.
- I.4 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two Plans are closely aligned; focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire. The four community plan themes are:
- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
 - Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
 - Our Renfrewshire is fair: addressing the inequalities that limit life chances.
 - Our Renfrewshire is safe: protecting vulnerable people and working together to manage the risk of harm.
- I.5 The Service Improvement Plan feeds directly into meeting Council Plan strategic outcomes and many of the actions also contribute to Community Plan objectives and actions. This creates a golden thread through these three strategic documents and shows the role that Environment & Infrastructure services have in delivering the strategic vision for Renfrewshire. Service level workforce, financial and risk plans are also closely aligned to the Service Improvement Plan and translate into team and individual development plans.
- I.6 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy context. In turn, the outcomes of the budget process shape the final content of the Service Improvement Plan. Integration of the budget and the service planning process supports elected members in arriving at budget decisions in the full knowledge of how these will impact at a service level.

2. What We Do

- 2.1 Environment & Infrastructure provides every day, essential and core services, directly to the public of Renfrewshire, to other services within the Council and to community planning partners. These services are delivered by approximately 1,600 employees, employed on a full-time or part-time basis, with a gross expenditure budget of approximately £73 million. Frontline services are delivered at around 270 Council premises, to over 89,000 households and businesses, and support more than 846km of roads and transport infrastructure.
- 2.2 Environment & Infrastructure has two main service areas/groupings:

Operations and Infrastructure: Waste, Streetscene, Roads, Infrastructure & Transportation, Fleet and Social Transport

OPERATIONS AND INFRASTRUCTURE

Management of waste and recycling services



Investing and maintaining Renfrewshire's infrastructure

Ensuring streets, town centres and communities are welcoming



Working with community groups to enhance parks and play areas

Managing and developing road network



Maintaining and procuring the Council vehicle fleet to support service delivery across the Council

Providing a transport infrastructure & network supporting economic community growth



Flood prevention and maintenance of infrastructure

Facilitating road safety programmes, cycling and green travel planning



Supporting regional transport policy and strategy

FACILITIES MANAGEMENT



Providing healthy meals in nursery, primary, secondary and additional support needs schools

Delivering Breakfast Clubs as part of the Tackling Poverty funding and Families First provision during holiday periods



Providing building services operations for repairs maintenance and capital works for Council housing and public buildings

Providing Soft FM services including caretaking, cleaning, catering, housekeeping and school crossing patrol services



Carrying out repairs and maintenance on street lighting

Managing Hard FM services for all Council properties



Strategic lead of the Schools' PPP contract

Carrying out repairs and maintenance for Renfrewshire Leisure premises



Celebrating success in 2018/19

2.3 During 2018/19, Environment & Infrastructure made a positive contribution towards delivering the Council's priorities. The following section provides an overview of the service's key successes and achievements demonstrating the positive impact the service has had on Renfrewshire's households, businesses, schools and communities.

2.4 Strategic Outcome 1: Reshaping our place, our economy and our future.



A total of £7.239 million was invested in roads, drainage and footpaths infrastructure during 2018/19 with 85 carriageways resurfaced, 24 surfaces dressed, and 45 footways resurfaced, delivering improvements to both strategic and local roads.



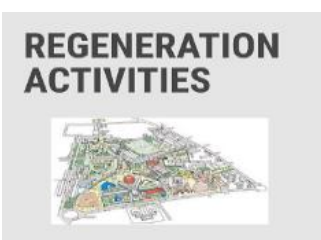
Providing operational support for events in Renfrewshire including; The Spree; Sma' Shot Day; Hallowe'en Festival; Winter Fest; Remembrance events; Christmas Lights switch-ons; and the British Pipe Band Championships. These events play an important role in supporting the evening and night-time economy in our town centres.



Environment & Infrastructure contributes to the development of Public Realm and Transport Strategies for Paisley Town Centre. These strategies have highlighted key areas for potential improvements to the public realm and transport infrastructure in the Paisley town centre which would improve accessibility and connectivity, supporting economic growth and stimulate visitor numbers.



Environment & Infrastructure contributes to joint working, supporting the Glasgow City Region/City Deal and the £1.13bn Glasgow and Clyde Valley Infrastructure Fund – in particular the roads, transportation & cycling aspects of the Renfrewshire projects.



Working in partnership with the developer of Wallneuk retail park to deliver the agreed road network changes to support the development of the new retail development.

Work was also undertaken to provide enhanced pedestrian crossings and improved journey times for passengers through bus infrastructure improvements throughout Renfrewshire.

2.5 Strategic Outcome 3: Tackling inequality, ensuring opportunities for all.

MORNING CLUBS



Providing pupils with a healthy breakfast and a programme of activities in 8 of our primary schools and one secondary school, with around 2,000 breakfasts being served each week.

FAMILIES FIRST



Operating in 12 locations throughout Renfrewshire during the school summer and October holiday periods, providing activities and healthy meals to pupils in P1-P4 who were eligible for a free school meal, children who attended additional support needs schools and also to children under five who attended Council pre-five centres during school holidays.

EARLY YEARS STRATEGY



Supporting the phased introduction of the Scottish Government's 1140hrs strategy through the provision of additional lunch meals for all 3 and 4 year olds and eligible 2 year olds.

CASHLESS CATERING



Introducing a cashless catering service within schools which has addressed the negative perception of being in receipt of Free School Meals. Negative perceptions had previously resulted in some eligible pupils not taking up their free school meal entitlement.

The new system allows quicker throughput of children using the school meals service and can provide details of the children's uptake and menu choices.

CREATING EMPLOYMENT OPPORTUNITIES



Environment & Infrastructure has delivered a range of services and projects that has created job opportunities for Renfrewshire's young people and vulnerable people, actively preparing and supporting them for the world of work. They include:

- offering employment opportunities in Waste Services, Facilities Management (Hard & Soft Services) and Building Services. Training was provided for young people as part of Project SEARCH Initiative, delivering work experience for school pupils and West College Scotland students. Work placements were also arranged through Invest in Renfrewshire employment programmes.
- Soft FM and Project SEARCH being finalists in the 2018 Guardian Public Service Awards and a member of the Soft FM team was awarded Achiever of the Year at the 2018 Invest in Renfrewshire Employability Awards.
- Soft FM services creating additional catering/cleaning posts in order to deliver the services more efficiently.

2.6 Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy.



Leading the Environment and Place agenda, fronted by the Team Up to Clean Up campaign with the following key activities and outputs:

- Additional and targeted mechanical street cleaning and gully cleaning
- Supporting community and volunteer participation



Implementing the new recycling and waste collection service which will reduce residual waste production and increase levels of recycling. The implementation was supported by an extensive communications campaign for householders and businesses.



Works on the refurbishment of the Linwood Waste Transfer Station, required for the Clyde Valley Residual Waste Treatment & Disposal contract, were completed in August 2018 and the site was ready for the commencement of the Clyde Valley solution in December 2019.



Delivered as part of the Clyde and Loch Lomond District Flood Risk Management partnership, taking forward the requirements of the Flood Risk Management Act through a series of collaborative flood and water catchment studies and developing surface water management plans for areas of Renfrewshire and surrounding local authorities.



Secured over £1m grant funding to expand the Council's electric vehicle fleet and for the development of electric vehicle charging infrastructure in Council car parks in Johnstone, Renfrew, Houston, Bridge of Weir and Paisley. This grant funding will allow the service to expand the Electric Fleet from 41 to 86 vehicles and increase the number of charging points in public accessible car parks from 11 to 30 across Renfrewshire.

2.7 Strategic Outcome 5: Working together to improve outcomes.



Implementing the Better Council Change Programme (BCCP) to support delivery of revenue savings. This included: the review of facilities management (hard and soft FM), catering; transportation, fleet and roads infrastructure; and the rationalisation of depots. Specific BCCP achievements included:

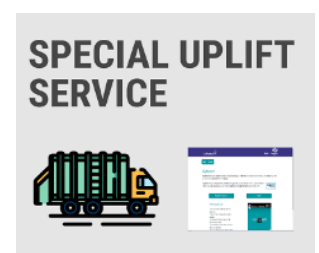
- introduction of a permit system for residents with commercial style vehicles using the Council's household waste recycling centres. Reducing the trade waste being disposed of at recycling centres; and
- introducing sustainable travel planning across the Council including a car pool and associated Travel Desk.



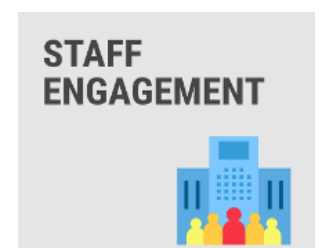
Completing the investment project at Underwood Road Depot to refurbish and improve facilities for our frontline workforce. This has delivered new stores provision and workshops for Building Services, a new salt shed for winter gritting, modernised facilities to store streetscene machinery, and a modern office space and workforce facilities for the integrated workforce. This brought together staff working in waste, streetscene, roads, vehicle maintenance and building services to enhance integration of service delivery.



Maximising the effectiveness of the Council's heavy and light fleet through efficient use of a £1.5m capital investment programme, including increasing the electric vehicle fleet from 34 to 41.



Implementing an online process for special uplifts provided through the Council's customer account portal, "MyAccount". The new digital process has modernised the service through moving from a paper based service to a digital service allowing the service to keep customers fully informed throughout the uplift process.



Introducing a new approach to staff engagement at all levels across the service with a particular focus on listening and supporting front line employees. The purpose of this is to allow staff throughout the service to input to how services will run in the future and to support the 4 strands of the service's workforce plan.

3. Our strategic context

- 3.1 The Service Improvement Plan takes account of key national reviews and policies which have clear implications for the future delivery of public services. The main policy, economic, social and technological changes and challenges which will affect service delivery over the next three years are listed below and reflect the key issues which Environment & Infrastructure will be focussing on in the first year of this Service Improvement Plan.

National Context

- 3.2 **Financial Climate** - Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue to 2022 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. The Council is taking a long-term view of financial planning based on:

- reducing resources given the uncertainty over when and at what level sustained budget growth may return;
- rising cost and demand pressures continuing to be a feature of the Council's financial outlook;
- an increasing and ongoing need for the Council to prioritise spend to focus on the delivery of strategic outcomes; and
- delivering change, transformation and savings continuing to be a necessary feature of the Council's planning arrangements

The current economic climate in the UK means that the Council, in common with the wider public sector, continues to face financial pressures and challenges in both the medium and long term. As a result, Environment & Infrastructure will continue to help deliver financial efficiency savings over the medium term. To identify and deliver efficiencies, the service will continue to review services to help the Council manage the financial pressures in ways that have minimum impact on both our communities and our ambitions for Renfrewshire.

- 3.3 **UK withdrawal from the EU** - On 29 March 2019, the UK is expected to leave the European Union. Given the uncertainty which remains around this process, the Council and its partners have developed a range of contingency processes for any incidents which arise in the event of a "no deal Brexit". Nonetheless, the situation requires continued close monitoring as there may be impacts on, for example, contractual arrangements with third parties, or on legislation impacting on food standards and trading standards. The Council is also cognisant of the fact that some staff are EU nationals and that this is a time of uncertainty for them in relation to their status.

Environment & Infrastructure will continue to play a key role in the Council's Brexit Readiness Group and implement key findings contained within the associated action plans.

- 3.4 **National Waste Strategy** – the Waste (Scotland) Regulations 2012, recognise that waste is a valuable resource which, when treated appropriately, holds the potential to significantly boost Scotland's economy and create 'green' jobs. These regulations will have an impact on Renfrewshire's strategic waste strategy and service delivery over the next five years and will also impact on the Council's carbon strategy and targets.

- 3.5 **Supporting Attainment** - The Scottish Government is implementing an increase in early learning and childcare entitlement from 600 to 1140 hours per year by 2020. This will be for all 3 and 4 year olds and eligible 2 year olds and includes the provision of a free lunch to reduce the cost of childcare for parents. A phased introduction commenced in December 2017 with the provision of additional lunch meals and extended hours in centres having a significant impact on FM (Soft Services).

- 3.6 **Legislation and Codes of Practice**

Roads Highway Code of Practice - the new Code of Practice for Highway Maintenance replaces the existing Code, 'Well Maintained Highways – Code of Practice for Highway Maintenance

Management 1983'. The new Code recommends a "risk based approach" should be adopted for management of the road infrastructure. Inspections will become more onerous under the new Code, meaning that some carriageway types will be inspected on a more frequent basis.

Although the Code of Practice was launched in 2016, further guidance is due to be issued by the Scottish Chief Officers of Transportation in Scotland (SCOTS) who have been working on the development of a new site based approach over the last 2 years. This will ensure Councils in Scotland develop policy in a consistent manner, reflecting the priorities within the new Code of Practice.

Code of Practice on Litter and Refuse (COPLAR) – The Scottish Government issued a revised code of practice on Litter and Refuse to fulfil duties under the Environmental Protection Act 1990, section 89. Implementation of the code impacts on streetscene & roads service delivery and will support the preventative work undertaken by the Council such as the Team Up to Clean Up project. The revised code now includes: chewing gum and detritus; a change to the times by which land should be restored to its appropriate cleanliness grade; and a greater focus on proactive work, including prevention.

Memorials and Structures in Cemeteries – Following the Fatal Accident Inquiry (FAI) into a death in a Glasgow cemetery, Renfrewshire Council is required to respond to the inquiry's recommendations. Environment & Infrastructure will formally inspect the cemeteries that the Council is responsible for and categorise them in terms of risk and condition. A formal programmed inspection regime is also required to be implemented and its findings used to develop an asset management database.

Scottish Government Review of School Food Regulations - The Scottish Government is currently undertaking a review of Nutrition Requirements for Food and Drink in Schools (Scotland) Regulations 2008. A technical working group was established to provide evidence-based recommendations to progress school food further towards the Scottish Dietary Goals. New regulations are expected to be implemented in 2020. The proposed changes will impact on the current school meal service as well as any other food provision throughout the school day including breakfast service. The changes proposed for primary schools will result in the removal of the current Grab and Go/Dine in Day model of meals service.

Local Context

- 3.7 **Best Value Assurance Audit** - Following the Council's Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and Environment & Infrastructure will make a significant contribution to the corporate actions particularly, partnership working and workforce planning.
- 3.8 **Supporting the Council's Transformational Programme and Service Changes** - Environment & Infrastructure has committed to the delivery of an ambitious programme throughout 2019/20 and 2020/21 to deliver change that will enhance the relationship the Council has with its communities, deliver workforce integration and make better use of the Council's assets.
- Modernising Key Processes and Improving Productivity**
- 3.9 The service's key overarching priorities for 2019/20 will be:
- Redesign of key business processes; and
 - Digital modernisation of service delivery.

This builds on the success of the recently developed gully maintenance app and the roll out of cashless catering within schools and will be further enhanced through the wider use of mobile technology across the service.

Implementing an effective process redesign programme, supported by modern digital service delivery, will allow Environment & Infrastructure to realise productivity improvements and achieve better outcomes for Renfrewshire's households, businesses, schools and communities.

3.10 Renfrewshire Health & Social Care Partnership Strategic Plan – Environment & Infrastructure will be fully engaged in supporting the HSCP achieve its Strategic Plan priorities. The three year Plan sets out the vision and future direction of community health and adult social work services in Renfrewshire. It covers the period from April 2019 to March 2022 and describes how it will deliver the nine national outcomes.

3.11 Strategic Partnerships – Environment & Infrastructure maintain a number of strategic partnerships with key bodies in order to develop shared objectives and design services that reflect national, regional and local community planning priorities. These include:

- Scottish Government & CoSLA
- Health and Social Care Partnership
- SEPA
- Zero Waste Scotland
- Scottish Water
- Soil Association
- Partnership Forums, Community Councils and tenants forums
- SCOTS
- Police Scotland
- SPT
- DVSA

3.12 Strategic Asset Management – The Council's Corporate Asset Management strategy sets out the overall framework for the strategic management of all Council assets. The Council has classified its assets into six categories:

- Property
- Open space
- Road infrastructure
- Fleet
- Housing Revenue Account assets
- Information and communication technology

Hard FM services maintain the majority of property and housing revenue account assets with Operations and Infrastructure responsible for the maintenance and development of open space, roads infrastructure and fleet assets to support communities, economic development and enable the Council to deliver services. In the current financial climate short and long term planning for investment and maintenance in these assets is a key priority for the service.

3.13 Cultural Infrastructure Investment - Capital investment in our cultural and key physical infrastructure continues to move forward. Environment & Infrastructure will play a lead role in the delivery of the investment in our venues, public realm and transportation infrastructure to support better local economic development and support job creation and growth of local and new businesses. Physical renewal will also attract more visitors, new residents, students and potential further investment. Investment in our physical infrastructure will ensure that the town meets the need and purposes of those that live and work here.

3.14 Risk Management - The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny Policy Board. Actions related to strategic or corporate risks, where Environment & Infrastructure is the owner or joint owners of the risks (shown below), are reflected in the Service Improvement Plan; this ensures an additional layer of scrutiny in the management of these risks. Other risks, which may occur only for or within the service, are contained in the Environment & Infrastructure risk register reported to the Audit, Risk & Scrutiny Policy Board. The service's top risks are shown below for information.

Risks	Evaluations
Top strategic risks	
Poverty Levels in Renfrewshire	Evaluation: High
Delivery of Community Empowerment expectations	Evaluation: High
Delivery of Paisley 2021 Cultural Legacy	Evaluation: High

Top corporate risks	
Financial sustainability	Evaluation: Very High
Welfare Reform impacts	Evaluation: High
Top service-specific risks	
Roads Highways Code of Practice	Evaluation: High
FAI / Cemeteries (Glasgow City Council)	Evaluation: High
Linwood Moss Landfill Site	Evaluation: High
Analogue telephone network will be switched to Digital Network in 2025 affecting Traffic Lights, Alarm Systems	Evaluation: High
Commercial Vehicle Operators Licence Compliance	Evaluation: High

- 3.15 **Self Evaluation** - The service remains committed to self-evaluation and improvement and is working with the Chief Executive's service to develop and agree an appropriate model that can be used across all staff groups which is easily accessible and fit-for-purpose. We expect to implement the agreed model through 2019/20.

Self-assessment activities are also key elements of ISO, Health and Safety and Investors in People accreditations. Environment & Infrastructure continues to demonstrate compliance with ISO9001 for quality management systems; to contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001; and to operate to ISO22000 for Food Safety Management Systems in secondary schools and Council run care homes. During the past year a number of key achievements have also been recognised:

- Facilities Management (Soft Services) retained 'Food for Life Served Here' Bronze Award in primary schools; and
- Building Services maintained Investors in People standard, demonstrating a clear commitment to business sustainability through strong leadership, support and improvement.

The service has also introduced a new approach involving staff engagement at all levels across the service. The new approach has a particular focus on listening, involving, and supporting front line employees. The purpose of this is to allow staff throughout the service to input to how services are run.

- 3.16 **Workforce Planning** - The Council's Organisational Development Strategy will ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during a climate of financial and resource constraints. A workforce plan for Environment & Infrastructure has been developed and an associated action plan, with four priority workstreams being:

- Supporting attendance
- Recruitment
- Training and development
- Overtime

The plan will deliver a flexible, skilled, modern workforce that are customer focused and will deliver for communities in Renfrewshire.

- 3.17 **Equalities** - Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups. The Council recognises that equality both needs to be mainstreamed fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting. Therefore, specific actions on how Environment & Infrastructure contributes to the development of the Council's six equality outcomes are included within section 10 of the Service Improvement Plan.

4. Environment & Infrastructure Service Improvement Plan 2019-2022

- 4.1 The 2019-2022 Service Improvement Plan details how Environment & Infrastructure will contribute to and deliver the strategic outcomes of the Council Plan. Whilst the service has no specific actions or indicators under 'Building strong, safe and resilient communities', it works in collaboration with other services to support delivery of all Council Plan priorities.

The following sections provide an overview of how the service will contribute to the strategic outcomes. Under each outcome, the plan:

- Outlines the key priorities the service aims to achieve over the duration of the plan
- Identifies the key actions to be undertaken to meet the priorities
- Sets out the performance indicators to be used to monitor progress

Strategic Outcome 1:

Reshaping our place, our economy and our future

- 4.2 Environment & Infrastructure has a key role to play in maintaining and improving strategic road, rail and transport connections developing the public realm, creating transport strategies, supporting major events and developing the evening and night-time economy in our town centres.

















Priorities 2019/20

- 4.2.1 The key priorities the service aims to achieve are:

- **Roads Infrastructure** – Maintaining and improving strategic road, rail and transport connections and maintain the road network based on the most efficient whole life costs and delivery of the 2019/20 roads and footways increased capital investment programme - £8 million. This is part of an overall investment of over £40m over the next four years, as agreed at Council on 2 February 2019.
- **Economic Framework and Paisley Town Centre Action Plan** – Supporting the delivery of the 10 strategic priorities of the Economic Framework with particular focus on the following two priorities:
 - **Regenerating and investing in Paisley Town Centre** – Investment in the public realm, in particular walking, cycling and civic space and the creation of improved connections to the wider Glasgow City Region.
 - **Strengthening the transport infrastructure** – Achieving a behavioural shift to more sustainable modes of transport; an improved road network; walking and cycling provision; and the development of an enhanced transport infrastructure.
- **Cultural Infrastructure Regeneration** – Leading on the delivery of public realm and transport infrastructure improvements. This will focus on working with stakeholders including the business and local communities to promote a clean and welcoming Paisley. Infrastructure, transportation and service delivery improvement will support the annual events programme and growing evening and night time economy.
- **Glasgow City Region/City Deal** – Continuing support for the infrastructure associated with the City Deal investment projects including strategic roads, transport and cycling schemes.
- **Review of Public transport** - Undertake a public transport network review with Strathclyde Partnership for Transport as part of the development of a Regional Transportation Strategy.

4.2.2 Priority Actions - Reshaping our place, our economy and our future

Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Deliver the 2019/20 roads and footways capital investment programme - £8.089 million	Improvements to the condition of roads and footways infrastructure	Traffic, Lighting & Asset Manager	31-Mar-2019
02	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes (Council Plan Action)	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	Development Manager	31-Mar-2022
03	Support the delivery of City Deal initiatives, combining roads and active travel projects into a coherent network for all road users	Improve transport infrastructure in Renfrewshire, offering more diverse employment opportunities through improved connectivity	Development Manager	31-Mar-2021
04	Lead on the works to improve the transport infrastructure in Paisley Town Centre	Create a well-connected more accessible Paisley Town Centre for all	Strategic Change Manager, Services	31-Mar-2021
05	Support economic regeneration and job creation through the regeneration and revitalisation of town centres and the creation of a town centres action plan	Strategic regeneration projects and improved transport networks and public transport infrastructure are delivered in town centres	Head of Operations & Infrastructure	31-Mar-2021
06	Deliver an increase in cycling infrastructure across Renfrewshire	Improve active travel routes across Renfrewshire	Development Manager	31-Mar-2020
07	Implement the transfer of the Council's traffic light infrastructure from analogue to digital	Ensure that the Council's traffic light infrastructure is digitally compliant and supportive of an urban traffic control system	Development Manager	30 -June 2022
08	Delivering repairs and emergency out of hours repair service to 12,500 Council housing properties within Renfrewshire	Housing properties within Renfrewshire will be maintained to ensure safety and compliance for residents	Senior Manager (Building Operations)	31-March 2020
09	Deliver repairs and compliance services to all public buildings in Renfrewshire including schools	Ensure compliance legislation is met within the 270 public buildings in Renfrewshire	Senior Manager (Building Operations)	31-March 2020

4.2.3 Performance Indicators - Reshaping our place, our economy and our future									
(PI Status:  Alert,  Warning,  OK,  Data Only)									
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2019/20 Annual Target	2020/21 Annual Target	2021/22 Annual Target	Comments
01 (Maintenance) Carriageway Condition: % of road network considered for treatment									These are annual LGBF Indicators and relate to financial year 2017/18. The 2018/19 data will not be published until February 2020.
(i) A Class Roads	Years	2017/18	23.8%	25%		23%	22.5%	22%	
(ii) B Class Roads	Years	2017/18	26%	25%		25%	24.5%	24%	
(iii) C Class Roads	Years	2017/18	37.5%	35%		35%	34.5%	34%	
(iv) Unclassified Roads	Years	2017/18	35.1%	36%		34.5%	34%	33.5%	
These indicators calculate the proportion of A, B, C & U class roads that need consideration for maintenance repair together with the portion of roads requiring further investigation and/or monitoring. The data is drawn from SCOTS (Society of Chief Officers of Transportation in Scotland). Authorities should aim to have a lower percentage.									
02 (Maintenance) Carriageway Condition: % of road network considered for treatment Overall	Years	2017/18	33.9%	35%		33%	32.5%	32%	This annual indicator measures the % of the total roads network were considered for treatment.
03 % of reported street lighting faults which were attended within the 7-day timescale	Quarters	Q3 2018/19	98.8%	95%		98%	98%	98%	In the first 3 quarters of 2018/19, the service attended 1,969 active street lighting repair faults
04 % of pothole repairs completed within timescales	Quarters	Q3 2018/19	52%	75%		75%	78%	80%	The service filled 14,000 potholes in the first 3 quarters of 2018/19.
05 % of Overall repairs completed within time by building services	Quarters	Q3 2018/19	96.1%	94%		96.5%	97%	97.5%	At the end of Q3 the service had undertaken 41,799 repairs in 2018/19.
06 % of compliance tasks undertaken per year	Quarters	Q3 2018/19	89.6%	90%		90%	90%	90%	At the end of Q3 the service had undertaken 4,100 compliance tasks.
07 % of Statutory road inspections categories completed on target:									
Category A	Years	2017/18	100%	100%		100%	100%	100%	Targets are set by Scottish Road Works Commissioner.
Category B	Years	2017/18	95%	100%		100%	100%	100%	
Category C	Years	2017/18	98%	100%		100%	100%	100%	
The three categories (A, B, & C) relate to the timing of inspections and are categorised as follows: A – Undertaken during the progress of the works B – Undertaken within the six months following interim or permanent reinstatement C – Undertaken within the three months preceding the end of the guarantee period									
The inspection procedure is designed to enable road work authorities to monitor statutory undertakers (Gas, electric, and telecom etc).									

Strategic Outcome 3:

Tackling inequality, ensuring opportunities for all








- 4.3 Environment & Infrastructure promotes and supports equality and diversity through all of its service provision. It has a strong track record in providing frontline services that target inequalities and support vulnerable people. A range of services and frontline projects are delivered that tackle inequality in our communities including: Morning Clubs; healthy meals; and employment opportunities to assist young people with positive destinations.

Priorities 2019/20

- 4.3.1 The key priorities the service aims to achieve are:

- **Respectful Funeral Service** – Developing and delivering arrangements for the provision of a more affordable Respectful Funeral Service.
- **Tackling Inequality** - Delivering Morning Clubs in 8 primaries and 1 secondary school to have a positive impact on individuals and communities experiencing or vulnerable to inequality in Renfrewshire. Soft FM will continue to work alongside Families First to deliver free school meals and activities during holiday periods and the ongoing delivery of morning clubs in areas of high deprivation.
- **Early Years Strategy (1140 hours)** – Facilities Management are supporting the delivery of the Scottish Government's strategy to provide additional childcare to all 3 and 4 year olds and eligible 2 year olds. FM services will deliver free meals for all children in early years establishments, with implementation due to complete by 2020.
- **Improving school meal uptake** – Delivering a programme of engagement with schools, parents and pupils to better understand pupil choice, leading to improvements in school meal uptake in both primary and secondary schools.
- **Equalities** – Promoting equality and diversity through all of its service provision and contribute to the development of the Council's six equality outcomes.
- **Employment & Training** – Providing employment, training, apprenticeships, foundation apprenticeships, and internships for young people and people with vulnerabilities to enhance their employment prospects and prepare them for the world of work.
- **Creating Employment Opportunities** – Creating job opportunities for Renfrewshire's young people and vulnerable people and actively preparing them for the world of work. The service will deliver modern apprenticeships, graduate internships and also support the Project SEARCH initiative to help young people with autism and learning disabilities move from education into employment.

4.3.2 Priority Actions - Tackling inequality, ensuring opportunities for all				
Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Develop and deliver a Respectful Funeral Service	There will be opportunities for an affordable respectful funeral service	Strategic Change Manager, Services	31-Dec-2019
02	Promote equality and diversity through all services	Equality outcomes embedded in service priorities	Senior Leadership Team	31-Mar-2021
03	Provide healthy hot meals during designated holiday periods through the Families First project	Children will be fed during holiday periods and return to school ready to learn	Senior Facilities Manager (Soft Services)	31-Mar-2019
04	Deliver morning clubs in targeted areas	Children will receive a healthy breakfast and start school fit and healthy	Senior Facilities Manager (Soft Services)	31-Mar-2019
05	Support the delivery of the 1140 hours early years provision	All pre-school children will receive a hot meal to reduce the cost of childcare for parents	Senior Facilities Manager (Soft Services)	31-Dec-2020
06	Deliver a programme of engagement with schools, parents and pupils to improve school meal choices	Improve choices for children and young people and increase uptake of school meals	Senior Facilities Manager (Soft Services)	31-Mar-2020
07	Provide employment and training opportunities for identified groups of young people in Renfrewshire	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	Senior Leadership Team	31-Mar-2020

4.3.3 Performance Indicators - Tackling inequality, ensuring opportunities for all									
(PI Status:  Alert,  Warning,  OK,  Data Only)									
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2019/20 Annual Target	2020/21 Annual Target	2021/22 Annual Target	Comments
01 % uptake of free school meals in primary and secondary schools	Quarters	Q3 2018/19	68.3%	75%		75%	75%	75%	Free meal uptake, for each sector, is calculated by taking the total number of free meals served and then dividing that by the maximum free meals served. In the first three quarters of 2018/19, 533,464 free meals were delivered in primary schools. In secondary school the number of free meals was 49,453.
02 % uptake of free school meals in primary schools	Quarters	Q3 2018/19	69.7%	75%		75%	75%	75%	
03 % uptake of free school meals in secondary schools	Quarters	Q3 2018/19	48.6%	75%		75%	75%	75%	
04 Respectful funeral service – Value of savings achieved by Renfrewshire residents	Years	New PI from 2019/20				Baseline	X increase on Baseline	Y increase on Baseline	This is a new PI. Baseline data will be captured in 2019/20 with targets being set thereafter.

Strategic Outcome 4:

Creating a sustainable Renfrewshire for all to enjoy

- 4.4 Environment & Infrastructure has a lead role in creating a sustainable Renfrewshire through increasing its use of alternative fuel in fleet vehicles and its work to increase recycling and reduce waste sent to landfill. In relation to climate change, the service works to put into place appropriate flood management plans. The service will also work with partners to achieve Sustainable Food City Status and to encourage people to enjoy Renfrewshire's green spaces by keeping local streets, town centres, parks and open spaces, clean and attractive.

Priorities 2019/20

- 4.4.1 The key priorities the service aims to achieve are:







- **Environment and Place** – Continuing to lead the delivery of Renfrewshire's Environment and Place agenda including:
 - An enhanced focus on mechanised sweeping and gully cleaning;
 - Complete the review of obsolete signage and infrastructure;
 - Continue to support the Team Up to Clean Up campaign; and
 - Working with Children's Services to introduce educational initiatives in relation to litter and waste.
- **Clyde Valley Residual Waste Project** – Delivering the residual waste project to ensure compliance with the landfill ban to be introduced in January 2020 and to contribute to the National Zero Waste targets. The project will be commissioned by East Dunbartonshire, East Renfrewshire, North Ayrshire, North Lanarkshire and Renfrewshire Councils mid to end 2019 and be fully operational by December 2019.
- **Waste Strategy** – Implementing a Waste Strategy, taking into account the legislative obligations for reducing waste being sent to landfill and the Scottish Household Recycling Charter and associated Code of Practice.
- **Sustainable Travel Planning** – Embedding sustainable travel planning to: encourage more efficient and effective methods of sustainable travel; increase the use of electric vehicles; improve fleet utilisation; introduce a pool vehicles service; and expand the electric vehicle charging infrastructure in Renfrewshire.
- **Flood Management** – Undertaking actions in the Clyde and Loch Lomond Local Plan District Flood Risk Management Strategy to mitigate and reduce flooding in identified risk areas. During 2019/20, statutory flood studies and surface water plans will be undertaken as required by the Flood Risk Management (Scotland) Act 2009 will be undertaken. This will include an integrated catchment study covering the Erskine Waste Water Treatment Catchment area, and a Natural Flood Management Study of the White Cart.
- **Sustainable Food Strategy** – Leading on the implementation of Renfrewshire's Sustainable Food Strategy and the delivery of food education programmes with partners, this project aims to deliver more local produce and sustainable food. Working in partnership with the Soil Association, the service will develop the strategy. As part of this implementation, training will be delivered to elected members by FM services in consultation with the Soil Association to raise awareness of the positive impacts of the strategy.

4.4.2 Priority Actions - Creating a sustainable Renfrewshire for all to enjoy				
Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Deliver a programme of enhanced operational environmental and community support activities for environment and place	Improved streetscene and roads activities, including mechanical and gully cleaning, removal of old and redundant street signage, poles, barriers etc and support for community litter picks	Operations Manager	31-Mar-2023
02	Develop action plans to address flooding risk in Renfrewshire	Awareness raised of flood risk areas and measures identified that reduce risk	Head of Operations & Infrastructure	31-Mar-2021
03	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy (Council Plan Action)	Contribution to achieving the Council's carbon management reduction targets	Head of Operations & Infrastructure	31-Mar-2022
04	Ensure a residual waste treatment and disposal facility is fully operational by end of 2019 as part of the Clyde Valley Waste Management solution to ensure that all waste collected by authorities is diverted from landfill (Council Plan Action)	Compliance with legislation on zero waste to landfill by 2021 with consequent positive environmental implications	Head of Operations & Infrastructure	Dec-2019
05	Deliver the requirements of the Scottish Household recycling charter and related service changes (Council Plan Action)	The quality and quantity of recyclate will be improved and levels of residual waste reduced	Head of Operations & Infrastructure	31-Mar-2021
06	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status (Council Plan Action)	Healthy eating will be promoted, and food poverty tackled	Head of Facilities Management	31-Mar-2022
07	Develop and implement a long term sustainable leachate and surface water management plan for Linwood Moss	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence	Sustainability & Place (Assets) Manager	31-Mar-2020

4.4.3 Performance Indicators - Creating a sustainable Renfrewshire for all to enjoy

(PI Status:  Alert,  Warning,  OK,  Data)

Only)

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2019/20 Annual Target	2020/21 Annual Target	2021/22 Annual Target	Comments
01 Street Cleanliness Score - % of areas assessed as clean	Years	2017/18	90.5%	90%		91%	91.5%	92%	Council Plan Indicator/ LGBF Indicator
02 Amount of CO ₂ emitted by the public vehicle fleet	Years	2017/18	3,652	2,950		2,730	2,620	2,500	Council Plan Indicator This indicator reflects the tonnes of CO ₂ emitted from Renfrewshire Council vehicle fleet based on fuel usage.
03 % of the vehicle fleet which uses alternative fuels, such as electricity	Quarters	Q3 2018/19	10%	9%		21%	23%	25%	Council Plan Indicator This indicator measures the percentage of the Council's vehicle fleet which uses alternative fuel such as electricity
04 Reduce the amount of CO ₂ emitted from public space lighting	Years	2017/18	2,163	3,200		1,750	1,700	1,700	Council Plan Indicator Future years targets reflect the impact of Renfrewshire's Street Lighting Investment Strategy
Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2019 Annual Target	2020 Annual Target	2021 Annual Target	Comments
05 % of Household Waste Recycled	Years	2018	49.2%	50%		54%	54%	54%	LGBF Indicator (Calendar year data) 2018 performance almost 1.5% above the 2017 figure
07 % of Household waste collected which is landfilled	Years	2018	16.6%	34%		16%	15%	5%	Performance in 2017 was 27.5% with improvement in 2018 due to residual waste contractor sending more waste to energy for waste than landfill. (Calendar year data)

Strategic Outcome 5:

Working together to improve outcomes



- 4.5 Environment & Infrastructure plays a lead role in the delivery of the current phase of the Better Council Change Programme which impacts on all service areas and requires cross cutting work with other areas of the Council and partners. The Environment & Infrastructure Workforce Plan ensures employees are provided with the skills, training and opportunities for learning and development they require to enable them to contribute positively as the service modernises and develops.















Priorities 2019/20

- 4.5.1 The key priorities the service aims to achieve are:
- **Service Investments 2019 onwards** – The Council's Budget for 2019/20 was approved on 28 February 2019 and included a number of key service investment priorities for 2019/20, with some spread over the period to 2022/23. Environment & Infrastructure will lead on the delivery of a number of these key investment priorities as set out below.
 - investment in enhanced environmental cleaning, namely Environment & Place and Team Up to Clean Up through a budget commitment of £2.5 million until 2022/23.
 - an increased roads capital investment programme for 2019/20 of £8.089 million.
 - **Supporting the Council's Transformational Programme and Service Changes** – Environment & Infrastructure has committed to the delivery of an ambitious programme throughout 2019/20 and 2020/21 to deliver change that will enhance the relationship the Council has with its communities, deliver workforce integration and make better use of the Council's assets.
 - **Renfrewshire Health & Social Care Partnership Strategic Plan** – Environment & Infrastructure will be fully engaged and supportive of the HSCP achieving its strategic plan priorities.
 - **Workforce Planning** – Implement the Environment & Infrastructure workforce plan which recognises the changing workforce profile over the last few years and the workforce profile and skills that will be required for future years. Taking forward the 4 strands of the Environment & Infrastructure workforce plan: Recruitment, Training, Absence, and Overtime. The plan will deliver a flexible, skilled, modern workforce that will deliver for communities in Renfrewshire.
 - **Schools Public Private Partnership (PPP)** – Continuing to manage the PPP contract for Renfrewshire Council. Ensuring Renfrewshire Schools Partnership (RSP) deliver services outlined within the contract, providing good quality facilities for young people in Renfrewshire.
 - **Use of Data and Technology** – The service will continue to work with the Chief Executive's data analytics team to develop innovative ways of working using existing data and new technology to improve the efficiency and performance of the service, such as that introduced to support the gully service, cashless catering, tablet technology, and mobile ICT platform in Building Services. The service will continue the roll out of Business World to all our frontline employees across the service.
 - **Staff engagement** – Embedding the new approach to staff engagement at all levels across the service, with a particular focus on listening, involving, and supporting front line employees.

4.5.2 Priority Actions - Working together to improve outcomes				
Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Provide our employees with the appropriate support to manage their attendance	Sickness absence levels and costs will be minimised	Senior Leadership Team	31-Mar-2022
02	Implement the Council's new Organisational Development Strategy	Employees will be equipped with the skills, training and development required to deliver services effectively	Senior Leadership Team	31-Mar-2021
03	A strategic planning approach to future skills and service requirements will be implemented	Staff will be developed and equipped with the skills and knowledge to fulfil their roles and responsibilities	Strategic Change Manager, Services	31-Mar-2021
04	Active participation in Council's Transformational Programme	The service will play its role in delivering cross cutting change	Senior Leadership Team	31-Mar-2020
05	Better use of data and technology to improve services performance and delivery	Service delivery is improved, and resources allocated more efficiently and effectively	Strategic Change Manager, Services	31-Mar-2020
06	Deliver agreed operational efficiencies through fleet utilisation and rationalisation	The cost to operate, maintain and manage the Council's fleet will be reduced and its effectiveness maximised	Operations Manager	31-Mar-2020
07	Deliver improvements in the Council's Cemeteries estate	The condition of cemetery infrastructure will be improved	Strategic Change Manager, Services	31-Mar-2023
08	Embed an integrated FM approach for housing repairs and maintenance and stores provision	A commissioning approach to service provision will be delivered, improving customer service and efficiency	Head of Facilities Management	31-Mar-2020
09	Support the Council to implement the Business World system	Ensure the full benefits of the Business World system are realised	Senior Leadership Team	31-Mar-2020
10	Develop a strategic approach to asset management	Assets including roads, infrastructure and fleet, parks, cemeteries and play areas will be managed efficiently and effectively	Senior Leadership Team	31-Mar-2020
11	Progress the schools PPP contract and finalise the benchmarking of cleaning and catering services	Improved service delivery arrangements will be in place delivering value for money	Head of Facilities Management	31-Mar-2020
12	Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	Senior Leadership Team	31-Mar-2020
13	Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, and health & safety, staff and customer service accreditations maintained	Senior Leadership Team	31-Mar-2020

4.5.3 Performance Indicators - Working together to improve outcomes














(PI Status:  Alert,  Warning,  OK,  Data Only)

Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2019/20 Annual Target	2020/21 Annual Target	2021/22 Annual Target	Comments
01 Average number of work days lost through sickness absence per employee (FTE) (cumulative)	Quarters	Q3 2018/19	10.35	7.52		13.49	13	12.7	Target set corporately and agreed by service.
02 % of members enquiries completed within timescale by Environment & Infrastructure	Quarters	Q3 2018/19	88%	100%		95%	96%	97%	The service deals with over 85% of all elected members enquiries within the Council. At end of Q3 the service had dealt with 4,145 elected members enquiries.
03 % of FOI requests completed within timescale by Environment & Infrastructure	Quarters	Q3 2018/19	100%	100%		100%	100%	100%	At the end of Q3 the service had received 446 FOIs in 2018/19.
04 % of front line resolutions dealt with within timescale by Environment & Infrastructure	Quarters	Q3 2018/19	71%	100%		100%	100%	100%	At the end of Q3 the service had received 3,856 front line resolutions in 2018/19.
05 % of complaint investigations completed within timescale by Environment & Infrastructure	Quarters	Q3 2018/19	64%	100%		100%	100%	100%	At the end of Q3 the service had dealt with 466 complaint investigations in 2018/19.
06 % of bins uplifted first time	Quarters	Q3 2018/19	99.9%	100%		99.95%	99.95%	99.95%	At the end of Q3, in 2018/19, the service had collected 7,958,333 bins.
07 Cost of Maintenance per Kilometre of roads	Years	2017/18	£19,280	n/a		n/a	n/a	n/a	LGBF Indicators These are annual LGBF Indicators and relate to financial year 2017/18. The 2018/19 data will not be published until February 2020.
08% of adults satisfied with parks and open spaces	Years	2017/18	85%	n/a		n/a	n/a	n/a	
09 Cost of parks and open spaces per 1,000 of the population	Years	2017/18	£22,088	n/a		n/a	n/a	n/a	
10 % of adults satisfied with refuse collection	Years	2017/18	85.7%	n/a		n/a	n/a	n/a	
11 Net cost of waste collection per premise	Years	2017/18	£58.19	n/a		n/a	n/a	n/a	
12 Net cost of waste disposal per premise	Years	2017/18	£116.73	n/a		n/a	n/a	n/a	
13% of adults satisfied with street cleaning	Years	2017/18	62.7%	n/a		n/a	n/a	n/a	
14 Net cost of street cleaning per 1,000 of the population	Years	2017/18	£8,117	n/a		n/a	n/a	n/a	

5 Resource Analysis

5.1 Environment & Infrastructure's budgeted gross revenue expenditure for 2019/20 is £73,169,187. The table below provides revenue estimates for 2019/20 across each service area.

Table 1: Gross Revenue Estimates 2019/20

GROSS REVENUE ESTIMATES 2019/20		
	Soft FM	19.9%
	Infrastructure & Roads Maintenance	15.8%
	Refuse Disposal	13.1%
	StreetScene	11.3%
	Management & Support Services	9.4%
	Transport - Fleet Management, Drivers and Garaging	8.5%
	Refuse Collection	7.9%
	Property Repairs and Maintenance	5.4%
	Strathclyde Partnership for Transport	4.4%
	Traffic Management	2.1%
	Street Lighting	1.3%
	Parking of Vehicles	0.5%
	Flooding	0.5%

5.2 Resource Implications

The service issues to be addressed within the Environment & Infrastructure Action Plan will be met from the agreed Revenue Estimates and from funding allocated through the Capital Investment Plan. The information in Table 1 reflects decisions taken by the Council over the course of 2018/19 in respect of the 2019/20 base budget.

5.3 The Capital Investment Programme for the period 2019/20 agreed by the Council on the 28 February 2019, and led by Environment & Infrastructure includes:

CAPITAL INVESTMENT PROGRAMME 2019/20



Roads, Cycling and Pathways
Network

£8,000,000^{*}



SPT Capital Grant Funding

£1,850,000



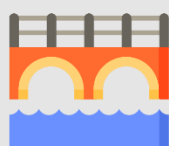
Vehicle Replacement Programme

£1,000,000



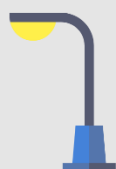
Traffic Management

£1,000,000



Bridge Assessment/Strengthening

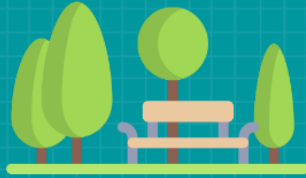
£500,000



Street Lighting

£500,000

* The 2019/20 investment of £8 million is part of an overall investment of over £40m over the next four years, as agreed at Council on 2 February 2019.



Director of Environment & Infrastructure:
Gordon McNeil
email: es@renfrewshire.gov.uk
www.renfrewshire.gov.uk





To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

Report by: Director of Finance and Resources

Heading: Finance and Resources Service Improvement Plan 2019-22

1. Summary

1.1 This Service Improvement Plan for Finance and Resources Service covers the period from 2019/20 – 2021/22. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available. The plan is set out as follows:

- What we do;
- Our strategic context;
- Our resources;
- How we contribute to the delivery of the Council Plan;
- Our achievements for 2018/19;
- Priorities as a service and actions for improvement; and
- How we will measure our progress.

1.2 The Service Improvement Plan sits alongside the Risk Management Plan and the Workforce Plan to form a suite of documents which provide the strategic direction for the service. These plans are aligned to the priorities set out in the Council Plan 2017-2022 and include those areas of the Council Plan for which Finance and Resources services is the lead.

1.3 The service has identified key actions that it will work to achieve over the next three years in order to deliver improved outcomes for local people and communities and contribute to the delivery of the Council Plan 2017-22.

- 1.4 The action plan is the core of the Service Improvement Plan. It sets out the priorities being addressed; the key tasks to be implemented; the implementation timeframe and the measures of success. The service scorecard sets out a range of key indicators against which aspects of performance of the service will be measured.
 - 1.5 A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board on the 13 November 2019.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - (a) approves the attached Service Improvement Plan; and
 - (b) agrees that progress with this plan be reported to the Board in November 2019.
-

3. Purpose of the Service Improvement Plan

- 3.1 The Service Improvement Plan is one of the ways in which Elected Members are able to scrutinise the work of the service, and to consider and decide upon policy options as necessary. Refreshing Service Improvement Plans annually allows each service to consider the context in which they operate and revise plans where appropriate.
- 3.2 The Service Improvement Plan also links Community Plan and Council Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives. The action plan, set out from section five onwards of the attached Service Improvement Plan, details the specific actions the service will progress in order to support the Council's priorities and help deliver improved outcomes for Renfrewshire residents.
- 3.3 The service will measure and report on progress through updates to the action plan and by reporting on performance indicators. Section five of the Service Improvement Plan also gives details of these indicators and sets targets, where this is appropriate.

4. Key achievements for 2018/19

4.1 During 2018/19, the Service's achievements included:

- Elected Members approving the updated Financial Outlook for 2019-2021 in September 2018. The outlook provided a range of scenarios in terms of the potential financial position of the Council over the medium term and forms a key part of the Council's ongoing medium-term financial planning arrangements and preparations for setting the 2019/20 budget;
- receiving an unqualified opinion from Audit Scotland, who reported to Council in September 2018 that the financial statements gave a true and fair view and were properly prepared, following their 2017/18 audit of the accounts.
- providing a range of multi-disciplinary professional services and expertise to support the delivery of major economic and regeneration priorities such as City Deal and Heritage-led Regeneration Investment;
- detailed preparations were undertaken to prepare customers and Council services for the introduction of Universal Credit Full Service across Renfrewshire on 18 September 2018.
- tracking the actual impacts of Universal Credit on Renfrewshire residents now that it is live to ensure that Council services continue to support citizens and manage the resource demands;
- developing a counter fraud policy which was approved by Finance, Resources and Customer Board;
- continuing to make excellent progress in respect to the Carbon Management Plan to ensure it is on programme. An update report will be provided to Infrastructure, Land & Environment Policy Board;
- continuing to ensure energy management initiatives are aligned to our Capital Investment programme and Corporate Asset Strategy to optimise use of our property estate and reduce overall running costs and energy consumption levels. The ongoing programme supported the release of a further £0.2 million of efficiencies during 2018/19;
- eight new HR& OD Policies being approved by Board: Code of Conduct, Carers Leave, Recruitment, People, Performance and Talent Policy, Flexible Working, Flexible Retirement, Trade Union Facility Time Policy and Parenting Leave and Pay policies all of which are designed to improve efficiency, modernise our ways of working and support long term sustainability of the Council;

- 74% of the overall Council's Workforce Plan has been completed to date and good progress has been made across services as they implement their workforce planning priorities;
- implementing Business World for core users on 1 October and all users on 18 October 2018. The new system represents the biggest single technology project ever undertaken by the Council and provides the platform to transform how the Council approaches and delivers its key business and financial processes; and
- over 40,500 Renfrewshire citizens having signed up for MyAccount and over 600 new users joining each week and the release of over £700k in recurring revenue savings linked to the successful delivery of the project and expansion on on-line transactions.

5. Developing the Service Improvement Plan

- 5.1 The service involved and engaged staff in developing the attached Service Improvement Plan for 2019/20-21/22. A survey was issued to Finance and Resources staff, which provided an opportunity for staff to prioritise the actions for the service improvement plan. A total of 159 staff responded to the survey and covered all service areas within Finance and Resources.

6. National context and challenges

- 6.1 Since 2011 the total revenue funding for Scottish councils has fallen by 8.3% in real terms; there has been a 10% decrease in workforce; and across Scotland there is an ageing population, requiring greater assistance from many of the services the Council and partners provide.
- 6.2 In Audit Scotland's 'Local Government in Scotland Financial Overview 2017/18' one of the key messages was that "the financial outlook is for reductions in Scottish Government revenue funding to councils. This will mean continued and increasing financial pressures on Council services, especially those that are not protected". This stance is further supported by the Fraser of Allander Institute.
- 6.3 The Council's 'Revenue Budget and Council Tax 2019/20' on the 28 February sets out the challenges that the Scottish Government's annual grant settlement has brought, uncertainty on the economic impact on the devolved tax raising powers and future pay settlements and as mentioned above current and future demand led pressures. The paper notes that there is a residual funding gap of between approximately £24 million to £55 million over the medium term. The economic and financial outlook coupled with the uncertainty around Brexit makes the next few years particularly challenging.

- 6.4 To address these challenges and to make sure that Renfrewshire Council is sustainable in years to come, Finance and Resources Service is leading on many workstreams, which include:
- providing strategic advice to the Council on its medium-term financial strategy to ensure that it is able to manage in a sustainable manner the forecasted budget gap for 2020/21–2022/23;
 - a shift to digital first services to improve timeliness and customer experience;
 - improved transformational changes to the way services operate and function;
 - the continued transition to the technology and ICT structure that services require; and
 - supportive organisational development and HR strategies and policies for staff, to progress the pace and scale of the transformation and change agenda.
- 6.5 These are all of course underpinned by the sound governance, democratic processes, audit and risk arrangements that the Head of Governance and the Chief Auditor lead on.

7. Priorities for the service

- 7.1 The service continues to contribute to the priorities set out in the Council Plan 2017-2022, which was approved by Council in September 2017, as well as the outcomes set out in Renfrewshire's Community Plan.
- 7.2 Finance and Resources Service is the lead service for most of the step change programmes and projects that the Council is undertaking and these will continue to be a key focus for the service over the next three years. These include:
- developing and leading the implementation of the new transformation programme from 2019/20, which will need to deliver significantly higher levels of savings than in previous years;
 - continuing to embed a workforce planning and talent management approach across the Council and service, for employees to see opportunities for career progression and that managers apply succession planning to ensure resources are deployed effectively in order to respond to the Council's change agenda;
 - continuing to provide expertise and professional advice and services to the regeneration of the area, including the cultural regeneration of our assets, the schools estate management plan and City Deal;

- the organisational development team, along with policy and communication colleagues in Chief Executive's Service, will produce a Council brand and values. It will involve significant engagement work with employees across the Council and is scheduled to launch in Spring 2019;
- progressing the work that the ICT strategy and service has identified to improve workflows and the extent to which staff can access information wherever they are by developing a new Connectivity Strategy in 2019, which in part will improve the interconnection of platforms and systems and unlock the digital potential across Renfrewshire;
- ensuring that the Election Team and Valuation Joint Board remain alert to the possibility of a number of potential election(s) being called in the wake of Brexit and ensuring readiness to respond when required and plan accordingly for the Scottish Parliament elections and Local Government elections scheduled for 2021 and 2022 respectively; and
- implementing the last tranche of the Debt Smoothing strategy over 2019/20 and develop a medium-term financial outlook based upon the Scottish Government's three year local government funding settlements and the priorities for Renfrewshire Council.

8. Reporting progress

- 8.1 Progress on the implementation of the Service Improvement plan is regularly monitored by Finance and Resources Senior Management Team every quarter, and will be reported to the Finance, Resources and Customer Services Policy Board on a six monthly basis. A review of progress will be brought to the Board on the 13 November 2019.

Implications of the Report

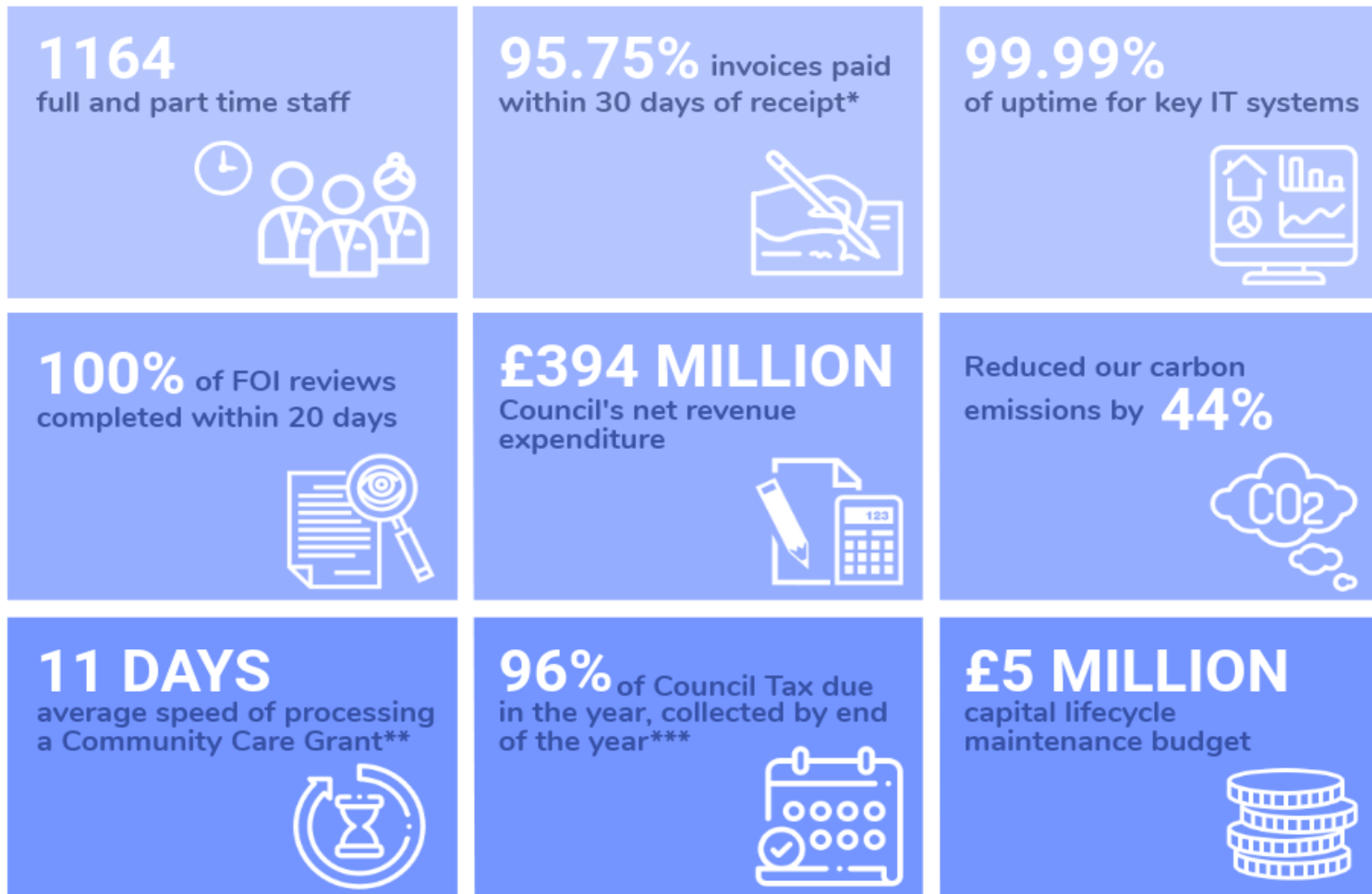
- 1. Financial** - The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
- 2. HR & Organisational Development** – none
- 3. Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
- 4. Legal** – none
- 5. Property/Assets** – none

- 6. Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
- 7. Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
- 8. Health & Safety** – none
- 9. Procurement** – none.
- 10. Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
-

List of Background Papers

Author: Nicola Irvine-Brown, Strategic Planning & Policy Development Manager, Tel: 0141 618 7414; Email: nicola.irvine@renfrewshire.gov.uk

Finance and Resources Service Service Improvement Plan, 2019-21



* as % of all invoices paid council wide (cumulative)

** (Scottish Welfare Fund) in days against a target of 15 days

*** (forecasted cumulative position)

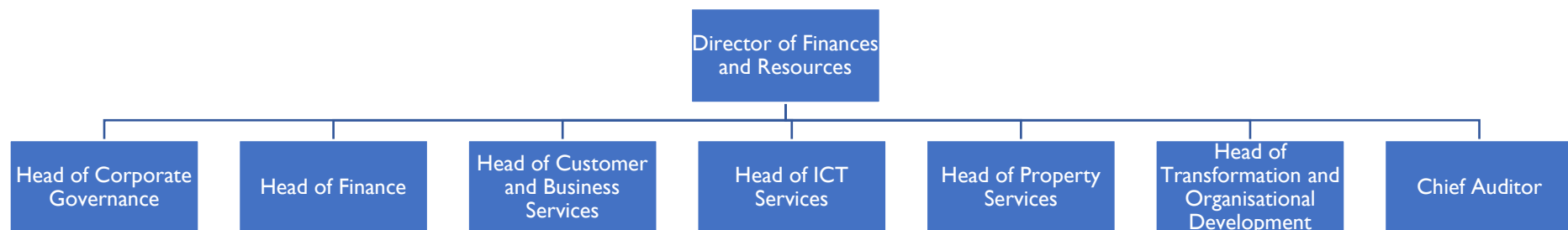
1. Introduction

- 1.1 This Service Improvement Plan for Finance and Resources Service covers the period from 2019/20 to 2021/22. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available to it.
- 1.2 The Service Improvement Plan sits alongside the Finance and Resources Service Workforce Plan and the Finance and Resources Risk Register and is the overarching document which sets the programme of development and improvement activity within the service and the context for budget decisions. The service has a number of strategies, policies, operational plans and project plans which sit beneath the Service Improvement Plan and these detail how specific programmes are progressed and include the service's 'business as usual' actions.
- 1.3 The major factors that this Service Improvement Plan will require to respond to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Finance and Resources Service will work together with partners, businesses, local people and communities to target four of the five strategic outcome areas of the Council Plan, to create opportunities for all. These are:
 - Reshaping our place, our economy and our future.
 - Tackling inequality, ensuring opportunities for all.
 - Creating a sustainable Renfrewshire for all to enjoy.
 - Working together to improve outcomes.

2. What we do

- 2.1 Finance and Resources Service is one of the largest services within Renfrewshire Council, and employs approximately 1,200 employees. The service enables and supports the smooth running and strategic management of the Council's financial, legal, property, ICT, human resources, and customer services unit as well as maintaining sound audit and governance across the Council.
- 2.2 The Service also leads on the delivery of strategic change and organisational development across the Council as well as leading on a number of high profile projects for the Council such as the rollout of Business World, an integrated financial and HR system, transforming how the Council manages and delivers its key financial and management processes as well as delivering the new Transformation Programme, Digital First and supporting the Cultural Infrastructure Programme.
- 2.3 The overall core aims of the service are to:
- provide high quality strategic advice and support to the Council to effectively develop and deliver its medium-term financial strategy;
 - ensure that the Council is deploying increasingly limited resources in an effective and financially sustainable manner which supports the delivery of key objectives and outcomes;
 - deliver high quality professional services, which include property, ICT, legal and human resources, across the Council;
 - deliver efficient and effective licensing, customer and business services and achieving the best possible standards of service for our customers;
 - develop the organisation to create capacity to manage change and sustain a positive performance culture;
 - support work tackling the causes and impact of poverty;
 - lead the Council's strategic transformation programme to enable and deliver change, modernisation and preventative spend;
 - engage, influence and manage changes in public sector policy;
 - reduce our carbon footprint to help create a greener Renfrewshire;
 - support elected members and the democratic procedures of the Council;
 - protect Council resources through effective internal audit, risk management and counter fraud services; and
 - deliver a range of high quality front line services to the public as well as an internal business support function across all Council services.

- 2.4 The service is led by the Director of Finance and Resources, who is supported by a senior management team that includes six Heads of Service and the Chief Auditor. The directorate team is supported in its strategic and operational responsibilities by the Departmental Management Team (DMT). A structure chart is provided below:



Legal and Governance provides effective legal advice on the law and practices within the Council and associated bodies. It provides licensing services in respect of liquor, civic government HMOs and private landlord registration. Overall responsibility for all aspects of information governance, including records management, information security incident management and awareness raising, freedom of information and data protection compliance. The division also fulfils a corporate governance role to safeguard Council assets and to support and transparent decision making. Finally, administering and promoting all Elections.

Financial management advises on the strategic direction of the Council's finances, revenue and capital investment programmes and treasury strategies. The service also provides support to budget holders and project managers and actively seeks to influence national policy to protect the interests of the Council and local residents.

Customer and Business Services (CBS) carries out the main customer facing activity (customer Service centre, contact centre and school offices) and the majority of business administration and support activities for the Council and its partners. CBS also provides Advice Works who offer a drop in service to customers on a wide range of money and debt advice issues.

ICT enables transformational change across the organisation through implementation of our ICT strategy to deliver a modern, sustainable, cost effective ICT operation aligned to the needs of the Council. In addition, the service supports other services across the Council to respond to new and changing demands on their services.

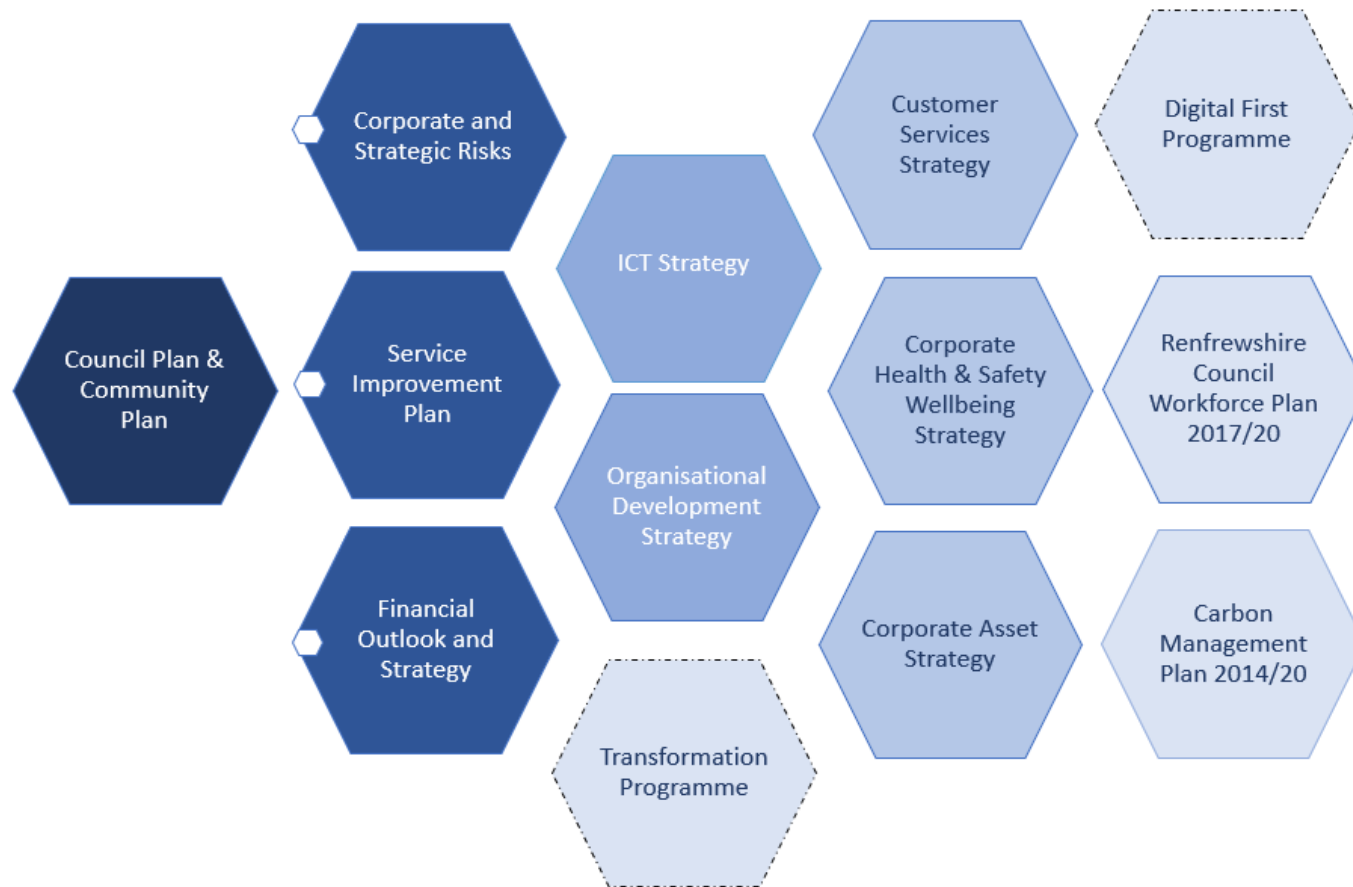
Property services deliver a modern, efficient service through two sections: Technical Services & Asset and Energy Management Services. Technical Services provide a multi disciplinary design consultancy offering expert design and management services to the Council's building portfolio. Asset and Energy Management Services manage the Council's property assets and provide energy management services & advice.

Human Resources and Change Management, leads on Organisational Development, Strategic Workforce Planning, Transformational Change and Employee Relations. It also provides Health and Safety expertise as well as delivering on workforce planning across the Council and the transformation programmes.

Internal Audit provides independent, evidenced based assurance on the Council's internal control, risk management and governance arrangements and provides an annual opinion and assurance statement covering the adequacy and effectiveness of the control environment; leads on counter fraud activities for the Council; ensures appropriate risk management arrangements and insurance cover is in place; and administering the Council's internal claims handling.

3 Strategic Context

- 3.1 Finance and Resources Service operates in a complex strategic environment and delivers many services on a statutory basis. As such, the service produces and reports on a number of strategies and plans, whether to elected members, the Scottish Government, or multi-agency partnership boards. The key strategies and plans that the service lead on provide the detail and the 'business as usual' actions, the diagram sets them out here:



3.2 Service delivery is shaped and influenced by a wide range of internal and external factors. Current drivers impacting Finance and Resources Service include:

a) Demographic and Social Change:

Demographic Change - Renfrewshire, has a population of around 176,000, is the 10th biggest local authority area in Scotland. Over the 15 year period to 2010 the population did decline, but has in recent years increased and is projected to remain relatively stable at the current level. This brings challenges with a projected decline in the working age population of in the region of 13% over the next 20 years coupled with a 79% increase in the number of people aged 75+ over the same period.

In the 2016 release of the Scottish Index of Multiple Deprivation, Renfrewshire had a national share of 4.4% of the 20% most deprived areas (datazones). Over 26% of the population of Renfrewshire (46,442 people) were in the top 20% most deprived datazones in Scotland. This is particularly challenging in terms of the impact on health and social care services, as those in the most deprived areas are more likely to have a greater need for and use of related services.

The demographic composition of Renfrewshire currently and in the years to come will therefore represent a challenging picture as the Council adjusts and transforms its services to respond to changing needs.

Economic – As the transition of powers moves the Scottish budget towards approximately 50% of spending being supported by devolved tax raising powers, the economic performance of the Scottish economy relative to the UK becomes a key risk factor and determinant in the overall level of resources that will be available to the Scottish Government's budget each year. Although more recently Scotland's relative economic performance compared with the UK has performed favourably (1.4% in 2018 against 1.3% across the UK), over the medium-term economic growth in Scotland is not forecast to sustain this short term boost with growth expected to remain relatively sluggish at or around 1% and importantly to continue to lag that of the UK. In this context, the Scottish Government's budget will continue to experience new and uncharted levels of uncertainty and risk. In addition, the Scottish Government's stated policy objectives which will drive the growth in resources to other areas of the public sector that does not include the core local government grant, will create a financial environment for local government that is likely to be increasingly challenging moving forward over the medium term.

Whilst Renfrewshire's employment rate is more than 76% and the average weekly earnings of those who work in Renfrewshire (£516) is lower than those people who live in Renfrewshire. The manufacturing sector accounts for 10.7% of Renfrewshire's total employment and 23% of the area's GVA.

b) National Policy and Legislative Change:

- ***The Community Empowerment (Scotland) Act 2015*** - continues to be implemented in stages by the Scottish Government which impacts on the services the Council provides. The Council will continue to ensure we support communities to engage and participate effectively, making it simpler for communities to request and manage public sector land and buildings, and improve the statutory base for community planning.
- ***Fairer Scotland Action Plan*** - has been developed following an extensive period of public engagement over 2015 and 2016. The plan also builds on Poverty and Fairness Commissions that have been set up by local authorities across Scotland. The Action Plan consists of five high-level ambitions and fifty actions. The five ambitions will be focused on in the period to 2030. The fifty actions are for this parliamentary term. Scottish Government will issue a progress report by the end of 2019.
- ***Child Poverty (Scotland) Act 2017*** – The Scottish Government introduced the Child Poverty (Scotland) Bill on 9 February 2017. The Act establishes a framework for reducing child poverty and puts in place mechanisms to assess progress. The Act establishes statutory targets to be met by Scottish Ministers relating to child poverty and a requirement to prepare delivery plans and annual progress reports. The Act requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets.
- ***Social Security (Scotland) Act 2018*** – The Act sets out the Scottish Government's priorities for the social security powers that were devolved and the establishment of a new Social Security Scotland agency. Social Security Scotland is be responsible for the provision of 10 social security payments which includes 3 additional social security payments of specific welfare areas by 2021. Types of social security assistance which the Government will give includes assistance for people with disabilities, carers, maternity and funeral expenses, heating costs etc.
- ***City Deal*** – Providing support to our colleagues and partners via financial, legal and property services.
- ***General Data Protection Regulations (GDPR)*** - The GDPR is replaced the Data Protection Act (DPA) 1998 and was applied in the UK from 25 May 2018.
- ***Licensing Policy changes*** - Licensing Board is reviewing its Statement of Licensing Policy.
- ***The expansion of Early Years and Childcare*** - The Scottish Government aims to increase early learning and childcare entitlement from 600 to 1,140 hours per year by 2020. This will be for all 3 and 4 year olds and eligible 2 year olds. The aim of the increase is to

provide children with the best start in life, provide a free lunch and to reduce the cost of childcare for parents. The expansion represents a major policy initiative that will require a wide range of professional support to Children's Service as a well as direct implications for Customer and Business Support Services to ensure smooth administration support to the new expanded programme.

- **Local Governance Review** – The Local Governance Review was launched jointly by the Scottish Government and COSLA in 2017 to ensure that local communities have more say about how public services in their area are run and has involved everyone with an interest in an inclusive dialogue on the future of local democracy in Scotland. During 2018 conversations took place with local communities across Scotland alongside consultation with public sector partners and the findings of the review are due to be published in 2019.
- **Development of fiscal framework for Scottish Local Authorities and tax raising powers such as a transient visitor tax (TVT)** – The Council will need to actively engage in this process of reform of Local Government taxation and funding environment both individually and through its relationship with COSLA.

Equalities

- 3.3 Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups and the Fairer Scotland Duty for public bodies to be cognisant on how to reduce inequalities of outcome caused by socioeconomic disadvantage, when making strategic decisions. The Council recognises that equality both needs to be mainstreamed fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting.
- 3.4 All Finance and Resources Service plans and policies support this mainstreaming and contribute to the council's six equality outcomes. Examples of how this is delivered within the service are given below.

Public spaces improve access and promote dignity for disabled and older people:	our existing programme of new builds and refurbishments supports existing positive work to make public spaces accessible and inclusive.
Our staff and communities fully understand the causes and consequences of gender-based violence and are equipped to respond:	the service plays an active role in the Gender Based Violence Working Group and delivers specialist services to support women and children affected by GBV.

Equalities-led organisations are supported to become sustainable and influential partners:	the work of equalities-led organisations informs our policy and practice. The service inputs significantly to the Council's Equality Outcomes and Mainstreaming Progress Report which is submitted to Council every 2 years by the Chief Executive. The Council has a statutory duty to next report on both progress in achieving its set equality outcomes and mainstreaming the general equality duty by April 2019.
Council services are responsive to the needs of equalities groups, with well-designed and flexible services:	the service will continue to be responsive to equalities groups.
Renfrewshire Council promotes itself as and becomes an employer of choice for disabled people:	the service adopts all corporate initiatives to support greater inclusion.
Equalities implications are clearly and consistently considered in decision making:	all policy board papers include a statement concerning equalities groups. Our policies promote diversity and equality. Elected Members were advised to pay due regard to equalities implications when deciding on the 2019/20 budget proposals.

Partnerships and Providers

- 3.5 Partnership is vital to what we do and achieve in Renfrewshire – together with our partners we work together to get the best use of the resources we have to improve outcomes for local people. Finance and Resources Service work with a wide range of internal and external partners to drive economic and cultural regeneration.

Best Value

- 3.6 Following the Council's Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with seven key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the Service Improvement Planning process. The Audit highlighted the good approach

the Council has to financial management and the need to ensure this continues. The specific recommendations that Finance and Resources Service is implementing from the audit are:

- Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in future;
- Councillors should take advantage of the training and development opportunities that the Council provides to ensure that they have the necessary skills and knowledge to perform their role effectively;
- The Council should develop a detailed medium and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided;
- The Council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The Council should prioritise how services need to be provided in the future to meet these savings.

Risk

- 3.7 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny (ARS) Board, and all services represented on the Corporate Risk Management Group. Actions related to corporate risks, where Finance and Resources Service is the owner or joint owners of the risks, are reflected in this Service Improvement Action Plan; this ensures an additional layer of monitoring in our management of these risks. Other risks which may occur only for, or within our own service are contained within a service risk register used for operational management purposes.
- 3.8 Currently the service are not the risk owner for any strategic risk. The service is the owner for five corporate risks, one of which is evaluated as very high. The current corporate and service risks are listed below:

Type of Risk	Area of risk	Evaluation	Council Priority
Corporate	Financial Sustainability	Very High	Reshaping our place, our economy and our future.
Corporate	Information and records	High	Working together to improve outcomes
Corporate	Cyber security	High	Working together to improve outcomes
Corporate	Climate, sustainability & adaptability	Moderate	Creating a sustainable Renfrewshire for all to enjoy
Corporate	ICT resilience	High	Working together to improve outcomes

Corporate and joint owner	Welfare reform impacts	High	Tackling inequality, ensuring opportunities for all.
Corporate and joint owner	Governance – internal control and management oversight	High	Working together to improve outcomes
Corporate and joint owner	Asset management	High	Reshaping our place, our economy and our future.
Corporate and joint owner	Better council change programme	High	Working together to improve outcomes
Corporate and joint owner	Business world [benefits realisation]	High	Working together to improve outcomes
Corporate and joint owner	Insider threat and corporate fraud	High	Tackling inequality, ensuring opportunities for all.
Corporate and joint owner	Governance (BV) and leadership	Moderate	Working together to improve outcomes
Corporate and joint owner	Workforce planning	Moderate	Working together to improve outcomes
Key service specific risks	Oversight of induction procedures	High	Working together to improve outcomes
Key service specific risks	Insurance cover for predecessor organisations	High	Working together to improve outcomes
Key service specific risks	Corporate projects – capacity	Moderate	Working together to improve outcomes

Continuous Improvement

- 3.9 Finance and Resources Service is committed to delivering high-quality services. The service remains committed to self-evaluation and improvement and is working with the Chief Executive's service to develop and agree an appropriate model that can be used across all staff groups which is easily accessible and fit-for-purpose. We expect to implement the agreed model through 2019/20. The actions from this self-assessment process will be mainstreamed within future Service Improvement Plans and reported accordingly.
- 3.10 In addition, the Project Management Unit continue to use a range of improvement tools and recognised project management methodology when identifying improvements for service transformation. Whilst the customer and business service area have recently rolled out 'My Bright Idea: Continuous Improvement & Lean Thinking'. The continuous improvement part of the model asks staff to submit ideas on ways to improve how they work, their processes and ultimately the services they provide, whilst "Lean thinking" is about changing the way we organise ourselves in such a way that we eliminate "waste" (wasted time, wasted resources, etc.). Both will identify ideas to enable staff to work more efficiently and deliver a better service to our customers.

Organisational Development Strategy 2016-2019

- 3.11 Council employees continue to deliver essential day to day services to the Renfrewshire Community which help to make a real difference to individuals and their families. The continued implementation of the Council's Organisational Development Strategy supports our employees to deliver our services of the future. The strategy is aligned to the outcomes of the Better Council Change Programme and builds on previous workforce plans. It has three key priorities which focus on how we deploy our workforce to meet service demand, how we develop the skills of our future workforce and how we support employee performance. The entire focus of the strategy, aligned to the outcomes in the Better Council Change Programme, is the investment in the development of our people, our most valuable asset.

Workforce Planning

- 3.12 The Council Workforce Plan was approved in August 2017 to ensure that the workforce is supported, equipped with the right knowledge and skills and capable to deliver on the Council's future workforce priorities. The plan has five key themes which emerged through engagement with services and Trade Unions, as follows:
- A modernised and flexible workforce
 - A developing workforce
 - A resilient workforce
 - A skilled workforce
 - A partnering workforce
- 3.13 Each Council service has its own workforce plan and continues to make good progress implementing their workforce planning priorities which are aligned to the key themes. Each Workforce Plan is monitored through the Council's performance system ensuring the robust monitoring of progress. Services also present progress reports on their plan to the Council's Corporate Management Team.

UK Withdrawal from the EU

- 3.14 On 29 March 2019, the UK is expected to leave the European Union. Given the uncertainty which remains around this process, the Council and its partners have developed a range of contingency processes for any incidents which arise in the event of a "no deal

Brexit". This is led by the Brexit Readiness Steering Group. Nonetheless, the situation requires continued close monitoring as there may be impacts on, for example, contractual arrangements with third parties, or on legislation impacting on food standards and trading standards. The Council is also cognisant of the fact that some staff are EU nationals and that this is a time of uncertainty for them in relation to their status.

- 3.15 The EU Settlement Scheme is now effectively being piloted which will require EU citizens living in the UK to apply for 'settled status' if they wish to continue to live within the UK after June 2021. For those who have lived in the UK for 5 years and above continuously, they will be able to apply for 'settled status'. For those who haven't lived in the UK for 5 years they will be able to apply for 'pre-settled status'. Human Resources are currently supporting any EU colleagues across the Council for applying for the EU Settlement Scheme. Where required, they are also providing advice to staff members that might be concerned about their families, friends and work colleagues' status in the UK.
- 3.16 The Director of Finance continues to monitor the impact of any EU withdrawal process on the Council's budget position moving forward and in the event that a no deal scenario is reached it was highlighted as a key risk in the recent Revenue Budget and Council Tax 2019/20 paper to full Council. There are also clearly possible implications in terms of election activity, and specifically a General Election. The Chief Executive, as the Returning Officer for Renfrewshire, the Election Team and Valuation Joint Board all remain alert to this possibility, ensuring readiness to respond when required as part of ongoing plans.

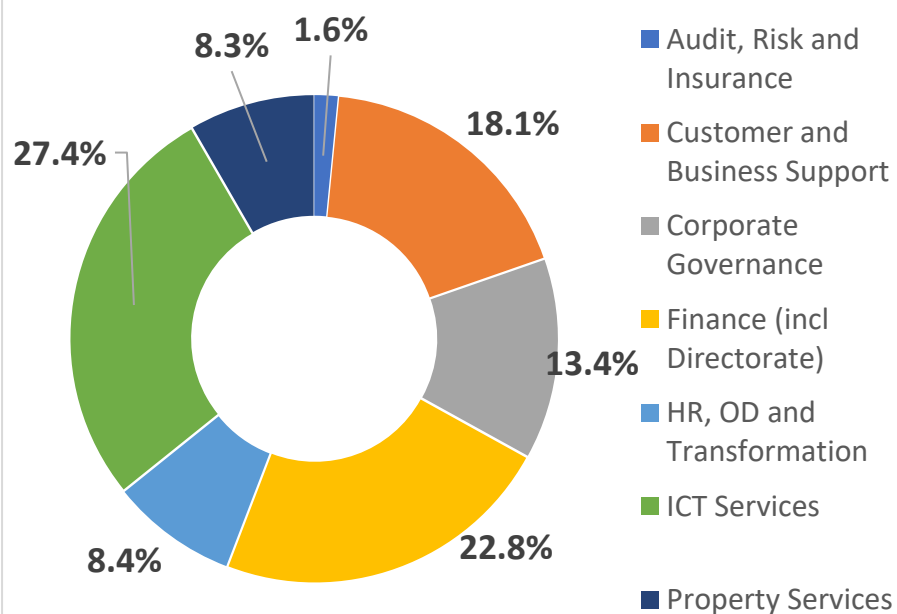
4. Our resources

- 4.1 Local Government continues to operate in a challenging financial environment. The Council’s medium-term financial outlook is characterised by considerable and ongoing uncertainty, particularly around future levels of government grant support and a range of demand-related service pressures.
- 4.2 As reported to Council in the Revenue Budget and Council Tax 2019/20 on 28 February 2019, budget projections over the medium term include assumptions around key pressures that range from £24m to £55m.
- 4.3 Budgets are approved each year for both Capital and Revenue purposes. Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget agreed for Finance and Resources Service in 2019/20 is £7.539m. The exhibit below shows the key areas in which this spend is planned.

Project 1	•ICT -2019/20 budget £1.2m
Project 2	•Energy Efficiency Fund - 2019/20 budget £0.570m
Project 3	•Life Cycle Maintenance - 2019/20 Budget £5.769m

- 4.4 Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. The Revenue budget agreed for the Service in 2019/20 is £34.506m.
- 4.5 Particular areas of budget pressure for Finance and Resources Service include:
- Cyber security;
 - Increased ICT maintenance costs and the move to hosted services; and
 - Changing demand as a result of the rollout of Universal Credit full service impacting on the Benefit Service, Advice Services and Customer Service provision.
- 4.6 The chart and table below show how the revenue was allocated across areas of the service for 2018/19, the 2019/20 budget by service area are in the process of being confirmed.

Net Expenditure by Service Area



Spend by Cost Type	£m		Spend by Service Area	£m
Employee Costs	£31.088m		Audit, Risk and Insurance	£0.551m
Property Costs	£3.442m		Customer and Business Support	£6.414m
Supplies and Services	£6.568m		Corporate Governance	£4.730m
Transport Costs	£0.082m		Finance (incl Directorate)	£8.070m
Support Services	£13.750m		HR, OD and Transformation	£2.973m
Third Party Payments	£1.334m		ICT Services	£9.712m
Transfer Payments	£0.648m		Property Services	£2.950m
Capital Charges	£2.440m			£35.400m
Expenditure	£59.352m			
Income	- £23.951m	not in chart		
Net Expenditure	£35.401m			

5. Contributing to the Council's Strategic Priorities

- 5.1 This section provides the details on how Finance and Resources Service will contribute to four of the Council's strategic outcomes of the Council Plan. For each outcome it:
- highlights the service's achievements for the year up to 31 March 2019;
 - outlines the key priorities the service aims to achieve over the duration of the Improvement Plan;
 - identifies the key actions to be undertaken to meet the priorities; and
 - sets out the performance indicators to be used to monitor progress.
- 5.2 A variety of performance measures are applied across the service which includes external suites of indicators. Performance against selected indicators is reported quarterly to the Council's Corporate Management Team. Performance against all indicators in this Service Improvement Plan is reported to elected members in the mid-year monitoring report and the outturn report.

Strategic Priority 1: Reshaping our place, our economy and our future

- 6.1 The Service delivers this priority through ensuring the financial management of the council is strategic and sustainable and the ongoing work to support to Community Asset Transfer applications in line with legislation around Community Empowerment.
- 6.2 During 2018/19, our achievements included:
- Elected Members approving the updated Financial Outlook for 2019-2021 in September 2018. The outlook provided a range of scenarios in terms of the potential financial position of the Council over the medium term and forms a key part of the Council's ongoing medium-term financial planning arrangements and preparations for setting the 2019/20 budget.
5. ensuring that the Council's current financial position remains stable and within the financial planning parameters established when the Council set its budget for 2018/19.
6. receiving an unqualified opinion from Audit Scotland, who reported to Council in September 2018 that the financial statements gave a true and fair view and were properly prepared, following their 2017/18 audit of the accounts.

7. continuing to provide high quality advice and support to effectively develop and deliver on the medium-term financial strategy; and
 - providing a range of multi-disciplinary professional services and expertise to support the delivery of major economic and regeneration priorities such as City Deal and Heritage-led Regeneration Investment.

6.3 In 2019/20, our priority actions and indicators will be:

What will we do?	Why will it make a difference?	When will we do it by?	Who is leading this?
Continue to revise and implement the Financial Strategy, which will focus on delivering required savings through the transformation programme and effective workforce planning	Sustainable future	31 March 2020	Director
Deliver on major infrastructure investment programmes, such as City Deal, Schools Estate Programme, Cultural Regeneration Infrastructure etc, by providing high quality professional services, which include property, ICT, legal and human resources services.	Contribute to the regeneration projects for Paisley Town Centre and throughout Renfrewshire, including contributing to the identification and development of appropriate and innovative models to support new regeneration priorities	31 March 2022	Director
Support the ongoing development of community engagement and participation, in particular for community assets transfer applications.	Community empowerment	31 March 2022	Head of Property

Code	Performance Indicator	Frequency	Last Update	Current Status	Current Value	Current Target	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
New	Asset Management Transfer - number of days/months from receipt of an application to a determination being issued from the Council	6 months					This is a new performance indicator for the service and a benchmarking exercise is being carried out to ascertain the meta data for this PI			

Strategic Priority 3: Tackling inequality, ensuring opportunities for all.

7.1 Finance and Resources Service contributes to this priority through its commitment to providing advice and support to those impacted by welfare reform and the rollout of Universal Credit across Renfrewshire. In addition to this, the Customer and Business Services continues to support the early learning and childcare workforce to increase the number and proportion of funded placements by 2021, and Property Services assist in ensuring that our early learning establishments are fit for purpose.

7.2 During 2018/19, our achievements included:

- detailed preparations have been undertaken to prepare customers and Council services for the introduction of Universal Credit Full Service across Renfrewshire on 18 September 2018. The focus has been on working with DWP and other partners to provide information to the public on how and where to claim, including digital and personal budgeting support;
- developing effective modelling tools to identify and monitor the impact of welfare reform changes, including Universal Credit, on Council services and resources;
- tracking the actual impacts of Universal Credit on Renfrewshire residents now that it is live to ensure that Council services continue to support citizens and manage the resource demands;
- the ongoing discussion with Social Security Scotland officials on their plans for the provision of local pre-claim services, advice and support; and
- developing a counter fraud policy which was approved by Finance, Resources and Customer Board.

7.3 In 2019/20, our priority actions and indicators will be:

What will we do?	Why will it make a difference?	When will we do it by?	Who is leading this?
Promote organisational awareness of fraud risks and investigate and reduce the fraudulent activity on Council services and comply with Audit Scotland's national fraud initiative	We effectively manage our risks.	31 March 2020	Chief Auditor

Continue to provide effective support following the introduction of full service and make appropriate adjustments once clarity emerges from the UK Government on their planned timeline for the managed migration for Universal Credit Full Service.	Ensure people are receiving the right support, at the right time to mitigate those impacted negatively as a consequence of Universal Credit.	31 March 2020	Head of Customer and Business Services
Continue to monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts	Ensure the Council is prepared for the impact of Welfare Reform.	31 March 2020	Head of Customer and Business Services
Support the development and delivery of the early learning and childcare expansion plans, including: <ul style="list-style-type: none"> financial planning, delivery of workforce expansion and; new facilities to provide increased placements by 2020/21 	Provide resource capacity to ensure that early learning and childcare funded placements are increased.	31 March 2021	Head of Finance, Head of Property Services and Head of Customer and Business Services

Code	Performance Indicator	Last Update	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target	2021/22 Target
FCSKPI005a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)	Q3 2018/19:	20.5	24		24	24	24	24
FCSKPI005c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)	Q3 2018/19:	8.44	10		10	10	10	10
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days	Q3 2018/19:	1	2		2	2	2	2
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days	Q3 2018/19:	11	15		15	15	15	15

Strategic Priority 4: Creating a sustainable Renfrewshire for all to enjoy


8.1 The Service contributes to this priority through ongoing work around supporting the reduction in our carbon emissions across public buildings, fleet, waste, street lighting and staff travel.

8.2 During 2018/19, our achievements included:

- continuing to make excellent progress in respect to the Carbon Management Plan to ensure it is on programme. An update report will be provided to Infrastructure, Land & Environment Policy Board;
- continuing to ensure energy management initiatives are aligned to our Capital Investment programme and Corporate Asset Strategy to optimise use of our property estate and reduce overall running costs and energy consumption levels. The ongoing programme supported the release of a further £0.2 million of efficiencies during 2018/19; and
- employing a Targeting and Monitoring Officer to work with Head Teachers and Building Managers to identify areas for improvement in terms of gas and electricity usage.

8.3 In 2019/20, our priority actions and indicators will be:

What will we do?	Why will it make a difference?	When will we do it by?	Who is leading this?
Continue to meet the Scottish Government's targets and expectation on Carbon Reduction Measures	Highlight our corporate commitment to meeting Carbon Reduction Measures to protect the environment.	31 March 2020	Head of Property Services
Implement the new Council's Carbon Management Plan commencing in April 2020.	A planned approach to carbon reduction.	31 March 2022	Head of Property Services

Code	Performance Indicator	Last Update	Current Value	Current Target	Current Status	2018/19	2019/20	2020/21	2021/22
						Target	Target	Target	Target
FRSIP22	% Reduction in overall CO2 emissions for Renfrewshire Council (CMP 2014-2020)	2017/18:	44%	10.1%		35.5%	36.2%	New targets will be set as part of the new Carbon Management Plan	

Strategic Priority 5: Working together to improve outcomes

- 9.1 The majority of actions and performance indicators for Finance and Resources Service are located under this priority. This is in part due to the overarching nature of the services we provide across the breadth and depth of the Council to support and facilitate the smooth running of services. The Service contributes to this priority through the provision of a full range of financial, property, legal, ICT, business support services, as well as human resources and organisational development.
- 9.2 During 2018/19, our achievements included:
- eight new HR& OD Policies being approved by Board: Code of Conduct, Carers Leave, Recruitment, People, Performance and Talent Policy, Flexible Working, Flexible Retirement, Trade Union Facility Time Policy and Parenting Leave and Pay policies all of which are designed to improve efficiency, modernise our ways of working and support long term sustainability of the Council;
 - 74% of the overall Council's Workforce Plan has been completed to date and good progress has been made across services as they implement their workforce planning priorities;
 - launching the Cross Organisational Mentoring Scheme in September 2018 involving Renfrewshire, Glasgow, Inverclyde, South Lanarkshire, West Dunbartonshire Councils and NHS Greater Glasgow and Clyde. Each partner has put forward mentors and mentees across Senior Manager levels to facilitate the sharing of knowledge and expertise to help us see and do things differently and improve outcomes;
 - delivering our popular "Leaders of the Future", "ASPIRE" and accredited CMI development programmes to 331 managers from across all services. These programmes were designed to equip managers to deliver transformational change through facilitated workshops, self-reflection, peer networking and coaching. are currently participating in all programmes. A collaborative partnership approach is used to deliver specialist modules e.g. The Lens, HSCP and Heads of Service. This connectivity of learning supports a positive shift in leadership culture and mindset to meet future demands;
 - as the future demand for technology becomes more essential for work, life and learning, the team in partnership with West College Scotland, Trade Unions and local libraries provided digital skills training to approx. 100 employees building confidence in using technology to help them in their everyday lives. The Service has also secured £15k from the Scottish Government's Flexible Workforce Development Fund to continue the roll out of digital skills training across the Council;

- becoming a 'Carer Positive' employer in recognition of the impact our new Carers Leave Policy is having across the Council;
- delivering a week of member development sessions in April, with 31 members attending at least one session. Sessions included personal safety, Council budget, social media and ICT drop in sessions. A new series of member development sessions have been planned for April 2019;
- implementing Business World for core users on 1 October and all users on 18 October 2018. The new system represents the biggest single technology project ever undertaken by the Council and provides the platform to transform how the Council approaches and delivers its key business and financial processes;
- over 40,500 Renfrewshire citizens having signed up for MyAccount and over 600 new users joining each week and the release of over £700k in recurring revenue savings linked to the successful delivery of the project and expansion on on-line transactions;
- putting our customers at the heart of the project, and by using the Scottish Approach to Service Design, the Digital First team have redesigned the special uplift process by engaging our customers in re-designing the service from method of contact through to fulfilment of request, resulting in a significant reduction in the wait time for customers. New digital processes for booking appointments, completing taxi licences, ordering registration documents and requesting a special uplift are now live;
- the Corporate Asset Strategy 2018-2021 being approved by Board in June; and
- implementing General Data Protection Regulation (GDPR) in Renfrewshire which represented the most significant change to data protection in twenty years.

9.3 In 2019/20, our priority actions and indicators will be:





What will we do?	Why will it make a difference?	When will we do it by?	Who is leading this?
Monitor the impact of Brexit developments on the impact of the Council's revenue and capital budgets	Council are prepared for Brexit	31 March 2019	Head of Finance











Successfully develop and lead the delivery of the new transformation programme across the Council.	We will deliver financial savings that will allow us to continue to deliver quality services to our customers in challenging economic times.	31 March 2022	Head of Transformation and Organisational Development
Implement the next phase of Business World and continue to exploit the functionality, to enhance service delivery and deliver efficiencies across the Council	We have robust employee and service information to ensure informed planning.	31 March 2021	Head of Transformation and Organisational Development, Head of ICT, Head of Finance and Head of Customer and Business Services
Capture benefits realisation and tracking from implementing the initial phases of Business World and investigate the potential for future phases of the project	Improved Financial and Service Planning	31 March 2022	Head of Transformation and Organisational Development
Implement ICT strategy and review progress.	ICT is an enabler of change and transformation. It will create new ways that customers can self-serve, improve our workflows, and improve the extent to which staff can access information wherever they are.	30 December 2019	Head of ICT
Develop and launch a Digital Connectivity Strategy in 2019	Improved interconnection of platforms, systems, and applications across the Council and for Renfrewshire to have a good mobile, broadband network and public Wi-Fi coverage.	31 March 2021	Head of ICT
Completion of the data centre migration project to the cloud	By removing the need for hosting servers in house, it will generate cost savings and	31 March 2020	Head of ICT

	ensure that the most up to date security measures are applied to our data on the cloud		
Implement the Customer Service Strategy and the Digital First Services, by putting service users at the centre and maximising the opportunity were appropriated to digitise, standardise and automate services	Improve customer accessibility to services, deliver efficiency savings and customer satisfaction.	31 March 2022	Head of Customer and Business Services
Implement the Finance and Resources' workforce plan	Implementing the plan will ensure our employees are deployed to the right place with the right skills at the right time	31 March 2019	SMT
Review and identify opportunities to streamline current recruitment processes along with activity to promote Renfrewshire Council as an employer of choice	<p>We will reduce the lead times within the recruitment and selection process from advert to candidates start date.</p> <p>There is ongoing compliance with employment legislation.</p> <p>Managers are developed in line with the revised process and best practice.</p> <p>The Council attracts and retains a diverse workforce.</p>	31 March 2020	Head of Transformation and Organisational Development
A Talent Management approach will be embedded across the Council and service as part of the process to support succession planning across the workforce.	<p>Managers are developed in the concept of succession planning ensuring resources are deployed effectively responding to the Council's change agenda.</p> <p>Employees see opportunities for career progression and understand the path to take and the support that is available.</p>	31 March 2022	Head of Transformation and Organisational Development

Ensure the preparedness of the Council for the next Scottish Parliament election due to be held on 6 May 2021 and Scottish Local Elections also scheduled for May 2022.	Election team and valuation joint board are well prepared for the upcoming elections	31 March 2022	Head of Corporate Governance
Organisational Development will work in collaboration with policy and communication colleagues to develop a Council brand and values	Council will have guiding principles that set out what the council stands for and what our staff and communities expect from us.	30 December 2019	Head of Transformation and Organisational Development
Improve internal communication and staff engagement for the service, which will feed into developing the Council's core values and corporate culture	Staff feel well informed, engaged and empowered, to become Council ambassadors and deliver our values across their day-to-day working lives	30 October 2020	Director
Support the implementation of continuous improvement and self-assessment models across the service	Identify ideas to enable staff to work more efficiently and deliver a better service to our customers.	31 March 2022	Director
Implement the new Health, Safety and Well-Being strategy 2018/21	Ensure that effective health, safety and wellbeing risk management is embedded in the organisation and thereby aid in the reduction in the number of incidents and the potential for harm to workers and the public. The strategy aims to improve the health and wellbeing amongst employees by increasing awareness of healthy eating, physical exercise and providing mental health support.	31 March 2021	Head of Transformation and Organisational Development
Continue to assess and improve the suitability of office accommodation and action the corporate asset strategy	Our offices are modern and future proofed	31 March 2022	Head of Property Services

Participation in the senior officer group for the Drugs and Alcohol Commission	Ensuring that there is good flow of communication between key services around the work of the Commission.	31 March 2020	DMT member tbc
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Code	Performance Indicator	Last Update	Current Value	Current Target	Current Status	2018/19 Target	2019/20 Target	2020/21 Target
FCSKPI001	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)	Q3 2018/19:	87.98%	88.32%		96%	96%	96%
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)	Q3 2018/19:	58%	70%		70%	70%	70%
FCSCOMPR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)	Q3 2018/19:	95.8%	100%		100%	100%	100%
FRCMT14a	The proportion of operational accommodation in satisfactory condition.	2017/18:	92.24%	92%		93%	94%	94%
FRCMT14b	The proportion of operational accommodation that is suitable for its current use.	2017/18:	94.7%	95%		95%	96%	96%
FCSCORP01	Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure)	2017/18:	5.11%	data only		n/a		
FCSABS01dii	Average number of work days lost through sickness absence per employee (F&R) (FTE)	Q3 2018/19:	2.78	1.79		6.4	8.5	8.5
FCSKPI003	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)	Q3 2018/19:	91.75%	96%		96%	96%	96%
FCSKPI008	Cost of collecting council tax per chargeable dwelling	2017/18:	11.42	16.1		16.25	16.25	16.25
FCSCREDFCS01f	% of invoices paid within 30 days - Finance & Resources invoices	Q2 2018/19:	100%	98%		98%	98%	98%
FCSCSU07	Customer Service Unit - % of calls answered	Q3 2018/19:	88%	90%		90%	90%	90%
FCSCSUENQ01c	Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative	Q3 2018/19:	100%	90%		90%	90%	90%

Code	Performance Indicator	Last Update	Current Value	Current Target	Current Status	2018/19	2019/20	2020/21
						Target	Target	Target
FCSUSAT09	Average waiting time of customers in the Customer Service Centre	Q3 2018/19:	10.53	20		20	20	20
FCSFOI07	% of FOI reviews completed within 20 days	Q3 2018/19:	100%	100%		100%	100%	100%
FCSFOI08	% of Finance and Resources FOI requests completed within timescale	Q3 2018/19:	93%	100%		100%	100%	100%
FCSICT001	Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)	Q2 2018/19:	87%	85%		85%	85%	85%
FCSICT002	Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)	Q2 2018/19:	61.8%	85%		85%	85%	85%
FCSICT004	Percentage of uptime for key IT systems	Q2 2018/19:	99.99%	99%		99%	99%	99%
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)	Q3 2018/19:	97.22%	97.27%		97.27%	97.27%	97.27%
FCSKPI004a	Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)	Q3 2018/19:	81.65%	78.26%		98%	98%	98%
FCSKPI133	Percentage of Audit Plan completed (cumulative)	Q3 2018/19:	66.7%	66.5%		95%	95%	95%
FRCOMPFL	F&R Front Line complaints (Cumulative)	Q3 2018/19:	91%	100%		100%	100%	100%



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

Report by: Chief Executive

Heading: Complaints Handling Policy

1. Summary

- 1.1 Renfrewshire Council's existing Complaints Handling Procedure (CHP) was approved in 2013. The CHP applies to all Renfrewshire Council Services. Lagan was introduced as the sole system for recording, monitoring and evaluating the handling of complaints.
 - 1.2 In February 2018, the Corporate Management Team (CMT) approved a formal council-wide review of complaints handling as part of our commitment to improving customer service, learn from others, continuing to drive improved complaints handling performance and to bring the social work complaints in line with the council-wide procedure.
 - 1.3 The review concluded late 2018 and recommended improvements which have been taken forward by a complaint's development and review group (CDRG).
-

2. Recommendations

- 2.1 It is recommended that members:
 - Note the key findings and recommendations from the complaints handling review; and
 - Approve the refreshed complaints handling policy for customers as provided as appendix 1.
-

3. Background

- 3.1 Renfrewshire Council's current Complaints Handling Procedure (CHP) was introduced in 2013, this is based on guidance from the Scottish Public Service Ombudsman (SPSO). At the same time, a management information system, Lagan, was introduced as the system for recording, monitoring and reporting on complaints.
- 3.2 Complaints handling is delegated to each service for recording, responding, monitoring and review with overall annual council reporting coordinated by the Chief Executive's Service. The procedure was designed to provide a consistent process for customers to follow making it simpler to complain; ensure staff and customers have confidence in complaints handling; help us monitor and report on trends and make the best use of the lessons learned from complaints; and to be able to benchmark with other Councils.
- 3.3 The Council's current complaints handling procedure provides two definitions for complaints handling, which are detailed below:

Stage One – Frontline Resolution: Frontline resolution aims to quickly resolve straightforward customer complaints that require little or no investigation. Any member of staff may deal with complaints at this stage. The main aim is to seek early resolution, resolving complaints at the earliest opportunity as close to the point of service delivery as possible. Frontline resolution must be completed within five working days.

An example of a complaint which may be addressed at the frontline resolution stage is where a tenant has been waiting in for an appointment and the workmen failed to turn up. When this is reported the service would apologise and arrange a new suitable appointment.

Stage Two – Investigation: Complaints handled at the investigation stage of the complaints handling procedure are typically complex or require a detailed examination. These complaints may already have been considered at the frontline resolution stage, or they may have been identified from the start as needing immediate investigation. Investigation should not take longer than twenty working days.

An example of an investigation may relate to the standard or nature of a repair within a council property which requires an inspection or visit to investigate.

- 3.4 A customer can make a complaint in writing, in person, via social media, by telephone, by email, online or by having someone complain on their behalf.

4. Review of complaints handling procedure and practices

- 4.1 The Council is committed to the provision of high-quality complaints handling. The CHP operates to ensure that complaints are processed and responded to consistently within targeted timescales, with a particular focus on working to resolve customer dissatisfaction as close as possible to the point of contact or service delivery.
- 4.2 Since the implementation of the CHP, there has been a number of structural changes to service departments including the creation of Children's Services in 2015 and the formalisation of Renfrewshire Health and Social Care Partnership in 2016, as well as ICT changes to the recording and monitoring of complaints. As such, refreshing awareness and understanding of the CHP has been identified as key to ensuring we continually improve our complaints handling process.
- 4.3 To address these points and strengthen the Council's complaints handling process, a council-wide complaints review took place in 2018. The review considered the following:
- the existing Complaints Handling Policy and Procedures;
 - benchmarking across the public and private sector;
 - staff training and development; and
 - how services logged, recorded, and monitored performance of complaints.
- 4.4 Fundamental to the 2018 review was the commitment to understanding and improving the customer journey and maintaining standards set out by the SPSO. Service design principles were deployed in the reshaping of the CHP, with consultation taking place with customers that had been through the complaints process in the previous six months to understand how the procedure worked in practice and to recognise any particular issues that had been encountered.

5. Findings of the review and refreshed CHP

- 5.1 While the review highlighted the strong principles staff adhere to, it identified an opportunity to build upon and refresh these across services to continue to meet the expectations of customers.
- 5.2 The findings of the review also concluded that there requires to be a re-stating of the complaints policy through a communications and marketing campaign, updated provision of training and guidelines for officers, that social work complaints are in line with the council-wide procedure and a more robust system to support the logging of and learning from complaints.
- 5.3 Therefore, it is requested that the Finance, Resources and Customers Board members approve the refreshed complaints handling policy for customers as

provided as appendix 1 and that it will be made available from the 1st April 2019. This will be part of the wider public awareness and internal communication campaign to reaffirm the Council's complaints handling policy.

- 5.4 The CDRG will continue to meet quarterly to ensure the above actions are implemented, that complaints are handled to a consistently high standard and to allow services the opportunity to exchange good practice.

6. SPSO review

- 6.1 In January 2019, the Scottish Public Services Ombudsman undertook their own review on the national model complaints handling process. The Council submitted a response to the questionnaire and the CRDG will monitor the outcome of the SPSO's review. Any statutory changes to the national model will need to be reflected in our own procedure and practices and non-statutory improvements will be considered by the CRDG in the first instance.
-

Implications of the Report

1. **Financial - none.**
2. **HR & Organisational Development - none**
3. **Community/Council Planning – none**
4. **Legal – none.**
5. **Property/Assets – none**
6. **Information Technology –** the development and implementation of a staff training programme for any newly procured MIS for complaints handling

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** – the procurement of a new complaints handling management information system (MIS) to replace Lagan when it is decommissioned in 2019.
 10. **Risk** – the revised complaints handling policy and procedures ensure that the Council is compliant with relevant SPSO guidance.
 11. **Privacy Impact** – none
 12. **Cosla Policy Position** – none
-

List of Background Papers

- Renfrewshire Council Complaints Handling Policy and Procedures
-

Author: Nicola Irvine-Brown, Chief Executive's Service

Complaints Handling Procedure

Quick guide for staff

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Introduction

At Renfrewshire Council, we are committed to getting it right for our customers. But sometimes, things go wrong.

Our complaints handling procedure is designed to help when these things happen.

Complaints are valuable to us. We need customers to tell us why they are dissatisfied—to give their views and share their experience. They may highlight problems that we otherwise may miss. They also give us valuable information which might help prevent these problems happening again. Complaints are vital to improving services.

The procedure aims to deal with complaints at the earliest point possible. Dealing with them locally and quickly and preventing them escalating creates better relations with customers, saves money and prevents increased workload.

By reading this quick guide and building your understanding of the complaints handling procedure, you are making an important contribution. We want complaints handled swiftly by capable, well-trained employees and you are taking an important step here in helping us to achieve this.

Our complaints handling procedure reflects Renfrewshire Council's commitment to valuing complaints. It seeks to resolve customer dissatisfaction at the earliest possible point and to help us conduct thorough, objective and fair investigations.

Complaints give us valuable information so that we can improve our services. Our complaints handling procedure enables us to address a customer's dissatisfaction and may also prevent the same problems that led to the complaint from happening again. For our employees, complaints provide a first-hand account of the customer's views and experience and can highlight problems we may otherwise miss.

Handled well, complaints can give our customers a form of redress when things go wrong and can also help us continuously improve our services. Resolving complaints early saves money and time and creates better relationships with our customers. Sorting them out as close to the point of service delivery as possible means we can deal with them locally and quickly, so they are less likely to escalate to the next stage of the procedure. Complaints that we do not resolve swiftly can greatly add to our workload.

Our procedure complies with the Scottish Public Service Ombudsman guidance on a model complaints handling procedure and aims to help us 'get it right first time'. We want quicker, simpler and more streamlined complaints handling with local, early resolution by capable, well-trained staff.

The complaints handling procedure helps us do our job better, improve relationships with our customers and enhance public perception of the Council. It helps keep our customers at the heart of the process, while enabling us to better understand how to improve our services.

Sandra Black
Chief Executive
Renfrewshire Council

Our Principles

1. Transparency

Renfrewshire Council is committed to informing all stakeholders about the complaints and appeals processes, including estimated response times, and signposting customers to online information.

2. Accessibility

Renfrewshire Council is committed to communicating effectively with our stakeholders so mechanisms for registering complaints shall be made clear and easily accessible to all parties.

3. Mutual respect

Everyone presenting a complaint or feedback will be treated with respect, regardless of the motivation behind the claim. In return, Renfrewshire Council expects those people making a complaint to show respect for the organisation and its staff, as well as for the complaints handling procedure.

4. Good faith

It shall be assumed that those presenting a complaint are acting in good faith in terms of the authenticity of the claim, and that their actions do not have any malicious intent.

5. Confidentiality

Renfrewshire Council is committed to safeguarding confidentiality in the complaints process and protecting the personal information of those involved from persons and entities related to the case. Personal information will be dealt with according to the General Data Protection Regulations.

6. Impartiality

Renfrewshire Council shall handle all complaints in an objective way.

7. Timely response

Renfrewshire Council will aim to meet the timescales set within our Complaints Handling Procedure—five days for frontline resolution and 20 days for investigation.

8. Continuous improvement

Renfrewshire Council will actively use complaints for learning and continuous improvement.

Why do we have a complaint handling procedure?

We are committed to providing high-quality services to our community. Occasionally, things go wrong and when this happens it is important that we act quickly to resolve the situation. Complaints show us where we are not achieving what people expect of us, and where we are failing to meet our own standards. In other words, they give us a chance to improve our service.

Listening to our customers helps us to:

- put things right;
- improve our services; and
- learn from our mistakes.

Renfrewshire Council's Complaints Handling Procedure (CHP) complies with the requirements of the Scottish Public Service Ombudsman (SPSO).

What is a complaint?

Our definition of a complaint is:

‘Any expression of dissatisfaction about our action or lack of action, or about the standard of service provided by us, or on our behalf.’

A complaint is an expression of dissatisfaction about the Council’s action or lack of action, or about the standard of service provided by us or on our behalf. For example:

- delays in responding to enquiries and requests;
- failure to provide a service;
- failure to meet our service standards;
- refusal to give advice or answer questions;
- dissatisfaction with our policy;
- treatment by, or attitude of, a member of staff or a contractor; and
- failure to follow the proper administrative process.

What is not a complaint?

Not every concern raised with the Council is a complaint. For example, a complaint is not:

- a first request for a service;
- a request for information or an explanation of policy or practice; and
- a request under the Freedom of Information Act or Data Protection Act.

In these cases, a request will not be dealt with under this policy.

There are also some other matters we can’t deal with under the complaints procedure. These include:

- where a statutory right of appeal exists (e.g. parking tickets or housing benefit);
- any service where people can use other methods to appeal (e.g. exclusions from school or pupil placements);
- reports of alleged bullying made by pupils/parents/others. These will be treated as bullying incidents under the Council’s bullying policy ‘Respect Me’. Further information on this policy is available online at www.renfrewshire.gov.uk/bullying
- insurance claims;
- a complaint we have already investigated and given a final decision on;
- complaints that are in court or have already been heard by a court or a tribunal; and
- complaints against councillors.

Who can complain?

Anyone can make a complaint in person at any of our offices or establishments, by telephone, by e-mail or in writing.

What should you do when someone complains?

Employees must try to resolve complaints on the spot to the customer's satisfaction if possible – this is known as '*frontline resolution*'.

Our complaints procedure has two stages. The second stage is known as '*investigation*'. We expect the majority of complaints will be resolved at frontline. However, if the customer remains dissatisfied, we can look at it again in the investigation stage.

In addition, if the complaint is complex enough to require an investigation, we will put the complaint into the investigation stage straight away.

Frontline resolution

We aim to resolve complaints quickly and as close to the point of service delivery as possible, within 5 working days or less, unless there are exceptional circumstances. Generally, these will be the more straightforward complaints that you can resolve on the spot with an apology and action to put the matter right, or another action to resolve the complaint quickly.

If you think that you need more time to investigate at the frontline stage, you must agree this with the customer within **three** working days of the complaint being made and respond within 10 working days.

You do not always need to respond to the customer in writing. You'll be able to resolve many complaints face-to-face or by telephone, and this is all that is needed. However, sometimes you will have to provide the decision in writing. This should only be done if the customer asks for this or if you think it will help to confirm or clarify the facts or outcome of the complaint for the customer or the Council.

All complaints must be recorded. This way, we can clearly monitor our complaints and learn from them.

We have a statutory duty to record all complaints.

Investigation stage

Complaints in this stage have not been resolved at frontline or are so complex that they need more investigation before we can provide a decision.

When dealing with complaints at this stage, you should:

- record the complaint;
- acknowledge receipt of the complaint within **three** working days and advise of the 20 day deadline;
- discuss the complaint with the customer to understand the reasons for it and what outcome they want - sometimes this will involve managing the customer's expectations by explaining how we might be able to resolve the complaint;
- provide a full response to the complaint as soon as possible but no later than 20 working days;
- ensure that your head of service has sight of your response (they do not need to sign the response).

If our investigations will take longer than 20 working days to complete, you need to agree revised time limits with the customer and keep them updated on progress.

Be sure to record details of the action taken and the outcome, as this helps us improve our service standards. Please use current systems to monitor and track these complaints.

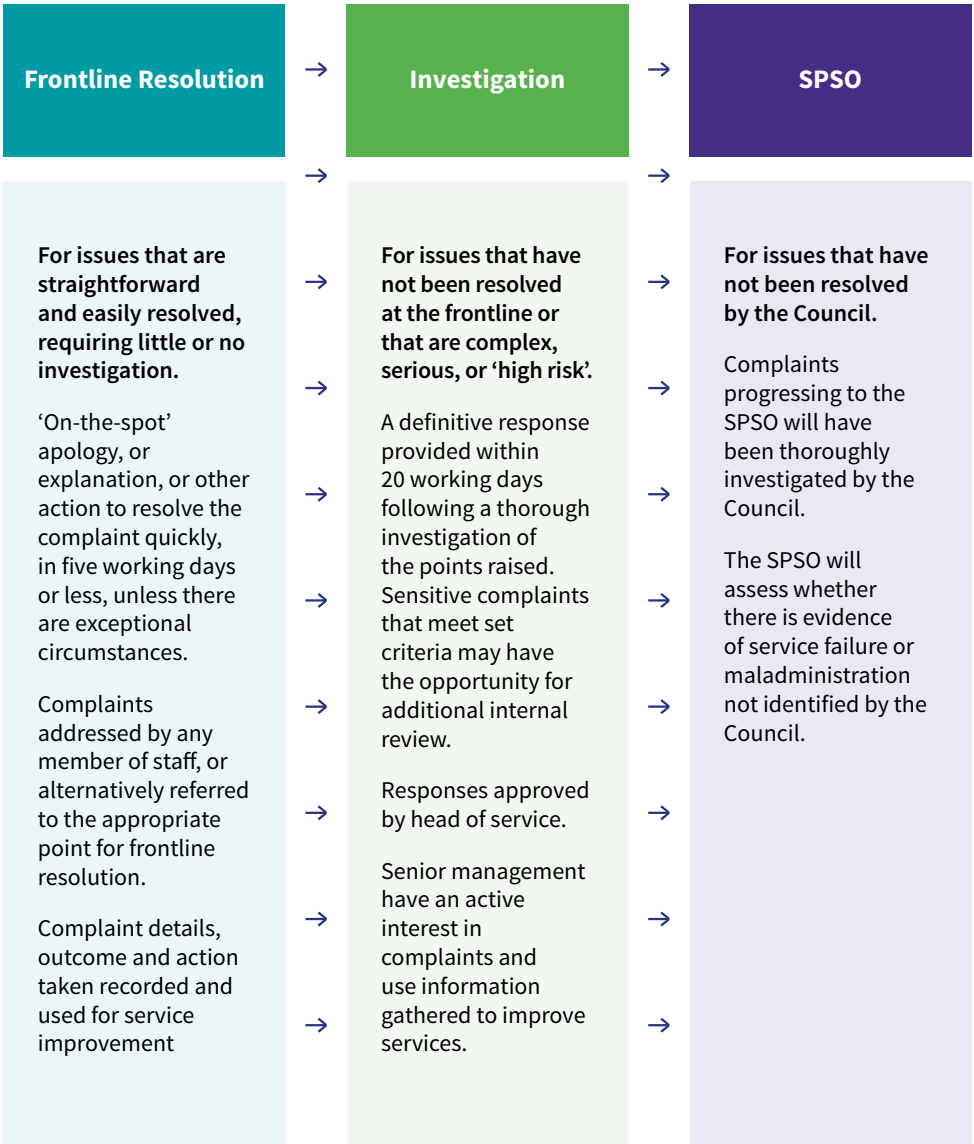
It is critical that you agree your response with a head of service as there are no further stages to the complaints process.

What if the customer is still dissatisfied?

When we have fully investigated the complaint and the customer is still dissatisfied with our response or the way we have dealt with the complaint, they can ask the Scottish Public Services Ombudsman (SPSO) to consider it further.

Please see the complaints handling procedure or information on the dedicated Complaints Handling page on the intranet for details of how to direct customers to the SPSO.

The model complaints handling procedure



Checklist

Frontline resolution	
	Do you have the full details about what the complaint is about?
	Has the complaint been logged in our system?
	Do you have the person's contact details?
	Do all issues fall within our remit? Do I need to refer any issues to another party (internal or external)?
	Have there been previous complaints about this matter?
	Has the complainant identified a solution/their preferred outcome?
	Can the problem be resolved immediately?
	If this is not something we can do, has this been explained?
	If it will take some time to resolve, has the customer been informed of timescales?
	Have I given the customer details of the next stage should they remain unhappy?
	Has the outcome been logged on the system?
Investigation	
	Where a complaint cannot be resolved at initial point of contact and requires some investigation, up to a maximum of 20 days, has this been approved by your line manager?
	Where a complaint has gone into full investigation stage, has the complaint been acknowledged within 3 working days?
	Where the response timescale cannot be met, has a holding response been sent?
Responding	
	Can you meet the response deadline?
	Does your response address all issues raised?
	Have you used plain English and avoided the use of technical jargon?
	Is your response using a tone that is sympathetic?
	Have you explained the reason for any decisions and/or actions taken?
	Have you given the customer details of how to appeal to the Ombudsman should they remain unhappy?
	Do any policies/procedures need to change as a result of this complaint?



To: Finance, Resources and Customer Services Policy Board
On: 27 March 2019

Report By: Chief Executive

**Heading: Chief Executive's Service – Health & Safety Action Plan
2019/2020**

1. Summary

- 1.1 The Council's Health and Safety Policy requires each service to submit an annual Health and Safety action plan to the relevant Policy Board.
 - 1.2 The Chief Executive's Service action plan for 2019/2020 is attached as Appendix 1. It sets out the actions for the service outlining the service's commitment to continuous improvement in health and safety performance in accordance with the Corporate Health, Safety and Wellbeing Strategy 2019-2022.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - i) approves the Chief Executive's Service health and safety action plan for 2019/20 at Appendix 1.
-

3. Background

- 3.1 The Chief Executive's Service comprises of three main service areas: policy and commissioning; communication marketing and events; economic development and regeneration including City Deal. The principle role, purpose and activities of each these service areas is detailed below:
 - **Policy and commissioning**
 - provision of policy support to senior officers and elected members;
 - manage the business of the corporate management team;

- lead the Council's corporate and community planning processes and associated performance management and reporting arrangements;
 - lead on the development and adoption of a strategic commissioning approach to the planning and development of services;
 - lead on the digital programme for Renfrewshire;
 - lead on the development and implementation of major policy focussed strategic programmes;
 - lead the Council's procurement arrangements to deliver best value and wider Council policy benefits;
 - strengthen collaborative relationships with key Council partner organisations;
 - provide a corporate data analytics and research service to support sound knowledge management and evidence-based decision making across the Council;
 - lead on the proactive monitoring of political, social, economic and technology developments and the development of recommendations and plans to respond to and influence these developments as appropriate; and
 - develop corporate policy and meet statutory requirements particularly in the areas of equalities, best value, consultation and supporting the process of public sector reform.
- **Marketing and communications:**
 - lead on the development and management of the Renfrewshire Brand;
 - lead on the development and implementation of the Council's marketing strategy;
 - lead on the provision of professional marketing, events management and graphical design services;
 - lead on the development and implementation of the Council's communication strategy; and
 - lead on the provision of internal and external communications, media and public relations services.
- **City Deal, economic development and regeneration:**
 - oversee the City Deal Project which will enable investment in the transport network, key development and regeneration sites and improved public transport;
 - tackle unemployment with programmes to help 16-24 year olds and vulnerable residents;
 - encourage the growth of more small and medium- sized enterprises; and
 - lead on the Invest in Renfrewshire programme.

3.2 The Chief Executive's Service Head of Policy and Commissioning is the lead officer for health and safety within the service and is supported by the Strategic Planning and Policy Development Manager. Health and safety remains a high profile issue within the service and is dealt with at a senior level with the annual report being reviewed by the senior management team annually.

3.3 The Chief Executive's Service has a proactive approach to health and safety. This is evidenced by the attainment of accreditation and certification to the British Standard Occupational Health and Safety Assessment Series (BS OHSAS 18001:2007) which measures the suitability and effectiveness of the

service's health and safety management system on an annual basis. The service has a working group which meets quarterly with the current focus being wellbeing and intervention.

- 3.4 The action plan 2019/2020 identifies areas for future and continued action which is included as appendix 1 to this report. The action plan is monitored on a six-monthly basis by the service's health and safety working group and an annual progress report will be presented to the Finance, Resources and Customer Services Policy Board in Spring 2020.
- 3.5 The preparation of this action plan has been supported by the corporate health and safety service.

Implications of the Report

1. **Financial** – none
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**

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** - The report supports and demonstrates the Council and the Chief Executive's service's commitment to ensuring effective health and safety management.
 9. **Procurement** - None.
 10. **Risk** - The report supports the overarching management of risk within Renfrewshire Council.
 11. **Privacy Impact** - None.
 12. **Cosla Policy position** – None
-

List of Background Papers

None

Author: Pamela McDonald, 0141 618 7383

Appendix 1

Chief Executive's Service Health and Safety Action Plan 2019 – 2020

Action Title	Due Date
Ensure managers include health and safety as part of the induction process for new staff	31-Mar-2020
Encourage staff to completed corporate risk management training (and other health and safety related modules) on iLearn and attend training courses as required. For example Personal Safety / Violence and Aggression, Mental Health First Aid, First Aid (General), Wellbeing, General risk assessment training, prevention of accidents as well as ensuring that there are sufficient Fire Wardens and staff are trained in fire prevention across the Chief Executive's service	31-Mar-2020
Ensure all staff are aware of the new Business World health and safety modules and that self-assessments should be carried out annually.	31-Mar-2020
Continue to review the Chief Executive's service health and safety procedures in line with current risks / incidents	31-Mar-2020
Continue to identify and contribute to initiatives to promote better health and wellbeing of staff including Healthy Working Lives campaigns	31-Mar-2020
Continue to record and monitor any workplace accidents involving staff in the Chief Executive's service	31-Mar-2020
Continue to monitor absences in relation to health and safety	31-Mar-2020
To ensure City Deal, economic development and regeneration teams are represented at the Chief Executive's health and safety working group and relevant actions embedded in this action plan	31-Oct-2019
Monitor and update the 5A High Street Health & Safety Action Plan	31-Mar-2020
Ensure that all events planned have an individual event manual which includes health & safety	31-Mar-2020



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

Report by: Director of Finance and Resources

Heading: Revised FARS Health and Safety Policy 2019

1. Summary

- 1.1 Finance and Resources (FAR) recognise the importance of effective identification, evaluation and control of any health, safety and wellbeing risks which employees and others receiving our services may be exposed to. It is therefore necessary to ensure the continued application of an effective health and safety management system within the service department. The revised FAR Health and Safety Policy has been developed to reflect service changes in recent years and the current health and safety risk profile for the service.
- 1.2 The aim of this revised policy is to support the corporate policy and set out the service department arrangements, including roles and responsibilities within the service, to:
- control the risks to employees and others who may be affected by their activities;
 - comply with current legislation;
 - promote best practice; and
 - continually improve on health, safety and well-being.
- 1.3 The FAR Health and Safety Policy promotes the council's corporate approach towards a health and safety culture and promotes and encourages service ownership.
-

2. Recommendations

- 2.1 It is recommended that the Board approves the revised FARS Health and Safety Policy 2019.
-

3. Background

- 3.1 The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 (as amended) place duties on the council to ensure, so far as is reasonably practicable, the health, safety and welfare of their employees at work.
- 3.3 To manage the service health and safety risks it is first important to understand the health and safety risk profile of the service. This profile has changed considerably in recent years with the creation of customer and business services and the integration of property services within Finance and Resources. The revised policy describes the health and safety profile and the key health and safety risks for the service department.
- 3.4 In addition to the above, following on from an internal audit of corporate health and safety governance arrangements an opportunity arose to revise the roles and responsibilities for service department health and safety activities and the new FARS Health & Safety Policy addresses this. A significant point of note is that the Head of Property Services is now the Service Director's nominated Head of Service who will champion health and safety arrangements across the service department. The Head of Property Services is the new chair of the FAR Health and Safety Planning Group.
- 3.5 The revised policy has been developed in consultation with corporate health and safety and all members of the FAR Health and Safety Planning Group. The policy is to be valid for a period of 3 years but will be updated sooner should any material changes arise regarding service activities. The policy is now presented to Board for approval.

Implications of the Report

1. **Financial - None**
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 – none**
8. **Health & Safety – as per the subject matter of this report**
9. **Procurement – none**
10. **Risk – as per the subject matter of this report**
11. **Privacy Impact - none**
12. **Cosla Policy Position - none**

List of Background Papers

- (a) Background Paper - none

Author: Joe Lynch, Head of Property Services
Tel: 0141 618 6159, Email: joe.lynch@renfrewshire.gov.uk



Renfrewshire Council

Service Health and Safety Policy

Finance and Resources

Document Title:	FAR Health and Safety Policy		
Owner:	Director of Finance and Resources	Lead Reviewer	J Lynch
Version No.	2.0	Superseded Version:	1.0
Date Effective:	April 2019	Review Date:	April 2022

Foreword

This policy reflects the legal obligations placed upon the service by the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 (as amended).

This policy underpins the corporate policy on health and safety which was approved and adopted in March 2018. Finance and Resources wholly supports the corporate policy, principles and ethos, and all our employees should be familiar with the corporate policy and additionally the service specific information contained within this separate service policy.

The service is committed to continually improving health and safety performance in the delivery of its services which will lead to reduction of injury and ill health. This will be achieved by the implementation and management of an effective health and safety management system, which reflects the objectives set out in the corporate health and safety strategy. The management systems should reflect the key elements contained within the British Standard BS OHSAS 18001:2007 and the Health and Safety Executive's publication "Successful Health and Safety Management" (HSG65).

Managers are responsible for motivating and empowering employees to work in a safe and healthy manner and to encourage a positive attitude towards health, safety and wellbeing in the workplace.

Under the Management of Health and Safety at Work Regulations 1999 (as amended), the corporate Health and Safety section based within Finance and Resources are the 'appointed competent persons' to assist the council in overseeing the application and provision of health and safety legislation and will provide advice, guidance and assistance regarding implementation of this policy. The corporate Health and Safety section are authorised by the Chief Executive to stop or prohibit any activity that poses an imminent health and safety risk or danger and report this to the Chief Executive and relevant Head of Service.

This document requires the commitment, support and action from everyone working within Finance and Resources and is central to the ongoing effective management of health and safety.

To this end, I commend this document to you.



Alan Russell
Director
Finance and Resources

Date... 25/2/19

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1. Our service health and safety profile

1. Finance and Resources provide a diverse range of corporate services. To manage the health and safety risks across the service it's important to first understand the service health and safety risk profile. The first table below sets out each area of service along with the approximate number of employees in each and the approximate number of locations where employees within each area are based.

Service area	No. of Employees	No. of Locations where staff are based
CBS – Customer Services & Advice Works	120	10 + homework & home visits
CBS – Outlying areas - Adult Services	76	34
CBS – Outlying areas - Operations	60	13
CBS – Revs & Financial Support	130	11 – including homeworkers
CBS – RH Hub	110	01
CBS – Schools Support	184	49 primary, 2 ASN and 11 pre-5 centres
Corporate Finance	45	01
Corporate Governance	61	01
ICT	72	01 (+ site visits)
Internal Audit Services	11	01
Property Services	60	01 (+ site visits)
Transformation & OD	65	01
Total:	994	129

2. The table below sets out the key health and safety risks that each area has identified as relevant to them. This information was gathered through an exercise carried out by the FAR health and safety planning group in January 2019.

Service area	Key Service H&S Risks						
	Musculo-skeletal	Stress	Work at Height	Lone Working	Occupational Driving	Violence & Aggression	Slips, trips, falls
CBS Customer Services & Advice Works	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/> Public	<input checked="" type="checkbox"/>
CBS Outlying areas, adult servs and operations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
CBS – Revs & Financial Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
CBS – RH Hub	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
CBS – Schools Support	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Corporate Finance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
Corporate Governance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ICT	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Internal Audit Services	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Property Services	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Transformation & OD	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

3. Later in this policy, section 3 and paragraph 3 set out the arrangements for managing the identified risks.

2. Roles and responsibilities

Part 2 of the corporate health and safety policy sets out organisational responsibilities for Health and Safety Assistance/Advice.

Within Finance and Resources, roles and responsibilities are as follows.

1. The Service Director is, so far as is reasonably practicable, responsible for ensuring the health, safety and well-being of employees and others who may be affected by the service's activities. The Director has overall responsibility to ensure that advice on matters relating to health, safety and well-being is provided throughout the service. The Director is responsible for:
 - a. the service health and safety policy and its promotion throughout the service
 - b. ensuring there are adequate resources to support the policy
 - c. ensuring that all areas of the service identify and appropriately manage their key health, safety and well-being risks
 - d. employing the use of relevant performance indicators that will both support the council's corporate health and safety strategy and demonstrate continued improvement in health and safety performance across the service.

The Service Director has nominated the Head of Property Services to support them in this role.

2. The Head of Property Services supports the Service Director by:
 - a. chairing the FAR Health and Safety Planning Group and updating the Senior Management Team on the work of the group
 - b. chairing the FAR Health and Safety Committee
 - c. ensuring service areas are appropriately represented on the planning group and committee
 - d. preparing the service annual health and safety report which evaluates the service's health and safety performance for the previous year. The service will follow the corporate template to ensure all matters to be reported are included
 - e. preparing the service health and safety plan with objectives, performance indicators and timescales for completion in the year ahead
 - f. ensuring ongoing engagement with the council's corporate health and safety team as 'competent persons' who will provide advice, guidance and assistance on the implementation of this policy and other appropriate support as required.

The Service Director has nominated Karen Locke (a service manager) to the role of service health and safety co-ordinator, to support the Head of Property Services in their role. Primarily this will involve gathering information for health and safety reporting, preparing information (such as accident data and performance data), for meetings of the planning group and committee and representing the service on the corporate health and safety committee.

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3. All Heads of Service will:
 - a. fully support implementation of the service policy across all their teams
 - b. actively promote a positive health and safety culture across all teams, engaging and consulting with employees and ensuring safe systems of work
 - c. ensure all risk assessments for their teams' activities are undertaken and reviewed appropriately
 - d. support actions required to eliminate or control the risks, so far as is reasonably practicable
 - e. ensure reporting and investigation of near misses and accidents to enable trends analysis and a positive learning environment that seeks to reduce recurrence of unwanted events or incidents
 - f. ensure the corporate health and safety team is notified of any RIDDOR reportable incidents (Business World should produce relevant alerts for this).
 - g. respond in a timely manner to any health, safety or well-being concerns raised within their teams.

It is expected that while Heads of Service are accountable for the above, on a day to day basis this will be undertaken by team managers and supervisors on their behalf. Forms are available on-line to assist.

All employees are reminded that health, safety and well being is everyone's responsibility and everyone has a responsibility to implement the service Health and Safety Policy, procedures and safe systems of work by:

- a. behaving while at work with due care for their own safety and that of others who may be affected by their acts or omissions at work
- b. supporting the service in complying with any health and safety legislation in force
- c. using work equipment correctly, safely and in accordance with appropriate training and instruction; and
- d. notifying their manager or supervisor of any situation they believe, reasonably, represents a workplace health, safety or well-being concern.

Raising health & safety concerns:

Step 1. Raise the concern with your supervisor. If not resolved:

Step 2. Raise the concern with your service manager. If not resolved:

Step 3. Raise the concern with safety representative. If not resolved:

Step 4. Safety representative can raise concerns at the service health and safety planning group.

At any stage during this process, any employee/ safety representative can contact the corporate health and safety section for further guidance.

The Occupational Health Service is committed to the identification, assessment and management of work-related health risks and, as appropriate, non work-related health risks.

4. Safety Representatives appointed by recognised Trade Unions are entitled to inspect work places every three months, accompanied by management, and if necessary more frequently. Safety Representatives are allowed to inspect any statutory document which the service is required to maintain. On request, they will also be given information necessary to carry out their functions as defined under the Safety Representatives and Safety Committees Regulations 1977. The service will consult the relevant Safety Representatives in keeping with the corporate policy.
5. The Service Health and Safety Planning Committee has representation from all areas of the service as well as staff side representatives appointed by the relevant Trade Unions. The committee monitors the implementation of good health and safety practice across the service and progress being made in relation to agreed priorities.
6. The Health and Safety Planning Group has established terms of reference with membership representing all areas of the service. The planning group assists with development and implementation of the service health and safety policy and plan. The Group provides a forum where members can review relevant statistics, identify trends, areas for improvement and potential solutions, can take forward corporate initiatives and essentially can come together to share both good practice and lessons learned from across the service department. Service representatives on the Planning Group are noted as per the table below (at the time of policy approval).

Service Area	Representative	
CBS Adult Services	Alison Allan	Service Delivery Officer
CBS – Customer Services & Advice Works	Rhona Barnes	Senior Service Delivery Officer
CBS – Outlying areas	Lynne Mitchell	Team Leader
CBS – Revs & Financial Support	Mary Sweeney	Development Officer
CBS – RH Hub	Craig McEwan	Team Leader
CBS – Schools Support	Sylvia Easton	Senior Service Delivery Officer
Corporate Finance	John McIntyre	Assistant Business Partner
Corporate Governance	Fiona Ross	Senior Solicitor
ICT	Gillian Dickie	Partnering & Commissioning Manager
Internal Audit Services	Karen Locke	Risk Manager
Property Services	Craig Thorpe	Corporate Asset/Energy Manager
Transformation and OD HR	Clare McGivern	Administrative Officer

3. Practical matters

1. Communication – this will happen through a number of different channels. A key source of information is the H&S material on the intranet/ safety flashes etc. Finance and Resource employees should be aware of this source of information.

Each member of the service Health and Safety Planning Group will play an important role in ensuring that key health, safety and wellbeing messages are shared across the whole service. Within the Planning Group itself, Microsoft Teams will be used to facilitate communications about meetings and key messages to be relayed across the service department.

2. Recruitment, induction and training - employees who are new to the service should be clear, from their job descriptions, corporate and local induction, about the health, safety and wellbeing risks that are relevant to them in the workplace.

Employees should have the relevant competencies to undertake their duties and any relevant health and safety training required should be arranged through orgdev.cs@renfrewshire.gov.uk. Health and safety training courses are included in the Training Course Planner, available from Organisational Development and on the intranet.

The corporate health and safety team can also provide bespoke health and safety training on request, at times and locations suitable to the service's requests.

3. Identifying and managing health, safety and well-being risks

As noted in our service health and safety profile, our service department is quite diverse, and risks differ from team to team. Generic risk assessments for the key health, safety and well-being risks to be managed across our service department will be recorded in Business World (in the Generic Risk Assessment Database). Each area of the service will tailor the relevant assessments for their teams and ensure these are communicated to the teams. Health and safety planning group representatives will support this activity. Where possible, relevant Key Performance Indicators will be established and monitored to aid understanding of how the service is performing in relation to managing its key health and safety risks as well as the service's performance in relation to corporate health and safety KPIs.

The planning group will also consider arrangements for emergency procedures and ensure all teams are aware of the arrangements. These include fire safety and emergency evacuation procedures, first aid, security, and welfare arrangements.

Corporate health and safety and the Civil Contingencies Service can provide further advice.

4. Health and safety audits and inspections

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An important part of good risk management is to check that the arrangements in place to manage the health, safety and well-being risks (safe systems of practice and controls), are checked and tested. The corporate health and safety team will audit the service's health and safety management systems in liaison with the health and safety planning group and in keeping with the service's health and safety plan. The team will carry out safety inspections with management and union safety representatives. The standard applied requires accreditation to BS OHSAS 18001:2007.

Although corporate health and safety oversee this process, **all areas of the service are encouraged** to undertake their own regular audits (such as checking that exits aren't blocked or that items aren't lying around that create trip hazards), and feedback results to the health and safety planning group. As a very minimum, managers and supervisors should ensure that they undertake an annual self-inspection of the areas they work in, using the Workplace Observation Inspection Report (WOIR) inspection template (appendix 1).

Appendix 1**Workplace Observation and Inspection Report**

Service	Name of Inspector:
Division	Date
Location:	

GENERAL WORKPLACE	Adequate	Action Required Y/N/ NA	Comments
1.1 Floors & Working Areas	<input type="checkbox"/>		
1.2 Stairs & Passageways	<input type="checkbox"/>		
1.3 Exits & Egress	<input type="checkbox"/>		
1.4 External Emergency escape routes	<input type="checkbox"/>		
1.5 General Housekeeping	<input type="checkbox"/>		
1.6 Authorised Access Arrangements	<input type="checkbox"/>		

Chemical (COSHH) STORAGE AND OPERATIONS	Adequate	Action Required Y/N/ NA	Comments
5.1 COSHH - Identification	<input type="checkbox"/>		
5.2 COSHH - Assessments	<input type="checkbox"/>		
5.3 COSHH - Containers	<input type="checkbox"/>		
5.4 Storage Cupboards & Shelves	<input type="checkbox"/>		
5.6 Spillage kits / arrangements	<input type="checkbox"/>		
5.7 PPE - Storage Facilities	<input type="checkbox"/>		

ENVIRONMENT & WELFARE	Adequate	Action Required Y/N/ NA	Comments
2.1 Ventilation & Fresh Air	<input type="checkbox"/>		
2.2 Lighting	<input type="checkbox"/>		
2.3 Temperature	<input type="checkbox"/>		
2.4 Toilets & Wash Rooms	<input type="checkbox"/>		
2.5 Kitchens	<input type="checkbox"/>		
2.6 Eating Areas	<input type="checkbox"/>		
2.7 Clothing Storage	<input type="checkbox"/>		

EMERGENCY ARRANGEMENTS	Adequate	Action Required Y/N/ NA	Comments
3.1 First Aid Boxes & Facilities	<input type="checkbox"/>		
3.2 Fire Extinguishers	<input type="checkbox"/>		
3.3 Fire Alarms	<input type="checkbox"/>		
3.4 Fire Doors	<input type="checkbox"/>		
3.5 Assembly Points	<input type="checkbox"/>		
3.6 Emergency Instructions & Notices	<input type="checkbox"/>		
3.7 Safety & Fire Signs	<input type="checkbox"/>		
3.8 Fire Risk Assessment	<input type="checkbox"/>		

WORKING PRACTICES	This is an inspection form – NOT an Audit. Therefore, remove these questions from this Inspection Checklist		
4.1 Use of PPE			
4.2 Use of Equipment			
4.3 Manual Handling Techniques			
4.4 Communication			
4.5 Working Methods			
4.6 Working Safety			

OFFICE	Adequate	Action Required Y/N/ NA	Comments
7.1 Furniture	<input type="checkbox"/>		
7.2 Chairs	<input type="checkbox"/>		
7.3 Filing Cabinets/Storage	<input type="checkbox"/>		
7.4 DSE Workstations RA	<input type="checkbox"/>		
7.5 Portable Steps / Kick stools	<input type="checkbox"/>		

EQUIPMENT, PLANT and TRAFFIC MANAGEMENT	Adequate	Action Required Y/N/ NA	Comments
6.1 PA Testing	<input type="checkbox"/>		
6.2 Electrical Fittings	<input type="checkbox"/>		
6.3 Electrical Wiring & Cabling	<input type="checkbox"/>		
6.4 Machinery Guarding	<input type="checkbox"/>		
6.5 Machinery Safety Devices	<input type="checkbox"/>		
6.6 Apparatus Locks & Interlocks	<input type="checkbox"/>		
6.7 Mechanical Handling Devices	<input type="checkbox"/>		
6.8 Lifting Tackle & Equipment	<input type="checkbox"/>		
6.10 Mobile Plant Test & Maintenance	<input type="checkbox"/>		
6.11 Pressure systems	<input type="checkbox"/>		
6.12 Compressed Air usage	<input type="checkbox"/>		
6.13 Vehicle/Equipment Daily Pre- use checks	<input type="checkbox"/>		
6.14 Traffic & Pedestrian Segregation	<input type="checkbox"/>		
6.15 Hand Tools	<input type="checkbox"/>		
6.16 Stacking (SWL)	<input type="checkbox"/>		
6.17 PUWER / LOLER Risk Assessments	<input type="checkbox"/>		

STATUTORY INSPECTIONS	Adequate	Action Required Y/N/ NA	Comments
Electrical	<input type="checkbox"/>		
Gas	<input type="checkbox"/>		
Legionnaires	<input type="checkbox"/>		
Ladder / Kick Steps/ Platforms, etc.	<input type="checkbox"/>		
Asbestos	<input type="checkbox"/>		

Possible Comments (Drop Down)	
1 Repair	6 Clean
2 Replace/Obtain /Arrange	7 Schedule Maintenance/Test
3 Arrange Training	8 Conduct Risk Assessment
4 Notify Supervisor/Manager	9 Rectify Immediately
5 Condemn	10 Other – free type

Responsible person:	Approved: Y/N
Date:	Review date:



To: Finance, Resources & Customer Services Policy Board

On: 27 March 2019

Report by: Director of Finance & Resources

Heading: Town Twinning – 50th Anniversary Visit from Fürth, Germany

1. Summary

- 1.1 Members will be aware that the Council has maintained formal twinning links with Fürth in Germany which have involved exchange visits by delegations of members/officers from the respective councils. The most recent visit by Renfrewshire to Fürth took place in October 2018.
- 1.2 The official Twinning Charter was signed in June 1969 between the towns of Paisley and Fürth, Germany. At reorganisation in 1975 when the former burghs of Paisley, Barrhead, Johnstone and Renfrew became Renfrew District, the twinning link was extended to the then Renfrew District as a whole.
- 1.3 It is proposed that we host a visit from Fürth in April 2019 to mark the 50th Anniversary of the formal twinning links with Renfrewshire. The visit would be for 4 days.
- 1.4 The cost of the arrangements will be met from within the 2019/20 budget provision for International Links.
-

2. **Recommendations**

- 2.1 That it be agreed to host a visit by a delegation from Fürth in April 2019; and
- 2.2 That the Director of Finance & Resources in consultation with the Provost be authorised to make the necessary arrangements.

Implications of the Report

- 1. **Financial** – The costs of this visit will be met within the International Links budget provision for 2019/20.
- 2. **HR & Organisational Development** - None
- 3. **Community/Council Planning** – within the format of the visit it will be possible to discuss issues relating to the guiding principles of the community plan and to learn from the experience of others.
- 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

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



To: Finance, Resources & Customer Services Policy Board

On: 27 March 2019

Report by: Director of Finance & Resources

Heading: Civic Hospitality

1. Summary

1.1 The following requests for civic hospitality have been received for financial years 2019/20.

- a) Correspondence has been received from RAMH to take a table at their Dinner Dance being held in the Lynnhurst Hotel, Johnstone, on Friday 26 April. RAMH are a charity organisation, based in Renfrewshire, which promotes recovery from mental ill health by supporting individuals, carers, friends and family, they also aim to raise awareness to break down the barriers and stigma around mental health.

Following consultation with the Provost, it proposed that the Board agree to take a table at the RAMH Dinner Dance at a cost of £350 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- b) Correspondence has been received from the Paisley & District Bowling Clubs Ex-Presidents Association to request civic hospitality in the form of an evening meal for their members past and present in celebration of their Golden Jubilee Anniversary which will take place at the Abercorn Bowling Club on Saturday 26 November 2019.

Following consultation with the Provost, it proposed that the Board agree to provide civic hospitality in the form of an evening meal to celebrate their 50th anniversary for approximately 150 people at an estimated cost of £3000 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- c) A request has been received for civic hospitality for a delegation of approximately 34 pupils and 4 Teachers from Paisley's twin town of Gladsaxe in Denmark, following on from their successful visit the past two years with Renfrew High School. Gladsaxe are looking to visit Renfrewshire once again on 13 May to further strengthen links with our schools.

It is proposed that the Board agree to provide civic hospitality in the form of meal for approximately 80 in Renfrew Town Hall at an estimated cost of £1900 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- d) Correspondence has been received from the Scottish Fire and Rescue Service requesting civic hospitality to accompany the unveiling of a commemorative memorial Stone. This commemorative event marks the 120th Anniversary of the death of Fireman James Mair from Paisley Fire Brigade who was fatally injured on 29 June 1899 whilst tackling a fire in the Ferguslie Fireclay Works.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality in the form of a finger buffet at the Tweedie Hall in Linwood for up to 80 people at the cost of approximately £950 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- e) Following on from the decision at the Council Meeting held on 13 December to raise the Rainbow Flag each year, which marks the International day against Homophobia, Transphobia & Biphobia (IDAHOTB), it is proposed that civic hospitality also be provided to accompany the event this year, which takes place on 14 May and which focuses on Justice and Protection for All.

It is proposed that the Board agree to provide civic hospitality in the form of light lunch at the Watermill Hotel, Paisley at the cost of approximately £400 following the flying of the rainbow flag and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

- 1.2 The budget provision for 2019/20 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed, and taking account of previous decisions, the remaining balance would be approximately £37,460.
-

2. Recommendations

- 2.1 That the Board agrees to: (a) provide the hospitality as detailed above for Paisley & District's Bowling Clubs Ex-Presidents Association, the Gladsaxe School Visit, Scottish Fire and Rescue and to mark IDAHOTB; (b) take a table at the RAMH Dinner Dance; and (c) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.
-

Implications of the Report

1. **Financial** – The costs of the request from civic hospitality will be met from the 2019/20 budget provision.
 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 RAMH
- (b) Background Paper 2 – Correspondence from Paisley & District Bowling Clubs Ex-Presidents Association
- (c) Background Paper 3 – Correspondence from Gladsaxe School delegation.
- (d) Background Paper 4 – Correspondence from Scottish Fire and Rescue

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: 27th March 2019

Report by: The Chief Executive and the Director of Finance

Heading: Active Multi Asset Investment Manager (RC-CPU-19-197)

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 an Active Multi Asset Investment Manager.
 - 1.2 The recommendation to award this contract follows a procurement exercise which was conducted in accordance with the above OJEU Threshold Open Procedure for Services and the Council's Standing Orders relating to Contracts.
 - 1.3 A contract strategy was approved by the Head of Finance and the Strategic Commercial Procurement Manager on 22nd November 2018.
-

2. Recommendations

It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:

- 2.1 Award a contract for an Active Multi Asset Investment Manager to Aberdeen Standard Capital Limited.
 - 2.2 The contract period will be for a period of 3 years with the option to extend up to a further 2 years.
 - 2.3 The contract value is based on a percentage against the investments and will be up to £466,370 (excluding VAT) including the maximum extension period.
-

3. **Background**

- 3.1 The Council's current contract for an Active Multi Asset Investment Manager expires on 30th June 2019 and a new contract is required to commence on the 1st July 2019. The contract is required to appoint a suitably qualified investment manager with charity investment experience to invest the cash resources of the Council and Associated Charities to generate a return which is then distributed to support community projects.
- 3.2 A contract notice was published via the Public Contracts Scotland website in the Official Journal of the European Journal (OJEU) on 23rd November 2018 with the tender documentation available for downloading from the Public Contract Scotland -Tender platform.
- 3.3 Forty (40) suppliers noted an interest, of which fifteen (15) tender submissions were received by the closing date receipt of tender submissions at noon, on 24th December 2018. One (1) submission was subsequently withdrawn and a further one (1) submission deemed non-compliant.
- 3.4 The tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) evaluated by representatives from the Corporate Procurement Unit and Risk Management against pre-determined bidder selection criteria which assessed competence and expertise. The thirteen (13) remaining submissions met the minimum requirements.
- 3.5 The Bids were evaluated against the published Quality Award Criteria of 80%. The Tender documents including the contract notice required that all tenderers had to obtain a quality score of 60% to be invited to undertake a presentation of the tender submission and to be able to

have their submitted Pricing Schedule considered. All tenderers who obtained a score of 59.99% and below were excluded from the Procurement Process, with the Pricing Schedule within their Tender Submission not being considered.

The scores relative to the Quality criteria are noted below:

Tenderers Name	Quality (80%)
Goldman Sachs International	68.80
Aberdeen Standard Capital Limited	68.40
Tilney Group Limited	60.40
Cornelian Asset Managers Limited	52.40
Rathbone Investment Management Limited	50.60
Brewin Dolphin Limited	48.68
Schroder & Co Limited	46.40
CCLA Investment Management Limited	46.20
Barclays Bank PLC	46.00
Sarasin & Partners LLP	43.60
Smith & Williamson Investment Management	41.40
Pyrford International Limited	36.00
Eden Tree Investment Management Limited	32.80

- 3.6 The three (3) tenderers who achieved 60% and more for Quality, progressed to presentation and evaluation of the price tendered which was weighted as a 20% criteria evaluation. Quality scores were not modified based on responses provided at presentation.

The combined award criteria, quality 80% and price 20% scores are as follows:

Tenderers Name	Quality Score (80%)	Price Score (20%)	Total Score (100%)
Aberdeen Standard Capital Limited	68.40	15.37	83.77
Goldman Sachs International	68.80	13.02	81.82
Tilney Group Limited	60.40	20.00	80.40

- 3.7 Aberdeen Standard Capital Limited submission was the most economically advantageous tender.

Implications of the Report

1. **Financial** - Financial costs in respect of this contract will be met from the Council, the Paisley and Renfrew Common Good Funds and the Renfrewshire Educational Trust.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning**

Our Renfrewshire is fair - Tenderers were assessed within this procurement process in regards to their approach to ensuring fair working practices throughout their organisation i.e. payment of the living wage, training and development opportunities.
4. **Legal** - The procurement of this Contract was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts for an above EU threshold Services Contract.
5. **Property/Assets** - No property/asset implications have arisen or are anticipated.
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. 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** - not required as part of this procurement process.

9. **Procurement** – Procurement of this Contract was conducted in accordance with the Open procedure for an above EU threshold Services Contract under the Public Contracts (Scotland) Regulations 2015 and the Council’s Standing Orders relating to Contracts.
10. **Risk** – There are financial risks in investing in the stock market, however these are understood and managed by providing the investment manager with clear investment principals and risk tolerances within which to invest and these principals are reviewed annually by the Investment Review Board. Corporate risk advised on required Insurance policies; Aberdeen Standard Capital Limited has submitted a satisfactory level of insurance for the delivery of this contract.
11. **Privacy Impact** - No Privacy Impact implication has arisen or is anticipated.
12. **Cosla Policy Position** - No Cosla Policy Position implications have arisen or are anticipated.

List of Background Papers

- (a) None

Author: Suzanne Gibb, Procurement Operations Manager, Tel 07985 719246



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

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

Heading: Contract Award: Construction of the Spateston Pre Five Centre, Johnstone (RC-CPU-18-285)

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 works Contract for the Construction of the Spateston Pre Five Centre, Johnstone (RC-CPU-18-285) to Fleming Buildings Limited.
 - 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 Restricted Procedure for below Regulated and EU threshold Works Contracts.
 - 1.3 A Contract Strategy was approved by the Strategic Procurement Manager and the Head of Property Services on 3 October 2018.
-

2. **Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - (a) authorise the Head of Corporate Governance to award a Design and Build Contract for the Construction of the Spateston Pre Five Centre, Johnstone (RC-CPU-18-285) to Fleming Buildings Limited;

- (b) authorise the award of this Contract in the Sum of £1,909,793.22 excluding VAT;
- (c) note the planned sectional completion dates below. The final dates will be confirmed in the Council's Letter of Acceptance where there are any changes to these planned dates;

Section	Dates of possession of sections	Dates for completion of sections
Section 1	Monday 3rd June 2019	Thursday 26th March 2020
Section 2	Friday 27th March 2020	Tuesday 31st March 2020

- (d) note 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 Renfrewshire Council is strongly committed to improving the outcomes for families, children and young people in the community. Renfrewshire's community plan 2017 - 2027 will be the key driver for ensuring that Renfrewshire's children and young people will have the best start in life.

On 8 May 2014, the Council approved capital investment for further development of the school estate via the School Estate Management Plan (SEMP). The purpose of the SEMP was to set out a strategy to focus the resources available for new and redesigned schools and pre 5 accommodation.

On 19 January 2017, the Education and Children Policy Board agreed to the construction of a new Spateston Pre Five Centre.

- 3.2 For the procurement of the Contract, a two-stage Restricted Procedure was undertaken in accordance with the Council's Standing Orders relating to Contracts. The contract notice was published on Public Contracts Scotland advertising portal on 4 October 2018 with the invitation to participate documents available for download from the Public Contracts Scotland – Tender portal.

- 3.3 During the invitation to participate stage (ITP) (stage 1), twenty-four (24) companies expressed an interest. By the return date, 12 noon on 1

November 2018, nine (9) companies had submitted a request to participate (RTP).

- 3.4 All nine (9) RTP submissions were evaluated against a set of pre-determined criteria in the form of the European Single Procurement Document (ESPD) by representatives from the Corporate Procurement Unit and Property Services. All nine (9) RTP submissions satisfied the Council's minimum requirements within the ESPD selection criteria.
- 3.5 As part of the selection process and to reduce the number of candidates, six (6) quality questions were evaluated about candidate's previous experience of delivering similar projects in context of their application to the Construction of the Spateston Pre Five Centre, Johnstone project.
- 3.6 The responses to those six (6) questions from each of the nine (9) RTP submissions were evaluated by a panel formed of employees from the Council's Property Services. The ITP document anticipated a minimum of five (5) and a maximum of six (6) candidates would be taken forward to Invitation to Tender (Stage 2). The top six (6) scoring candidates were selected for Invitation to Tender (Stage 2) due to the narrow margin between the fifth (5th) and sixth (6th) placed candidates. The remaining three (3) candidates (placed 7th, 8th and 9th) were not progressed further in the tendering process. The selection score for each candidate within the RTP (Stage 1) is noted below:

		Selection (100%)
1	Galliford Try Building Ltd t/a Morrison Construction Scotland	96.80%
2	Ogilvie Construction Limited	88.20%
3	Fleming Buildings Limited	72.50%
4	Ideal Building Systems Ltd	63.00%
5	Maxi Construction Limited	61.70%
6	Clark Contracts Ltd	59.80%
7	City Gate Construction (Scotland) Ltd	56.00%
8	Stewart and Shields Ltd	52.60%
9	D McLaughlin and Sons Ltd trading as McLaughlin Construction	52.00%

3.7 The Invitation to Tender (Stage 2) documentation was made available to download by the six (6) selected candidates via the Public Contracts Scotland – Tender portal on 11 December 2018. By the closing date, 12 noon on 19 February 2019, four (4) of the six (6) companies had submitted a response.

3.8 All four (4) tender submissions were evaluated against the published Award Criteria, based on a weighting of 65% Quality and 35% Price. The scores relative to the Award Criteria of the tenderers are noted below:

		Quality (65%)	Price (35%)	Total (100%)
1	Fleming Buildings Limited	55.60%	33.75%	89.35%
2	Galliford Try Building Ltd t/a Morrison Construction Scotland	51.60%	30.52%	82.12%
3	Clark Contracts Ltd	45.00%	35.00%	80.00%
4	Maxi Construction Limited	42.00%	28.22%	70.22%

3.9 The evaluation of tender submissions received identified that the submission by Fleming Buildings Limited was the most economically advantageous tender submission.

3.10 The costs for this project will be met by the School Estate Management Plan (SEMP) capital budget.

3.11 Community Benefits were sought as part of this contract, Fleming Buildings Limited have committed to deliver the following Community Benefits under this Contract:

Community Benefit Description	No of People / Activity
Job for an unemployed individual	1
Modern Apprenticeship	1
Work Experience Placement for an individual 16+ years of age	3
S/NVQ (or equivalent) for a new employee/existing employee/supply chain employee	2
Industry Skill Transfer to Schools	2
Event to promote supply chain opportunities	1

Implications of the Report

1. **Financial** – The cost of the project will be met through the School Estate Management Plan (SEMP) capital budget.
2. **HR & Organisational Development** – No TUPE implications.
3. **Community/Council Planning** –
 - Our Renfrewshire is fair - Tenderers were assessed within this procurement process in regard to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities.
 - Our Renfrewshire is safe – A central requirement of Property Services is to ensure that Council operated property, facilities and assets are properly maintained in a manner that complies with existing statutory legislation (Statutory Compliance) and that appropriate records are retained.
 - Creating a sustainable Renfrewshire for all to enjoy – Fleming Buildings Limited has committed to deliver a number of Community Benefits as detailed within section 3.11 of this report.
4. **Legal** – The procurement of this Works Contract was conducted in accordance with the Restricted Procedure in the Council's Standing Orders relating to Contracts for a below Regulated threshold Works contracts.
5. **Property/Assets** – The Construction of the Spateston Pre Five Centre, Johnstone will provide young children with a modern environment with fit for purpose facilities to mature, learn and develop.
6. **Information Technology** – ICT staff will be on site to set up existing/new network equipment, wired and/or wireless. They will connect and test computer terminals, printers and IP telephony based handsets to ensure all technology is working to the centre's satisfaction.
7. **Equality & Human Rights** -

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because 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** – Fleming Buildings Limited'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 procedure outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Fleming Buildings Limited's insurances were evaluated by Corporate Risk and met the Council's 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.

List of Background Papers

- (a) Not Applicable

Author: Graeme Clark, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7189



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

Report by: Chief Executive

Heading: Contract Award: Design and construction works for the Glasgow Airport Investment Area (GAIA) Project (RC/OC/348/18)

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 design and construction works for the Glasgow Airport Investment Area (GAIA) Project to Wills Bros Civil Engineering Limited.
 - 1.2 The recommendation to award the contract follows a procurement procedure conducted in accordance with the Competitive Procedure with Negotiation of the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts.
-

2. **Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - (a) authorise the Head of Corporate Governance to award a Contract for the design and construction works for the Glasgow Airport Investment Area (GAIA) Project to Wills Bros Civil Engineering Limited subject to approval of the GAIA Full Business Case by the Glasgow City Region

Chief Executives Group meeting on 28 March 2019, the provision of a Performance Bond and the provision of a Parent Company Guarantee (PCG) as required by the tender documentation;

- (b) authorise the award of the Contract for the total of the Prices at £21,024,195.94 excluding VAT;
- (c) authorise the approved contract value up to £26,367,000 excluding VAT which includes for quantified risk and contingency; and
- (d) note that the contract period is anticipated to be 84 weeks with the *starting date* anticipated to be in June 2019 with the *completion date* anticipated to be in December 2020. Actual dates to be confirmed within the formal contract to be issued.

3. Background

- 3.1 The Glasgow City Region City Deal is an agreement between the UK Government, Scottish Government and eight member local authorities across the Glasgow City Region (including Renfrewshire Council). The overall aim of the City Deal is to support an increase in the economy within this area by delivery of key projects, three of which are within the Renfrewshire area (Clyde Waterfront and Renfrew Riverside (CWRR), Glasgow Airport Investment Area (GAIA) and Airport Access Project (AAP)).
- 3.2 The design and construction contract for the GAIA project comprises environmental and infrastructure works which were split into core and supplementary elements in the Contract.
- 3.3 The works to be undertaken in the awarded contract include, but are not limited to:
 - Realignment and upgrading of the existing Abbotsinch Road
 - Improvements to the Abbotsinch Road / A8 Greenock Road / A8 Inchinnan Road junction and the existing Arran Avenue / Abbotsinch Road roundabout
 - High quality landscaping of new roads and cycleways
 - New drainage of roads and cycleways using the principles of Sustainable Urban Drainage Systems
 - A new bridge spanning the White Cart River from Wright Street to an approach road off Arran Avenue
 - Widening of existing footway to provide a shared cycleway on the west side of the existing Abbotsinch Road between Sanderling Road & Arran Avenue

- Black Cart Cycleway - new shared cycleway, providing an off-road cycle link between Abbotsinch Road and the A8 Greenock Road and a new cycle and pedestrian bridge crossing the Black Cart Water
- Diversion of existing utility infrastructure and the construction of new utility infrastructure in order to facilitate servicing of the GAIA development site.

- 3.4 The GAIA project has facilitated and will be at the centre of the new Advanced Manufacturing Innovation District Scotland (AMIDS) - the only one of its kind in Scotland. AMIDS will be an internationally recognised centre for innovation, research and advanced manufacturing that supports and reinvigorates Scotland's manufacturing capabilities across all manufacturing sectors and has the potential to help create thousands of new jobs for Renfrewshire.
- 3.5 AMIDS will be home to two new national innovation centres; the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC), which together will be the catalyst for the development of Scotland's advanced manufacturing and life sciences sectors respectively, providing support for businesses of all sizes and connecting all of Scotland's engineering universities and colleges.
- 3.6 The contract was tendered as an above EU Threshold Works Contract in accordance with the Competitive Procedure with Negotiation (CPN) under the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts.
- 3.7 A contract notice for this Contract was dispatched via the Public Contracts Scotland advertising portal with the notice published by the Official Journal of the European Union (OJEU) on 08 September 2017. The invitation to participate documentation (ITP) was available for downloading from the Public Contracts Scotland – Tender portal from the 07 September 2017, the date the contract notice was published on Public Contract Scotland.
- 3.8 During the ITP stage (Selection Stage), forty-two (42) organisations expressed an interest in the Contract. By the closing date set for submission, 12 noon on 5 October 2017, nine (9) Candidates had submitted a request to participate (RTP).
- 3.9 The RTPs were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the Council's Corporate Procurement Unit and all

nine (9) Candidates satisfied the Council's minimum requirements within the ESPD selection criteria.

- 3.10 As part of the selection process, and to reduce the number of otherwise qualified Candidates, in accordance with the Public Contracts (Scotland) Regulations 2015 Regulation 66, Candidates had to respond to six (6) questions relating to previous experience, technical capacity and capability with projects similar in nature, scope and scale to the design and construction works for the GAIA project.
- 3.11 A panel of representatives from the Renfrewshire Council's City Deal project team, assessed the nine (9) Candidates responses to the six (6) questions and the six (6) highest scoring Candidates were selected to proceed to the initial invitation to tender stage. The contract notice indicated the Council's intention was to invite a minimum of five (5) and a maximum of five (5) Candidates to the Award Stage, however it also reserved the right to invite more than five (5) and due to the narrow margin between the 5th and 6th ranked Candidates, the Council elected to invite the top six (6) Candidates to participate in the initial invitation to tender stage.
- 3.12 The questions asked at RTP stage were robust and ensured that the Candidates shortlisted for initial invitation to tender (ITT) were suitably experienced, technically competent and had demonstrated that they were capable of delivering design and construction works contracts of similar scope and scale to GAIA.
- 3.13 The selection score for each Candidate within the RTP stage is noted below:

Candidate	Selection (100%)	Ranking
Morgan Sindall Construction Infrastructure Ltd	73.50%	1st
Wills Bros Civil Engineering Limited	69.00%	2nd
Interserve Construction Limited	67.00%	3rd
Galliford Try Infrastructure Limited t/a Morrison Construction	64.50%	4th
Balfour Beatty Construction Ltd (an agent of Balfour Beatty Group Ltd)	62.50%	5th
Robertson Construction Group Limited	62.00%	6th
R J McLeod (Contractors) Ltd	60.00%	7th
Roadbridge Farrans JV	57.50%	8th
John Graham Construction Limited t/a GRAHAM Construction	55.00%	9th

- 3.14 The initial invitation to tender (ITT) was made available for downloading by the six (6) shortlisted Candidates via the Public Contracts Scotland - Tender portal on 12 March 2018. By the closing date and time of 12 noon on 13 July 2018, five (5) Candidates (then Tenderers) each submitted an initial tender.
- 3.15 The five (5) initial tenders received were assessed against the published Award Criteria based on an overall weighting of 90% Price and 10% Quality by a suitably qualified evaluation panel which included members of the City Deal project team, Corporate Procurement Unit and representatives from Sweco Limited, the appointed lead consultant for the GAIA project.
- 3.16 The emphasis was placed on the price element of the Award Criteria to ensure the Council secured best value for the delivery of these works taking into account that a robust assessment of the Candidates capabilities had already been undertaken at RTP stage.
- 3.17 The Tenderers proposals relating to the following areas were assessed as part of the quality element of the Award Criteria:
- Project Management/ Delivery Team
 - Carbon Reduction Initiatives
 - Traffic Management/ minimising disruption methodology
 - BIM Methodology
 - Stakeholder Engagement/ Management plan
 - Community Benefits Delivery
 - Fair Working Practices
- 3.18 The scores relative to the Award Criteria for each Tenderer at the initial tender stage are noted below:

Tenderer	Technical Score	Price Score	Total Score	Ranking
Wills Bros Civil Engineering Limited	6.65%	90.00%	96.65%	1
Balfour Beatty Construction Ltd (an agent of Balfour Beatty Group Ltd)	7.35%	85.85%	93.20%	2
Galliford Try Infrastructure Limited t/a Morrison Construction	6.41%	75.66%	82.07%	3
Morgan Sindall Infrastructure Limited	8.08%	66.08%	74.16%	4
Robertson Construction Group Limited	6.20%	67.33%	73.53%	5

- 3.19 The evaluation of initial tenders identified that the submission by Wills Bros Civil Engineering Limited was the most economically advantageous initial tender.
- 3.20 In the contract notice, the Council reserved the right to award the Contract following the initial tender stage or conduct successive stages of negotiation and retender with one or more tenderers to improve tenders with consideration to:
- the characteristics, reduction or removal of one or more supplementary elements of the works,
 - the characteristics of core elements,
 - or any other characteristics of the Contract not minimum requirements
- 3.21 The Council elected to invite the five (5) Tenderers compliant at initial tender stage to negotiation meetings in October 2018 and of the five (5) Tenderers, four (4) Tenderers accepted the Council's invitation to negotiate and one (1) Tenderer withdrew from the process.
- 3.22 The negotiation phase was conducted in accordance with Public Contracts (Scotland) Regulations 2015 (Regulation 30) and the Council ended the phase on 29 November 2019.
- 3.23 Subsequent to that negotiation, the Council issued a Final ITT via the Public Contract Scotland – Tender portal on 5 December 2018, inviting the remaining four (4) Tenderers to submit a final tender. By the final tender submission deadline of 12 noon on 8 February 2019, three (3) Tenderers had submitted a final tender and one (1) Tenderer had withdrawn from the process.
- 3.24 The three (3) final tenders received were assessed against the published Award Criteria by a suitably experienced panel. In accordance with the tender documentation, Tenderers had the option to either submit revised responses to the quality criteria or hold to their initial tender proposals. Each Tenderer chose to submit updated responses and the scores relative to the Award Criteria are detailed in the table below:

Tenderer	Technical Score	Price Score	Total Score	Ranking
Wills Bros Civil Engineering Limited	6.68%	90.00%	96.68%	1
Balfour Beatty Construction Ltd (an agent	8.65%	84.97%	93.62%	2

of Balfour Beatty Group Ltd)				
Morgan Sindall Infrastructure Limited	8.40%	78.31%	86.71%	3

- 3.25 The evaluation of final tenders identified that the submission by Wills Bros Civil Engineering Limited was the most economically advantageous tender.
- 3.26 The total contract value of £26,367,000 includes an allowance for currently identifiable quantified risks and an additional contingency for currently unquantifiable or unidentified risks, which together total £5,342,804.
- 3.27 The Quantified Risk Assessment (QRA) (£3,342,804) has been compiled to identify and quantify risks that could potentially lead to delay and increased cost, including:
- changes to scope as a consequence of changing statutory and, or key stakeholder requirements;
 - changes to scope as a consequence of the availability of new / updated information;
 - encountering previously unknown utilities; and
 - later than anticipated entry to land / servitudes
- 3.28 The additional contingency allowance (£2,000,000), is to allow for currently unquantifiable (or currently unknown) risks, potentially including:
- increase in land costs once final valuations are agreed;
 - increase in utility diversion costs once final invoices received; and
 - compensation events that may arise and impact on the contract as a result of the construction contracts for NMIS and MMIC running concurrently with the GAIA construction works.
- 3.29 The NMIS and MMIC contracts have yet to be finalised and there is a clear need to ensure that NMIS and MMIC are delivered to programme and that the GAIA construction works are integrated with the NMIS and MMIC works to avoid delay to their operational ready date. As well as opportunities for cost sharing which will be explored once all of the construction contracts are awarded, there is undoubtedly a high risk of programme changes given the need for 3 contractors to work in such close proximity with overlapping site boundaries.

- 3.30 The Contract allows for a 5 % retention which will be released in stages until completion of the Contractor's obligations under the Contract.
- 3.31 Community Benefits were requested as part of the procurement process and Wills Bros Civil Engineering Limited have committed to delivering the following Community Benefits for the Glasgow City Region as part of the Contract:

Community Benefit Outcomes/ Activity	No. of Outcome/ Activity
New Entrant - City Deal Priority Group (TRE01)	2
New Entrant - no relevant experience (TRE02)	4
New Entrant - Graduate (TRE03)	5
New Entrant - Apprenticeship (TRE04)	5
Completing Apprenticeship (TRE05)	4
Work Experience Placements (16 + years of age) (TST01)	2
Work Experience Placements (14-16 years of age) (TST02)	2
Career Event (TST04)	3
Site Visit (TST05)	1
School Mentoring or Enterprise Programme (TST06)	1
S/NVQ (Or equivalent) for Apprentices (VTQ01)	5
S/NVQ (or equivalent) for new entrants (VTQ02)	4
S/NVQ (or equivalent) for Graduates (VTQ03)	5
S/NVQ (or equivalent) for existing employee (VTQ04)	5
Vocational Certification (VTQ05)	4
Supply chain briefing with SMEs including Micro-Businesses (SCD01)	1
Business Mentoring for an SME (SCD02)	2
Financial Support for a community project (CCE01)	1
Non-financial support for a community project (CCE02)	2

Implications of the Report

1. **Financial** – the requirements in the Contract will be funded through the City Deal funding package for the GAIA project as set out in the Full Business Case.

Wills Bros Civil Engineering Limited's financial standing was assessed by the Corporate Procurement Unit at RTP stage and confirmed as part of the final tender assessment by finance officers of the Council. Wills Bros Civil Engineering Limited satisfy the Council's minimum requirements for financial and economic standing with the provision of a Parent Company Guarantee (PCG) from Wills Bros Limited. Contract Award will be subject to provision of the PCG and a Performance Bond.

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

3. **Community/Council Planning –**
 - *Our Renfrewshire is fair* - Tenderers were assessed within Award Criteria regarding their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
 - *Our Renfrewshire is thriving* – The AMIDS development will facilitate new development opportunities and business growth, improving educational and health opportunities for people within the local communities as well as aiding employees to access these major existing and new employment centres.
 - *Our Renfrewshire is well* - The new safer walking and cycling infrastructure will help encourage active travel by children and young people, as well as adults.
 - *Reshaping our place, our economy and our future* - The completed GAIA infrastructure will provide connectivity and access to new and existing jobs for people in our communities. The GAIA project will provide the enabling infrastructure for NMIS, MMIC and AMIDS. During the project construction period hundreds of new jobs will be created and as a result of new business creation it is estimated that thousands of additional new permanent jobs will be created.
 - *Tackling inequality, ensuring opportunities for all* – the City Deal's successful labour market programmes have targeted hard to reach citizens.
 - *Creating a sustainable Renfrewshire for all to enjoy* - The completed infrastructure will include segregated provision for walking and cycling. It will also enable improved public transport links.
 - *Working together to improve outcomes* - Officers are working closely with Scottish Government and Scottish Enterprise and other partners to take forward the delivery of NMIS which will anchor the AMIDS development.

4. **Legal** - The procurement of this Contract was conducted in accordance with the Competitive Procedure with Negotiation of the Public Contracts Scotland Regulations 2015, the Council's Standing orders Relating to Contracts and the Council's Financial Regulations.

5. **Property/Assets** – creation of new infrastructure assets for the Council and enhancement in value and developability of land owned by the Council.

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** – Wills Bros Civil Engineering Limited's health and safety credentials were evaluated and meet the Council's minimum requirements regarding health and safety.
9. **Procurement** –The procurement procedures outlined within this report shall ensure the Council meets its statutory obligations in respect of the Public Contracts Scotland Regulations 2015, the Council's Standing orders Relating to Contracts and the Council's Financial Regulations.
10. **Risk** - Project specific and Programme level risk registers have been established. These will be kept under regular review and reported to the Council's internal City Deal Programme Board.

Wills Bros Civil Engineering Limited's insurances have been assessed and it is confirmed that they have met the minimum requirements regarding insurable risk or have committed to obtain the required levels of insurance prior to award of the contract.
11. **Privacy Impact** - none
12. **Cosla Policy Position** – not applicable.

List of Background Papers

None

Author: Rebecca Park, Assistant Category Manager – City Deal, 0141 618 5346, rebecca.park@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 27th March 2019

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

Heading: Framework Agreement for Catering Services (RC-CPU-16-153)

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a framework agreement for Catering Services.
 - 1.2 The recommendation to award this contract follows a procurement exercise which was conducted in accordance with the above OJEU Threshold Open Procedure for Services and the Council's Standing Orders relating to Contracts.
 - 1.3 A contract strategy was approved by the Head of Finance and the Procurement Operations Manager on 9th November 2018.
-

2. Recommendations

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

- 2.1 The Head of Corporate Governance to establish a Framework Agreement on behalf of the Council and Renfrewshire Leisure Limited, for Catering Services with the following two suppliers.

1. It's All Food Group Limited.
 2. Est Ecosse Limited Trading as Taste Buds Paisley.
 - 2.2 The anticipated commencement date for the Framework is 16 April 2019 until 15 April 2021 with the Council reserving the option to extend this Framework Agreement on two separate occasions each of 12 months until no later than 15 April 2023.
 - 2.3 The total maximum Framework Agreement value of up to £175,000 excluding VAT for the initial two year term with an additional maximum annual value of £87,500 excluding VAT for each of the optional two separate extensions.
-

3. **Background**

- 3.1 The Council and Renfrewshire Leisure Limited host various events and meetings which require catering on an ad hoc basis. Catering requirements can range from coffee / teas, lunches for meetings to sit down dinner with a bar service and this procurement exercise was conducted by the Council on behalf of both parties to address these catering requirements.
- 3.2 The contract notice was dispatched via the Public Contract Scotland advertising portal to the Official Journal of the European Union (OJEU) published on the 24 November 2018. Tender documentation was available for downloading from the Public Contract Scotland – Tender platform.
- 3.3 During the tendering period two companies expressed an interest in the Framework Agreement (“the Framework”). By the closing date of 12 noon on 11 January 2019, two tender submissions were received.
- 3.4 The tender submissions were evaluated against a pre-determined set of criteria within the European Single Procurement Document (ESPD) by representatives from the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.5 All supplier submissions complied with the minimum criteria of the (ESPD) and progressed to the evaluation award criteria, which was based on a weighting of 40% Quality and 60% Price. This is a ranked Framework and the outcome of this evaluation determined the ranking for each supplier as shown below:

Tenderer Name	Quality Score (40%)	Price Score (60%)	Total Score (100%)	Rank
IT'S ALL FOOD GROUP LTD	32.25	60.00	92.25	1 st
Est Ecosse Limited	22.50	45.15	67.65	2 nd

3.6 All call-off contracts for Goods will be ordered subject to the Standard Terms of appointment for Supply issued with the tender. Goods are ordered via direct award (using the Order Form issued with the tender) and according to ranking to the supplier ranked first. Should this supplier be unable to deliver the order, the order would then be offered to the supplier ranked second.

3.7 It is anticipated that the first ranked supplier, It's All Food Group Ltd will receive the majority of the call off contracts.

3.8 Community Benefits were sought as part of this Framework. The first ranked supplier, It's All Food Group Limited have committed to delivery of the Community Benefits shown below. The second ranked supplier has also committed to delivery of community benefits should they receive a higher proportion of the orders under this Framework than is currently anticipated.

Community Benefit Description	No of People/Activity
Job for an unemployed individual from a Priority Group	1
Job for an unemployed individual	2
Skills training Job placement	2
Non-financial support for a Community Project	1

Implications of the Report

1. **Financial** – Financial costs will be met by the individual Service budgets as and when required.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning**

Our Renfrewshire is fair – It's All Food Group Limited have confirmed that all of their staff are paid at least the Scottish Living Wage or above.

The community benefits submitted under this contract and listed within section 3.8 of this report contribute to delivery of the following strategic outcomes:

- Tackling inequality, ensuring opportunities for all; and
- Working together to improve outcomes

4. **Legal** – The procurement of this Framework was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts for above EU threshold Services Contract.
5. **Property/Assets** – No property/asset implications have arisen or are anticipated.
6. **Information Technology** – No information technology implications have arisen or are anticipated.
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** – The suppliers' health and safety documentation were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – Procurement of this Framework was conducted in accordance with the Open procedure for above EU threshold level Services under the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts.
10. **Risk** – The supplier'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 implication has arisen or is anticipated.
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.

List of Background Papers

- (a) None

Author: Author: Sandy Ross, Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 4200



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

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

Heading: Nursery and Primary School Electrical Upgrades (RC-CPU-18-266)

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 three (3) individual works Contracts for Nursery and Primary School Electrical Upgrades at Houston Primary School (Lot 2), Wallace Primary School (Lot 3) and East Fulton Primary School (Lot 4) to Atalian Servest AMK Limited.
- 1.2 The recommendation to award these three works Contracts follows a single procurement exercise which was conducted in accordance with the Council's Standing Orders relating to Contracts for below Regulated threshold Works Contracts using the Open procedure.
- 1.3 A Contract Strategy for the Contracts was approved by the Strategic Procurement Manager and the Head of Property Services on 6 December 2018.
-

2. Recommendations

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

- (a) authorise the Head of Corporate Governance to award three (3) separate Contracts for the Nursery and Primary School Electrical Upgrades for: Lot 2 Houston Primary School; Lot 3 Wallace Primary School and Lot 4 East Fulton Primary School each to Atalian Servest AMK Limited;
- (b) authorise the award of each Contract for the following values of £364,799.31 for Lot 2, £303,083.98 for Lot 3 and £588,333.05 for Lot 4, all values are excluding VAT and;
- (c) note the planned sectional completion dates below. The final dates will be confirmed in the individual Councils Letter of Acceptance if there are any changes to these planned dates;

Lot 2 – Houston Primary School

Section	Dates of possession of sections	Dates for completion of sections
Section: Phase 1 – Internal Works	29th June 2019	9th August 2019
Section: Phase 2 – External Works	29th June 2019	18th October 2019

Lot 3 – Wallace Primary School

Section	Dates of possession of sections	Dates for completion of sections
Section: Phase 1 – Internal Works	29th June 2019	9th August 2019
Section: Phase 2 – External Works	29th June 2019	18th October 2019

Lot 4 – East Fulton Primary

Section	Dates of possession of sections	Dates for completion of sections
Section: Phase 1	29th June 2019	9th August 2019
Section: Phase 1A	29th June 2019	9th August 2019

Section: Phase 2	17th August 2019	13th September 2019
Section: Phase 3	16th September 2019	11th October 2019
Section: Phase 4	12th October 2019	8th November 2019
Section: Phase 5	11th November 2019	29th November 2019

- (d) note the award of Lot 4 is subject to the provision of a Performance Bond as indicated within the tender documentation.

3. Background

- 3.1 A central requirement of Property Services is to ensure that Council properties, facilities and assets are of a proper standard, are properly maintained in a manner that complies with statutory legislation and that the appropriate records are maintained. As part of the Council's continuing strategy to upgrade existing premises, it has been agreed to renew/replace existing electrical services and equipment with modern equivalents and to meet current legislative/statutory standards including the removal of asbestos residue throughout the ceiling voids at the following locations: Houston Primary School, Wallace Primary School and East Fulton Primary School.
- 3.2 A single contract notice for all three (3) contracts was published on the Public Contracts Scotland advertising portal on 7 December 2018 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.
- 3.3 The contract notice also included St Margaret's Nursery (Lot 1) however during the tender period it was agreed not to proceed with the electrical update of St Margaret's Nursery due to more substantial alterations and adaptations being required than simply an electrical upgrade. The St Margaret's Nursery requirements will be considered in the coming months and will be subject to a separate procurement exercise. As such, tender submissions were not sought for this Lot 1.
- 3.4 During the tendering period, twenty five (25) companies expressed an interest in these opportunities. By the tender return date, 22 January 2019 at 12 noon, nine (9) companies submitted a response, three (3) companies declined to respond and thirteen (13) failed to respond.
- Of this number, nine (9) companies submitted a response for Lot 2, eight (8) companies submitted a response for Lot 3 and seven (7)

companies submitted a response for Lot 4. Tenderers had the option to bid for one, two or all three lots.

- 3.5 Tenderers were required to complete the European Single Procurement Document (ESPD) which contained the same pre-determined set of criteria for all three (3) contracts and was evaluated by representatives from Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety. All tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and progressed to the Award stage with Quality Criteria which was based on a weighting of 60% Quality and 40% Price for each individual Lot.
- 3.6 Of the tender submissions received in respect of each Lot, four (4) tender submissions were deemed non-compliant for Lot 2, three (3) for Lot 3 and three (3) for Lot 4.
- 3.7 The Award Criteria was then applied to the tender submission for each of the remaining five (5) tender submission for Lot 2, each of the five (5) for Lot 3 and each of the four (4) for Lot 4 as noted below:

Lot 2 - Houston Primary School

	Quality (60%)	Price (40%)	Total (100%)
Atalian Servest AMK Limited	52.00%	39.23%	91.23%
City Gate Construction (Scotland) Limited	45.00%	40.00%	85.00%
Maclin Electric Limited	50.50%	27.44%	77.94%
Morris & Spottiswood Limited	49.00%	23.09%	72.09%
Ingen Technical Services (Central) Ltd trading as Parker Technical Services	40.00%	27.15%	67.15%

Lot 3 – Wallace Primary School

	Quality (60%)	Price (40%)	Total (100%)
Atalian Servest AMK Limited	53.50%	40.00%	93.50%
Maclin Electric Limited	50.50%	34.88%	85.38%

City Gate Construction (Scotland) Limited	45.00%	39.80%	84.80%
Morris & Spottiswood Limited	49.00%	23.38%	72.38%
Ingen Technical Services (Central) Ltd trading as Parker Technical Services	40.00%	28.49%	68.49%

Lot 4 – East Fulton Primary School

	Quality (60%)	Price (40%)	Total (100%)
Atalian Servest AMK Limited	55.00%	32.59%	87.59%
Morris & Spottiswood Limited	54.00%	25.03%	79.03%
City Gate Construction (Scotland) Limited	38.00%	40.00%	78.00%
Maclin Electric Limited	45.00%	32.13%	77.13%

3.8 The evaluation of tender submissions received in respect of each Lot identified that the tender submission by Atalian Servest AMK Limited was the most economically advantageous tender for Lot 2, Lot 3 and Lot 4. Please note that at the time of tendering Atalian Servest AMK Limited was known as Servest Arthur McKay Limited and subsequently changed their registered name on 15 February 2019. The Council is satisfied that this change will not affect the award of these contracts and no other changes have arisen due to this change

3.12 Community Benefits were sought for each individual Contract;

Atalian Servest AMK Limited has committed to the following:

Lot 2 Houston Primary School

Community Benefit Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age	2

Lot 3 Wallace Primary School

Community Benefit Description	No of People / Activity
Work Experience Placement for an individual 16+ years of age	2

Lot 4 East Fulton Primary School

Community Benefit Description	No of People / Activity
Modern Apprenticeship	2

Implications of the Report

1. **Financial** – The cost for these three individual contracts will be met through the Property Services capital budget.
2. **HR & Organisational Development** – No TUPE implications.
3. **Community/Council Planning** –
 - Our Renfrewshire is fair - Tenderers were assessed within this procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities.
 - Our Renfrewshire is safe – A central requirement of Property Services is to ensure that Council operated property, facilities and assets are properly maintained in a manner that complies with existing statutory legislation (Statutory Compliance) and that appropriate records are retained.
 - Creating a sustainable Renfrewshire for all to enjoy – Atalian Servest AMK Limited has committed to deliver a number of Community Benefits as detailed within section 3.12 of this report.
4. **Legal** – The procurement of this Contract was conducted in accordance with the Council's Standing Orders relating to Contracts.
5. **Property/Assets** – These contracts once completed will provide the individual schools and premises with electrical upgrades to modern

equivalents and to meet current legislative/statutory standards. The electrical upgrade will maintain a safe environment for staff and pupils and improve the condition core fact for each establishment.

6. **Information Technology** – No Information Technology implications are anticipated.
7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because 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** – Atalian Servest AMK Limited'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 procedure outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Atalian Servest AMK Limited's insurances were evaluated by Corporate Risk and met the Council's 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.

List of Background Papers

(a) Not Applicable

Author: Graeme Clark, Senior Procurement Specialist, Corporate
Procurement Unit, Tel: 0141 618 7189



To: Finance, Resources and Customer Services Policy Board

On: 27th March 2019

**Report by: Joint Report by the Chief Executive and Chief Officer
Renfrewshire Health and Social Care Partnership**

**Heading: Provision of Renfrewshire Care at Home Scheduling and
Monitoring Service**

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 to Totalmobile Ltd for the Provision of a Renfrewshire Care at Home Scheduling and Monitoring Service.
 - 1.2 The recommendation to award this contract follows a procurement exercise which was conducted in accordance with the Crown Commercial Services G-Cloud 10 Framework Agreement ("the Framework") RM1557.10 selection process and the Council's Standing Orders Relating to Contracts for above EU Services threshold contracts.
 - 1.3 A Contract Strategy was approved and signed on the 4th March 2019.
-

2. Recommendations

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

- 2.2 Approve the conditional award of the contract for the Provision of Renfrewshire Care at Home Scheduling and Monitoring Service made via a call off contract under the Commercial Services G-Cloud 10 Framework Agreement RM1557.10 to Totalmobile Ltd subject to meeting the requirements as per the Order Form procedures including Insurance;
 - 2.3 Approve the duration of this contract for an initial period of two (2) years with the Council option to extend on two separate occasions each for up to 12 months and with the contract start date being defined in the letter of award; and
 - 2.4 Note the annual contract value for year one will be £396,050 excluding VAT, and each subsequent year will be £228,600 excluding VAT with a total contract value of £1,081,850 excluding VAT where both extensions are exercised.
-

3. **Background**

- 3.1 The Care at Home Service, which this Service will support, provides care and support to vulnerable service users allowing them to remain safely within their own home.
- 3.2 The Service will allow enhanced scheduling, visit verification, wellbeing measurement, safeguarding and information sharing. It will utilise real-time data to keep In-house Care at Home workers up-to-date with schedules and visit requirements via mobile devices, whilst the recording of observations/outcomes means information can immediately be communicated to office-based staff.
- 3.3 A review of the procurement processes available identified that the Crown Commercial Services G Cloud 10 Framework Agreement RM1557.10 ("Framework") could be utilised. The Framework commenced on 2nd July 2018 for an initial 12-month period with the option to extend for a period of up to a maximum of 12 months. Any call off contract placed under the Framework will have a maximum initial period of 24 months, with up to two extensions allowed, each of no more than 12 months.
- 3.4 The Framework is a commercial agreement that allows UK public sector bodies to choose and purchase cloud computing services covering infrastructure, platform, software and specialist cloud services.

- 3.5 The supplier was identified in accordance with the Framework's selection process detailed below which identified one supplier who could meet the Council's requirements:

Search Criteria No	Search Criteria Detail	Resultant Suppliers
1	Dynamic scheduling	97
2	Monitoring	27
3	Analytics	17
4	Mobile app	1

- 3.6 The only supplier with a product meeting all these requirements was Totalmobile Ltd and the recommendation is made to award a Call off Contract following the direct award procedure under the Framework.

Implications of the Report

1. **Financial** – The financial status of Totalmobile Ltd was assessed which confirmed that the organisation satisfied the Council's requirements in relation to financial stability.
2. **HR & Organisational Development** – No TUPE implications for the Council have arisen or are anticipated.
3. **Community/Council Planning** –
 - Building strong, safe and resilient communities –
 - This service will help Care at Home staff to deliver a high standard of care to service users in their own homes.
 - Tackling inequality, ensuring opportunities for all –
 - The provision of this service will support the Care at Home Service to deliver care and support to vulnerable service users who otherwise could not remain at home.
4. **Legal** - This procurement was carried out in accordance with the Framework requirements and the Council's Standing Orders Relating to Contracts for an above EU Procedure for Services and using an existing Framework Agreement.

5. **Property/Assets** – None.
6. **Information Technology** - The outcome and delivery of this contract will ensure alignment with the Council's ICT strategy.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - There are no health and safety implications associated with the award of the contract.
9. **Procurement** – The procurement procedure outlined within this report ensure that the Council meets its statutory requirements in respect of the EU regulatory requirements, the Council's Standing Orders Relating to Contracts and the Council's Financial Regulations.
10. **Risk** – Totalmobile Ltd will be required to provide copies of their insurance certificates which will be reviewed by the Council's Risk Manager.
11. **Privacy Impact** – Totalmobile Ltd will be required to conform and agree to the parameters of Data Protection and GDPR as noted within the call off agreement under the Framework.
12. **Cosla Policy Position** – None.

List of Background Papers

none

Author: **Natasha McNaught, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 4417**



To: The Finance, Resources and Customer Services Policy Board

On: 27 March 2019

Report by: The Chief Executive and the Head of Regeneration

Heading: Contract Authorisation Report: Redevelopment of Paisley Town Hall - hub West Scotland New Project Request and Advance Works Contract

1. Summary

- 1.1 A key ambition of the Paisley Town Centre Asset Strategy and Action Plan is the external and internal refurbishment of Paisley Town Hall.
- 1.2 On 8 November 2017 the Finance, Resources and Customer Services Policy Board approved the request to appoint hub West Scotland to deliver Stages 0, I and the design development stage of Stage II of the hub West Scotland proposals contained in their 'Renfrewshire Council - Paisley Town Hall Project Delivery Approach' document.
- 1.3 The work outlined in paragraph 1.2 above is complete to the design development phase of hub West Scotland Stage II, and further approvals are required to progress the project through the remainder of this Stage.
-

2. **Recommendations**

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

- 2.1 Approve hub West Scotland as the preferred procurement route to progress the project;
 - 2.2 Approve the issue of a New Project Request to hub West Scotland for the project which will commence hub West Scotland Stage II, which includes further development of the design through the detailed technical design stage, and accurately pricing the project in advance of entering into advance works and main works contracts;
 - 2.3 Note that a further report will be brought to this Board on 5 June 2019 to seek approval of the award of an advance works contract; and
 - 2.4 Note that a further report will be brought to this Board in November 2019 to seek approval of the award of the main works contract.
-

3. **Background**

- 3.1 Paisley Town Hall is one of Paisley's most striking buildings. The Town Hall, which is owned by the Council and operated by Renfrewshire Leisure, is an important cultural and civic asset for the town and the people of Renfrewshire.
- 3.2 Comprehensive surveys identified a need for significant repairs to the external and internal fabric of the building, to include asbestos removal, renovation, upgrading of the existing services and improvements to internal spaces.
- 3.3 In October 2017 a Contract Strategy was agreed with the Head of Regeneration and the Head of Policy and Commissioning for the refurbishment of Paisley Town Hall. This strategy considered procurement options taking into account a number of key factors including project risk, route to market, resources and best value.
- 3.4 The strategy recommended that hub West Scotland be appointed as the preferred delivery partner for the project.
- 3.5 hub West Scotland was established in April 2012 by the Scottish Futures Trust to provide a mechanism for delivering public sector infrastructure through a single public – private development partner.

- 3.6 Utilisation of hub West Scotland will provide a range of benefits, including:
- Reduced time to market: hub West Scotland were appointed following a full procurement exercise regulated by the Public Contracts (Scotland) Regulations, carried out by the Scottish Futures Trust. hub West Scotland in turn carry out their own tender process every 5 years to appoint their supply chain which minimises time to market for the Council;
 - Early contractor engagement: this project will benefit from early contractor involvement in terms of advice on working methods, buildability and sequencing of works, which are essential in a refurbishment project of this nature to inform the design at an early stage and reduce construction risk;
 - Community Benefits: hub West Scotland have appointed a dedicated Community Benefits Officer who is working closely with the Council's Cultural Infrastructure Team to ensure a broad range of training, employment and supplier development community benefits are offered in Renfrewshire by the consultants appointed at design stage and by the main contractor once appointed.
- 3.7 On 8 November 2017 a report was taken to the Finance, Resources and Customer Services Policy Board recommending that hub West Scotland be appointed to deliver stage 0 and I and the Design Development Stage of Stage II of their proposal dated 1 October 2017 'Renfrewshire Council – Paisley Town Hall Project Delivery Approach'. This was approved.
- 3.8 The work outlined in paragraph 3.7 above is complete to the design development phase of hub West Scotland Stage II and further approvals are required from the Finance, Resources and Customer Services Policy Board to allow the project to progress to the next stage.
- 3.9 Within the 8 November 2017 report, we advised that a further Contract Authorisation Report would be brought to the appropriate Board requesting approval to proceed with the remainder of hub West Scotland's Stage II of the Project.
- 3.10 The next stage of the project includes:
- approving hub West Scotland as the procurement route for this project; and
 - approving the issue of a New Project Request to hub West Scotland to allow them to proceed through hub West Scotland Stage II which includes further developing the design through the detailed technical design stage, and to accurately price the project

in advance of entering into advance works and main works contracts.

3.11 The project is being undertaken in two phases: (1) Advance Works contract; and (2) Main Works contract.

3.11.1 The Advance Works contract will encompass: stone repairs, lead and roof drainage repairs, above ground drainage repairs within the building, rot eradication, removal of asbestos, window repairs and improvements, removal of exposed non-essential mechanical, electrical and plumbing services, fall arrest systems on the roof as required, down takings of general items in the building, and scaffolding and access equipment to support the works. This work will assist in de-risking the project (time and cost risks).

3.12.2 The Main Works contract will encompass the redevelopment and transformation of the Town Hall, including complete renewal of mechanical, electrical and plumbing systems, re-development of the Main Hall into a modern venue, provision of full catering kitchen, network bar, digital lounge and dance studio with all front of house spaces and rooms upgraded with new interior design. Acoustics will be improved, accessibility will be provided to all, except for the second floor, and fire integrity and escape from the building will be improved.

3.12.3 The estimated cost of the works, which will be under hub West Scotland's management (which hub West Scotland term "Affordability Cap") is:

Advance Works	£1,241,100.00
Main Works	£18,159,561.00
Total	£19,400,661.00

3.12.4 Renfrewshire Council will manage other costs:

Advance Works	£164,050.00
Main Works	£2,435,289.00
Total	£2,599,339.00

For the Advance Works, the cost managed by Renfrewshire Council is for Client Contingency.

For the Main Works, the amount retained by Renfrewshire Council includes Client Contingency, utilities connections costs, statutory authorities costs, surveys carried out directly, loose furniture, fittings and equipment, decant of the building after closure, security and maintenance during the building shutdown period, ICT connection costs, external CCTV costs, technical services fees and a provision for future design team consultant variations.

- 3.13 Should the Board approve the recommendations, the following estimated key dates should be noted:

Planning Consent (latest date)	16/05/19
FRCSPB Board for approval of Advance Works Contract	05/06/19
Advance Works on site	24/06/19 – 06/11/19
FRCSPB Board for approval of Main Works Contract	13/11/19
Main Works on site	15/01/20 – 17/09/21

- 3.14 The Project remains within the £22million budget.
- 3.15 The Council has appointed a dedicated Project Manager from Property Services to manage the project. This overview will continue following the issue of the New Project Request, through the detailed technical design stage and throughout construction, but hub West Scotland will lead the design team.
- 3.16 The Corporate Procurement Unit will continue to work with hub West Scotland to ensure the Council's community benefits approach is followed and appropriate community benefits are delivered throughout the Project.

Implications of the Report

1. **Financial** – the Council approved the investment in Paisley Town Hall on 27 September 2017. The project remains within the £22million budget funded from existing approved resources.
2. **HR & Organisational Development** – none

3. **Community/Council Planning –**

- Reshaping our place, our economy and our future - The contract will deliver the refurbishment of Paisley Town Hall, establishing the facility as a high-profile venue contributing to the regeneration of Paisley and associated economic benefits for Renfrewshire.
- Tackling inequality, ensuring opportunities for all - The contract will deliver a broad range of Community Benefits including employment opportunities for individuals currently in receipt of employability support, employment for graduates, work placements, support with careers events and a range of business and mentoring support opportunities. Accessibility within the facility will be significantly improved.
- Creating a sustainable Renfrewshire for all to enjoy – the contract will deliver refurbishment of a Grade A listed building, situated in the centre of Paisley creating an attractive and functional space for building users and improving the environment for all. Sustainability Key Performance Indicators will be tracked through the project.
- Working together to improve outcomes – consultation with key stakeholders and user groups is ongoing to ensure that the building achieves the ambition of the town.

4. **Legal** – the procurement exercise to establish hub West Scotland and the ability of the Council to enter into Contract with hub West Scotland has been conducted in accordance with the EU Procurement Regulations.

5. **Property/Assets** – the redevelopment of Paisley Town Hall is a key project within Renfrewshire Council's Heritage Asset Strategy and will improve the quality and fabric of the building, preserving the Town Hall for future generations.

6. **Information Technology** – business and associated ICT requirements are under development and will support the function of the Town Hall.

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.

8. **Health & Safety** - Where survey work has been instructed, the Council has asked for, and received, Risk Assessments and Method Statements. Once the Contractor is appointed to carry out any construction work appropriate Health and Safety documentation will be gathered and assessed.
9. **Procurement** – hub West Scotland is a joint-venture organisation which is owned by both the public and private sectors. The procurement process to establish the hubco for the hub West Territory was conducted in accordance with the above EU Threshold Competitive Dialogue Procedure for Services. On 5 March 2012 the Finance and Policy Board agreed that Renfrewshire Council could participate in the hub West Territory Partnering Agreements. This means that when developing the procurement strategy for infrastructure projects which encompass an element of design and build, partnership with hub West can be considered as an option if it satisfies the requirement to achieve Value for Money, including adding social value through the project
10. **Risk** - A Risk Register has been produced for the project and will be managed and maintained throughout the project lifetime
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.

List of Background Papers

8 November 2017 - Finance, Resources and Customer Services Policy Board - Contract Authorisation Report: Redevelopment of Paisley Town Hall, Stage 0, Stage 1 and Design Development Stage of Stage 2

Author: Neil Watson, Cultural Infrastructure Projects Director
Tel: 0141 618 6167
Mobile: 07949 776541
E-Mail: neil.watson@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 27 March 2019

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

Heading: Contract Award: Reroofing Contracts for Lot 2, Gallowhill Primary School, RC-CPU-18-159

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 works Contract for reroofing works at Gallowhill Primary School to Hugh LS McConnell Limited.

1.2 The recommendation to award this Contract follows a single procurement exercise which was conducted in accordance with the Council's Standing Orders relating to Contracts for a below Regulated threshold Works Contract using the Open procedure.

1.3 A Contract Strategy was approved by the Strategic Procurement Manager and the Head of Property Services on 16 January 2019.

2. **Recommendations**

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

- (a) authorise the Head of Corporate Governance to award Lot 2 Gallowhill Primary School only of the Reroofing Contract for St. Fillans Primary School (lot 1) and Gallowhill Primary School (lot 2), to Hugh LS McConnell Limited;
 - (b) authorise the award of the Contract for the value of £579,873.61 excluding VAT;
 - (c) note the total contract period is intended to be 25 weeks. The actual date for possession will be confirmed in the Council's Letter of Acceptance and the Date for completion of the Works will be 25 weeks from the actual Date of Possession of the Site; and
 - (d) note the award of Lot 2 is subject to the provision of a Performance Bond as indicated within the tender documentation.
-

3. **Background**

- 3.1 A central requirement of Property Services is to ensure that Council properties, facilities and assets are of a proper standard, are properly maintained in a manner that complies with statutory legislation and that the appropriate records are maintained. As part of the Council's continuing strategy to upgrade existing premises, it has been agreed to carry out the replacement of the existing roof at Gallowhill Primary School (Lot 2).
- 3.2 A single contract notice for both contracts (St. Fillans Primary School and Gallowhill Primary School) was published on the Public Contracts Scotland advertising portal on 17 January 2019 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.
- 3.3 During the tendering period, twenty-six (26) companies expressed an interest in these tendering opportunities. By the tender return date, 13 February 2019 at 12 noon, four (4) companies submitted a response, one (1) company submitted a response after the tender deadline therefore was withdrawn, seven (7) companies declined to respond and fourteen (14) failed to respond.

Of this number, two (2) companies submitted a response for Lot 1, and four (4) companies submitted a response for Lot 2. Tenderers had the option to bid for one or two lots.

3.5 Tenderers were required to complete the European Single Procurement Document (ESPD) which contained the same pre-determined set of criteria for both contracts and was evaluated by representatives from Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety. All tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and progressed to the Award stage with Quality Criteria which was based on a weighting of 60% Quality and 40% Price for each individual Lot.

3.6 Of the tender submissions received in respect of each Lot, the two (2) tender submissions received for Lot 1 were both deemed non-compliant and two (2) of the four (4) tender submissions for Lot 2 were deemed non-compliant. As the two (2) companies that submitted a response for lot 1 were both deemed as non-compliant the Council has decided to remove lot 1 (St. Fillans Primary School) from this tendering process and only proceed with the evaluation of lot 2 (Gallowhill Primary School). The reroofing at St. Fillans Primary School will be require to be retendered.

3.7 The Award Criteria was then applied to the tender submission for each of the remaining two (2) tender submission for Lot 2 as noted below:

Lot 2 - Gallowhill Primary School

	Quality (60%)	Price (40%)	Total (100%)
Hugh LS McConnell Limited	35.50%	40.00%	75.50%
SW Global Resourcing Ltd	24.25%	26.61%	50.86%

3.8 The evaluation of tender submissions received identified that the tender submission by Hugh LS McConnell Limited was the most economically advantageous tender for Lot 2.

3.9 Community Benefits were sought as part of lot 2 Gallowhill Primary School and Hugh LS McConnell Limited have committed to deliver the following Community Benefits under this Contract:

Community Benefit Description	No of People / Activity
Job for an unemployed individual	1
Work Experience Placement for an individual 16+ years of age	1
S/NVQ (or equivalent) for <ul style="list-style-type: none"> • New Employee • Existing Employee • Supply Chain Employee 	2
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	1
Financial Support for a Community Project	1

Implications of the Report

1. **Financial** – The cost for reroofing at Gallowhill Primary School will be met through the Property Services Lifecycle Maintenance budget,
2. **HR & Organisational Development** – No TUPE implications.
3. **Community/Council Planning** –
 - Our Renfrewshire is fair - Tenderers were assessed within this procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities.
 - Our Renfrewshire is safe – A central requirement of Property Services is to ensure that Council operated property, facilities and assets are properly maintained in a manner that complies with existing statutory legislation (Statutory Compliance) and that appropriate records are retained.
 - Creating a sustainable Renfrewshire for all to enjoy – Hugh LS McConnell Limited 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 in accordance with the Council's Standing Orders relating to Contracts as this was for a contract below the Regulated works threshold.

Property/Assets – The contract once completed will provide the replacement of the roof for Gallowhill Primary School. The replacement of the roof will ensure a weather-tight and safe environment for staff, pupils and members of the public.

5. **Information Technology** – No Information Technology implications are anticipated.

7. **Equality & Human Rights** -

(a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because 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** – Hugh LS McConnell Limited'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 procedure outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk** – Hugh LS McConnell Limited's insurances were evaluated by Corporate Risk and met the Council's 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.

List of Background Papers

(a) Not Applicable

Author: Laura Gillan, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel: 07483 393 633