

Notice of Meeting and Agenda

Finance, Resources and Customer Services Policy Board

Date	Time	Venue
Wednesday, 30 August 2017	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

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

Councillor John Shaw (Convener): Councillor John McNaughtan (Depute Convener):

Members of the Press and Public

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

Further Information

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

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

- | | | |
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| 1 | Investment Review Board | 7 - 10 |
| | Minute of the meeting of the Investment Review board held on 7 June 2017. | |
| 2 | Joint Consultative Committee (Non-teaching) | 11 - 14 |
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| 3 | Revenue Budget Monitoring to 23 June 2017 | 15 - 26 |
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| 4 | Revenue Budget Monitoring - Council Overview to 23 June 2017 | 27 - 38 |
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| 5 | Capital Budget Monitoring Report | 39 - 44 |
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| | Report by the Director of Finance & Resources | |
| 10 | Non-domestic Rates: Accounts for write off | 111 - 120 |
| | Report by the Director of Finance & Resources | |
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15	Chief Executive's Service Health & Safety - Annual Report 2016/17 and Action Plan 2017/18	211 - 220
	Report by the Chief Executive	
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EXCLUSION OF PRESS AND PUBLIC

The Board may by resolution exclude the press and public from the meeting during consideration of the following items of business as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in

paragraphs 8 and 9 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.

- 20 **Building Services Trading Budget Monitoring Report**
- 21 **Catering Trading Budget Monitoring Report**

Minute of Meeting

Investment Review Board

Date	Time	Venue
Wednesday, 07 June 2017	11:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

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

Chair

Councillor Shaw, Convener, presided.

In Attendance

A MacArthur, Head of Finance and P Shiach, Committee Services Officer (both Finance & Resources).

Also in Attendance

D Millar, Senior Investment Analyst, Hymans Robertson LLP and G Brisbane, Portfolio Manager (Standard Life Wealth Limited).

Declarations of Interest

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

1 Minute of Previous Meeting

There was submitted the Minute of the meeting of the Investment Review Board held on 23 November 2016.

DECIDED: That the Minute be noted.

2 Introductory Briefing - Operation of the Investment Review Board and Management of Common Good Fund Investments

There was submitted a presentation by the Head of Finance relative to the operation of the Investment Review Board and the management of the Common Good Funds.

The presentation provided information on the frequency of Board meetings; details of the three funds, namely Renfrew, Paisley and Johnstone Common Good funds; investment principles; the investment manager and investment adviser; and governance and reporting.

The Head of Finance was then heard in answer to questions from members on the content of the presentation.

DECIDED: That the presentation be noted.

3 Information Session - Renfrewshire Investment Portfolio and the Current Economic Position

There was submitted a briefing by D Millar, Hymans Robertson LLP, relative to the Renfrewshire investment portfolios and the current economic situation.

Mr Millar made reference to historic returns for world markets to 31 March 2017 indicating that survey data suggested sustained strength in business conditions over the period. The US Federal Reserve had raised US interest rates twice over the period to a range of 0.75% - 1% per annum by the end of March 2017.

He indicated that a resilient post-referendum performance from the United Kingdom economy and some fiscal easing lowered expectations that the Bank of England would cut interest rates again in the short term. Headline inflation had reached 2% or higher in the US, the Eurozone and the UK by the end of the period.

Mr Millar commented on the economic and market conditions in terms of the global perspective; the performance of equities and bonds over the period to 31 March 2017, and provided information in relation to the general performance, asset allocation and performance by asset class of the Paisley and Renfrew Common Good Funds. There followed a question and answer session.

DECIDED: That the information be noted.

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

There was submitted a report by the Director of Finance & Resources relative to the performance of the Paisley and Renfrew Common Good Funds for the six-month

period ending 31 March 2017. The Head of Finance advised that the reporting period was the six months to 31 March 2017 and not 30 September 2016 as indicated in the report. A performance review report by Hymans Robertson LLP was appended thereto.

G Brisbane, Investment Manager, presented a report in relation to the performance of the Paisley and Renfrew Common Good Funds to 31 March 2017. The report provided information on the portfolio manager, world markets for period 31 March 2016 to 31 March 2017; global equity returns; the UK Gilt yield; long term global themes; investment guidelines; the performance of the Paisley and Renfrew Common Good funds to 31 March 2017; asset attribution; the top 10 equity holdings; policy influence; and the European election. An appendix to the report provided information on investment restrictions; alternatives; and population dynamics.

Mr Brisbane was then heard in answer to questions from members.

DECIDED:

(i) That it be noted that the reporting period covered in the report by the Director of Finance & Resources related to the six months to 31 March 2017 and not 30 September 2016 as indicated in the report; and

(ii) That the reports be otherwise noted.

Minute of Meeting

Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 14 June 2017	15:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

Present

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

Representing Trade Unions – J Boylan, M Ferguson S Hicks, K Kernachan and M McIntyre (UNISON); M Gallagher and C McLeod, (GMB); and A Gibson, (UNITE).

In Attendance

K Anderson, Amenity Services Manager and E Scott, Building Services Manager (both Community Resources); T Olowe, Interim Head of HR; R Cree, Principal HR Adviser, S Fanning, Principal OR and HD Adviser (Health and Safety), R Laouadi, Human Resources Manager and P Shiach, Committee Services Officer (all Finance & Resources); and M Ferguson, Head of Health & Social Care Services (West Renfrewshire).

Apologies

Councillors J Harte and J Paterson, and S McAllister and J McMenemy (UNITE).

Declarations of Interest

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

1 Appointment of Chairman

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

DECIDED: That Councillor Steel chair the meeting.

Additional Item

The Chair indicated that there were two additional items in relation to an update on group insurance cover and temporary workers and overtime which had not been included in the notice calling the meeting. The Chair, being of the opinion that the items, which were dealt with respectively at item 4 and 8 below were competent, authorised their consideration.

2 Minute of Previous Meeting

There was submitted the Minute of the meeting of the Joint Consultative Board: Non-Teaching held on 26 April 2017.

DECIDED: That that Minute be noted.

3 Matters Arising

(i) Care at Home Service

Under reference to item 5 of the Minute of the meeting of the Board held on 26 April 2017 the Human Resource Manager referred to the concerns raised by the Trades Unions over the restructuring of the Care at Home Service and indicated that previously the Principal HR Adviser had intimated that he had been advised that the restructure had not been implemented at that time and had suggested that he would arrange a meeting with all parties to address the trades unions' concerns.

DECIDED: That the information be noted.

(ii) Refuse Collectors - Underwood Road

Under reference to item 5 of the Minute of the meeting of the Board held on 26 April 2017 M Ferguson expressed concern that management had inferred that staff in relation to Underwood Road had been disruptive and that this was not a true reflection of the position as the issue had been in relation to welfare matters and that the management position had been unacceptable.

DECIDED: That the information be noted.

4 Update on Group Insurance Cover

M Ferguson requested an update on the position in relation to the outstanding issue on Group cover which had been outstanding since 2010.

The Human Resources Manager intimated that she would raise the issue of the appropriate forum for discussion on this item with the Head of Corporate Governance.
DECIDED: That the information be noted.

5 Developments in Health and Safety

There was submitted a report by the Interim Head of HR relative to developments with regard to health and safety issues. The report detailed policies and guidance that were currently being revised and outlined training courses which had been undertaken since the last meeting of the Board. In particular, it was noted that the following policies were being revised and an update of progress was provided as follows: -

Guidance on Statutory Inspections and Maintenance – issued.

The following policies and guidance were being revised: -

- CDM Guidance –ready for approval from the CMT;
- Control of Legionella Bacteria in Hot and Cold Water Systems;
- The selection and control of contractors

The report advised that the health and safety section continued to assist services to retain accreditation to BS OHSAS 18001:2007, and indicated that the next audit was scheduled for September 2017.

The report advised that as part of the Healthy Working Lives Gold award programme, the health and safety section and the Health & Social Care Partnership were working together to further develop shared events.

The report indicated that the health and safety section were working with the risk and accident section to identify accident causation type which could result in claims against the Council. This would lead to further strategies which may reduce the impact of claims to the Council and raise health and safety awareness among employees.

The report intimated that the health and safety section were working with services to survey the fire arrangements within Renfrewshire House in line with the current refurbishment programme.

The report advised that the health and safety service continued to work with the Town Centres Team and other event organisers and had been involved in the British Pipe Band Championships, Renfrew Gala Day, Barshaw Gala Day and Sma Shot Day.

DECIDED: That the report be noted.

6 Agency Workers

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

DECIDED: That the report be noted

7 Annual Absence Report 2016/17

There was submitted a report by the Interim Head of HR relative to annual absence statistics for the period 1 April 2016 to 31 March 2017. The report detailed absence statistics by service and by category of staff.

The report detailed absence statistics for the quarters ending 30 June 2016 to 31 March 2017; analysis and trends; overall days lost per FTE employee; days lost per FTE teacher; days lost per FTE Local Government Employee; absence trends and ranking information; reasons for absence annual overview; supporting attendance activity; costs of sick pay; and details of occupational sick pay and statutory sick pay costs per employee group and overall for 2014/15 to 2016/17.

M Ferguson indicated that concerns he had previously raised in relation to reports received from People Asset Management had not been addressed. The Principal OD and HR Adviser (Health & Safety) advised that he would arrange a meeting with all parties to address the trades unions' concerns.

DECIDED: That the report be noted.

8 Details of Grievances

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

The report provided information on grievances at both the informal and formal stages. The report indicated that there were a total of six grievances as at June 2017, a decrease of one since the last report.

DECIDED: That the report be noted.

9 Temporary Workers and Overtime Report

M Ferguson advised that previously the Board had received reports on temporary workers and overtime, and requested that this practice be revived.

DECIDED: That the agenda for future meetings include reports detailing instances of the use of temporary workers and overtime.

10 Date of Next Meeting

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



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring to 23 June 2017

1. Summary

1.1 Gross expenditure is £16,000 (0.1%) over budget and income is £16,000 (1.8%) higher than anticipated, which results in a break even position for these services reporting to this Policy Board.

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

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Finance and Resources	Breakeven	-	Breakeven	-
Community Resources	Breakeven	-	Breakeven	-
Miscellaneous	Breakeven	-	Breakeven	-

2. Recommendations

2.1 Members are requested to note the budget position.

3. **Finance and Resources**

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

There are no significant variances to report.

3.1 **Projected Year End Position**

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

4. **Community Resources**

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

There are no significant variances to report.

4.1 **Projected Year End Position**

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

5. **Miscellaneous Services**

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

There are no significant variances to report.

5.1 **Projected Year End Position**

It is anticipated that, in the context of the ongoing debt smoothing strategy, Miscellaneous Services will achieve a breakeven position at the year end.

Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.
2. **HR & Organisational Development** - none

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

Author: Lisa Dickie, Extension 7384
Stewart Muir, Extension 6132

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
	£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs	72,208	8,408	8,375	81	8,456	(48)	-0.6% overspend
Property Costs	10,816	244	(437)	683	246	(2)	-0.8% overspend
Supplies & Services	4,902	2,355	2,499	(173)	2,326	29	1.2% underspend
Contractors and Others	8,070	1,303	527	765	1,292	11	0.8% underspend
Transport & Plant Costs	139	22	30	(1)	29	(7)	-30.0% overspend
Administration Costs	31,670	446	347	99	446	(0)	-0.1% breakeven
Payments to Other Bodies	3,104	(112)	65	(177)	(112)	0	0.0% breakeven
CFCR	3,500	0	0	0	0	0	0.0% breakeven
Capital Charges	(11,104)	0	0	0	0	0	0.0% breakeven
GROSS EXPENDITURE	123,305	12,666	11,406	1,276	12,683	(16)	-0.1% overspend
Income	(70,426)	(885)	(914)	13	(901)	16	1.8% over-recovery
NET EXPENDITURE	52,880	11,782	10,492	1,290	11,782	0	0.0% breakeven

Bottom Line Position to 23 June 2017 is breakeven of **0.0%**

Anticipated Year End Budget Position is breakeven of **0.0%**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
		£000's	£000's	£000's	£000's	£000's	£000's	%	
Finance and Resources		9,643	8,000	7,992	8	8,000	0	0.0%	breakeven
Community Resources		16,277	2,567	1,618	949	2,567	0	0.0%	breakeven
Miscellaneous		26,960	1,215	882	333	1,215	0	0.0%	breakeven
NET EXPENDITURE		52,880	11,782	10,492	1,290	11,782	0	0.0%	breakeven
Bottom Line Position to 23 June 2017 is breakeven of		£000's		0.0%					
Anticipated Year End Budget Position is breakeven of		£000's		0.0%					

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : FINANCE AND RESOURCES						
Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance £000's %
	£000's	£000's	£000's	£000's	£000's	%
Employee Costs	32,056	5,755	5,760	(6)	5,754	1 0.0% underspend
Property Costs	4,300	27	1	26	27	0 0.0% breakeven
Supplies & Services	3,055	2,173	2,214	(41)	2,173	0 0.0% breakeven
Contractors and Others	1,819	418	420	(2)	418	0 0.0% breakeven
Transport & Plant Costs	32	4	5	(1)	4	0 0.0% breakeven
Administration Costs	18,403	357	360	(2)	358	(1) -0.3% overspend
Payments to Other Bodies	2,422	(123)	(124)	1	(123)	0 0.0% breakeven
CFCR	0	0	0	0	0	0 0.0% breakeven
Capital Charges	3,453	0	0	0	0	0 0.0% breakeven
GROSS EXPENDITURE	65,540	8,611	8,636	(25)	8,611	0 0.0% breakeven
Income	(55,897)	(611)	(644)	33	(611)	0 0.0% breakeven
NET EXPENDITURE	9,643	8,000	7,992	8	8,000	0 0.0% breakeven

Bottom Line Position to 23 June 2017 is breakeven of	£000's	0.0%
Anticipated Year End Budget Position is breakeven of	0	0.0%

RENFREW/SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : FINANCE AND RESOURCES						
Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)
	£000's	£000's	£000's	£000's	£000's	%
Finance	2,551	722	765	(43)	722	0.0%
Development	336	5,067	5,057	10	5,067	0.0%
Cost of Collection of Rates	493	37	37	0	37	0.0%
Cost of Collection of Council Tax	1,038	139	139	0	139	0.0%
Private Sector Housing Benefit	2,177	351	351	0	351	0.0%
Finance Miscellaneous	1,081	448	454	(6)	448	0.0%
Directorate	452	19	19	0	19	0.0%
Investment & Technical Services	(19)	638	638	0	638	0.0%
Finance & Support Services	(385)	29	29	0	29	0.0%
Office Accommodation	0	(119)	(119)	0	(119)	0.0%
Personnel Services	0	268	268	0	268	0.0%
Legal and Democratic Services	706	401	354	47	401	0.0%
TOTAL FINANCE AND RESOURCES	8,430	8,000	7,992	8	8,000	0.0%
Joint Valuation Board	1,213	0	0	0	0	0.0%
NET EXPENDITURE	9,643	8,000	7,992	8	8,000	0.0%

Bottom Line Position to 23 June 2017 is breakeven of 0.0%
 Anticipated Year End Budget Position is breakeven of 0.0%

RENFREW'SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	8,242	1,557	1,611	(4)	1,607	(50)	-3.2%	overspend
Property Costs	3,288	177	114	64	178	(1)	-0.5%	overspend
Supplies & Services	761	182	52	101	153	29	16.0%	underspend
Contractors and Others	3,837	885	36	838	874	11	1.2%	underspend
Transport & Plant Costs	107	18	25	0	25	(7)	-36.6%	overspend
Administration Costs	501	1	0	0	0	1	55.3%	underspend
Payments to Other Bodies	0	0	0	0	0	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	990	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	17,726	2,820	1,838	998	2,837	(16)	-0.6%	overspend
Income	(1,450)	(254)	(220)	(50)	(270)	16	6.4%	over-recovery
NET EXPENDITURE	16,277	2,567	1,618	949	2,567	0	0.0%	breakeven

£000's

0.0%

0.0%

Bottom Line Position to 23 June 2017 is breakeven of

Anticipated Year End Budget Position is breakeven of

RENFREW'SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
	£000's	£000's	£000's	£000's	£000's	£000's	%
Corporate Landlord	3,905	288	255	33	288	0	0.0%
Cleaning & Janitorial	7,896	1,295	1,246	49	1,295	0	0.0%
School Crossing Patrol	693	110	110	0	110	(0)	0.0%
Catering Client	3,783	874	8	866	874	0	0.0%
NET EXPENDITURE	16,277	2,567	1,618	949	2,567	0	0.0%

£000's

0.0%

Bottom Line Position to 23 June 2017 is breakeven of

0.0%

Anticipated Year End Budget Position is breakeven of

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance		
		£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs		31,910	1,096	1,004	91	1,095	1	0.1%	underspend
Property Costs		3,228	40	(552)	593	41	(1)	-2.5%	overspend
Supplies & Services		1,086	0	233	(233)	0	0	0.0%	breakeven
Contractors and Others		2,414	0	71	(71)	0	0	0.0%	breakeven
Transport & Plant Costs		0	0	0	0	0	0	0.0%	breakeven
Administration Costs		12,766	88	(13)	101	88	0	0.0%	breakeven
Payments to Other Bodies		682	11	189	(178)	11	0	0.0%	breakeven
CFCR		3,500	0	0	0	0	0	0.0%	breakeven
Capital Charges		(15,547)	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE		40,039	1,235	932	303	1,235	0	0.0%	breakeven
Income		(13,079)	(20)	(50)	30	(20)	0	0.0%	breakeven
NET EXPENDITURE		26,960	1,215	882	333	1,215	0	0.0%	breakeven

£000's

0.0%

Bottom Line Position to 23 June 2017 is breakeven of

0.0%

Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
	£000's	£000's	£000's	£000's	£000's	£000's	%	
Corporate & Democratic Core	53,596	139	(491)	631	140	(1)	-0.7%	overspend
Central Overheads	3,600	1,096	1,109	(14)	1,095	1	0.1%	underspend
Capital Accounting	(17,415)	(20)	(20)	0	(20)	0	0.0%	breakeven
Welfare Reform and SWF	228	0	284	(284)	0	0	0.0%	breakeven
Community Infrastructure	0	0	0	0	0	0	0.0%	breakeven
Temporary Interest	(550)	0	0	0	0	0	0.0%	breakeven
Integrated Joint Board	(12,499)	0	0	0	0	0	0.0%	breakeven
NET EXPENDITURE	26,960	1,215	882	333	1,215	0	0.0%	breakeven

£000's

0.0%

0.0%

Bottom Line Position to 23 June 2017 is breakeven of

Anticipated Year End Budget Position is breakeven of



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring – Council Overview to 23 June 2017

1. Summary

1.1 This report provides an overview of the budget performance for all Services for the period to 23 June 2017. The report confirms an overall breakeven position for all services. The summary position for General Fund Services and the Housing Revenue Account is outlined in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
General Fund Services	Breakeven	0.0%	n/a	.
HRA	Breakeven	0.0%	n/a	.

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

Division / Department	Anticipated Year End Position	% variance	Previously Reported Position	% variance
General Fund Services	Breakeven	0.0%	n/a	.
HRA	Breakeven	0.0%	n/a	.

2. **Recommendations**

2.1 Members are requested to note the budget position

3. **Service Commentaries**

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

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

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

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

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

- The overspend of £75,000 within Central Admin relates to additional staffing costs.
- The underspend of £58,000 within Pre Five relates to teachers salaries.
- £58,000 of a underspend within Secondary Schools relates to transport costs and teachers' salaries.
- An overspend of £27,000 within Additional Support for Learning relates to transport costs and teachers' salaries.
- An overspend of £14,000 within Childcare services relates to overspends in residential accommodation, childcare management which is being offset by underspends in residential schools, special needs and fostering, adoption and kinship.

Projected Year End Position

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

3.4 Leisure Services (Leadership Board)

Current Position: Breakeven

Previously Reported: n/a

There are no significant variances to report.

Projected Year End Position

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

3.5 Chief Executive's Service (Leadership)

Current Position: Breakeven

Previously Reported: n/a

There are no significant variances to report.

Projected Year End Position

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

3.6 Adult Services (Leadership Board)

Current position: Breakeven

Previously reported: n/a

The Council agreed in setting the 2017/18 budget that £4.4m of resource would be available to the HSCP to be drawn down in agreement between the Council and HSCP finance officers. This resource, along with £1.5m of resource brought forward from 2016/17 will continue to be utilised to address a range of demand pressures being experienced within adult services, predominantly in home care.

Projected Year End Position

It is anticipated, at this stage, that Adult Services will achieve a net break even position at year end.

3.7 **Community Resources** *(Infrastructure, Land and Environment Policy Board)*

Current Position: **Net underspend £84,000**

Previously Reported: **n/a**

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

- An overspend of £32,000 on Refuse Collection is mainly due to lower income from trade waste and special uplifts and a small overspend on employee costs which are partly offset by an underspend on property costs.
- An underspend of £32,000 within Roads Maintenance due to an underspend on payments to contractor and a small over recovery on income.

Projected Year End Position

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

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

Current Position: **Breakeven**

Previously Reported: **n/a**

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

Projected Year End Position

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

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

Current Position: Breakeven
Previously Reported: n/a

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

Projected Year End Position

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

3.10 **Childrens Services – Community Learning and Development** *(Communities, Housing & Planning Policy Board)*

Current Position: Breakeven
Previously Reported: n/a

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

Projected Year End Position

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

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

Current Position: Breakeven
Previously Reported: n/a

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

Projected Year End Position

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

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

Current Position: Breakeven
Previously Reported: n/a

There are no significant variances to report.

Projected Year End Position

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

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

Current Position: Breakeven
Previously Reported: n/a

There are no significant variances to report.

Projected Year End Position

It is anticipated that in the context of the ongoing debt smoothing strategy, Miscellaneous Services will achieve a breakeven position at the year end.

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

These are the subject of separate reports submitted to the relevant Policy Boards. An overview is attached for information which confirms an actual breakeven position in line with the budgeted surplus for the General Fund.

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

Current Position: Breakeven
Previously Reported: n/a

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

Projected Year End Position

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

Implications of the Report

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

12. **Cosla Policy Position** - none

Author: Lisa Dickie, Extension 7384

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW

Bottom Line Position to 23 June 2017 is an overspend of	0
Anticipated Year End Budget Position is an underspend of	0
	£000's

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

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

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		12,687	3,025	2,568	504	3,072	(47)	-1.6%
Property Costs		677	150	60	77	137	13	8.5%
Supplies & Services		6,167	1,486	1,175	426	1,602	(116)	-7.8%
Contractors and Others		3,366	966	1,361	(217)	1,145	(178)	-18.5%
Transport & Plant Costs		2,731	608	472	112	585	23	3.8%
Administration Costs		2,076	468	67	402	468	(0)	0.0%
Payments to Other Bodies		0	0	0	0	0	0	100.0%
CFCR		0	0	0	0	0	0	0.0%
Capital Charges		241	56	0	53	53	3	5.5%
GROSS EXPENDITURE		27,944	6,758	5,703	1,357	7,061	(303)	-4.5%
Income		(29,026)	(6,964)	(566)	(6,701)	(7,266)	303	4.3%
NET EXPENDITURE		(1,082)	(206)	5,138	(5,343)	(206)	(0)	-0.2%

£000's

Bottom Line Position to 23 June 2017 is an overspend of

0.0%

Anticipated Year End Budget Position is an underspend of

0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 23 June 2017

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW : TRADING OPERATIONS									
Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
		£000's	£000's	£000's	£000's	£000's	£000's	%	
Building & Works Trading		0	0	4,772	(4,772)	0	(0)	0.0%	breakeven
Catering Trading		(451)	(96)	286	(381)	(96)	0	0.0%	over-recovery
Transport Trading		(505)	(83)	(65)	(18)	(83)	0	0.0%	over-recovery
Roads Trading		(125)	(28)	145	(173)	(28)	(0)	0.0%	under-recovery
NET EXPENDITURE		(1,082)	(206)	5,138	(5,344)	(206)	0	0.0%	over-recovery
Bottom Line Position to 23 June 2017 is an underspend of		£000's	0	0.0%					
Anticipated Year End Budget Position is an overspend of		£000's	(0)	0.0%					



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 30 AUGUST 2017

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 23rd June 2017 totals £0.324m compared to anticipated expenditure of £0.320m for this time of year. This results in an over-spend position of £0.004m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Corporate Issues	£0.004m o/spend	1% o/spend	<i>n/a</i>	<i>n/a</i>
Total	£0.004m o/spend	1% o/spend	<i>n/a</i>	<i>n/a</i>

- 1.2 The expenditure total of £0.324m represents 2% 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 is the first capital budget monitoring to members in 2017/18 and it details the performance of the Capital Programme to 23rd June 2017, and is based on the Capital Investment Programme which was approved by members on 23rd February 2017, adjusted for movements since its approval.
-

4. **Budget Changes**

- 4.1 Since the last report budget changes totalling £3.196m have arisen which reflects the following:-

Budgets carried forward from 2016/17 (£5.027m):-

- ICT Infrastructure Maintenance & Renewal Programme (£0.307m).
- Corporate Asset Management Information System (£0.038m).
- Renfrewshire Valuation Joint Board (£0.023m).
- Strategic Asset Management Fund (£1.470m).
- Energy Efficiency Programme (£0.861m).
- Lifecycle Capital Maintenance Fund (£0.559m).
- Enterprise Resource Planning (£1.470m).
- Digital Infrastructure Provision (£0.300m).

Budget transferred out in 2017/18:-

- Strategic Asset Management Fund (£1.841m) reflecting a transfer to the Roads/Footways Upgrade Programme.

Additional Funding in 2017/18:-

- Lifecycle Capital Maintenance Fund (£0.010m) reflecting a transfer from Revenue.

Implications of the Report

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

List of Background Papers

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

The contact officers within the service are:

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

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

Finance, Resources & Customer Services - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

Project Title	Approved Programme @23/02/17	Current Programme MR 3	Year To Date Budget to 23-Jun-17	Cash Spent to 03-Mar-17	Variance to 03-Mar-17	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
CORPORATE PROJECTS								
ICT Infrastructure Maintenance & Renewal Programme	1,400	1,707	50	109	-59	-119%	1,598	6%
Corporate Asset Management Information System	0	38	0	0	0	0%	38	0%
RVJB - Council Requisition (56.2%)	0	23	0	0	0	0%	23	0%
Strategic Asset Management Fund	1,841	1,470	0	0	0	0%	1,470	0%
Venue Development & Backlog Maintenance	6,000	6,000	0	0	0	0%	6,000	0%
Energy Efficiency Programme	0	861	0	2	-2	100%	859	0%
Lifecycle Capital Maintenance (LCM) Fund	6,435	7,003	70	79	-9	-13%	6,925	1%
Enterprise Resource Planning	1,512	2,982	200	133	67	33%	2,849	4%
Digital Infrastructure Provision	0	300	0	0	0	0%	300	0%
Anti-Poverty/Digital Services Improvement Programme	0	0	0	0	0	0%	0	-
TOTAL FINANCE, RESOURCES & CUSTOMER SERVICES	17,188	20,384	320	324	-4	-1%	20,060	2%



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 30 AUGUST 2017

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 23rd June 2017.
- 1.2 The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 23rd February 2017 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by the Housing and Community Safety Policy Board on 14th March 2017. The Current Programme figures reflect adjustments to the approved Capital Programme since approval.
- 1.3 The Council must determine and keep under review the maximum amount which it can afford to allocate to capital expenditure. In addition, the Council must also keep under review its Capital Financing Requirement (CFR) i.e. the level of resources that are used to fund capital expenditure over the longer term (rather than at point of spend). It is also the duty of the Council to have regard to the Prudential Code in setting its capital expenditure limit and its capital expenditure requirement.
- 1.4 The limit on capital expenditure which the Council has set for 2017-18 is shown in the table overleaf. The limit is based on the resources available to fund the capital programmes, split between Housing and Non Housing Services, but excludes PSHG as this is not considered to be capital spend.

	Approved Limit £m	Actual Expenditure £m
Non Housing	93.273	8.053
Housing	18.347	1.611
Total	111.620	9.664

- 1.5 The CFR which the Council has set for 2017-18 is shown in the table below, and is split between Housing & Non Housing Services. In addition, the projected out-turn at 31st March 2018 is also shown. Any significant increase in the capital expenditure limit which is not funded at point of spend will result in an increase in the CFR.

	Approved CFR to 31 March 2018 £m	Projected CFR to 31 March 2018 £m
Non Housing	271	266
Housing	142	134
Total	413	400

- 1.6 9% of the available resources for Housing and 9% for Non Housing have been spent to 23rd June 2017. Monitoring procedures are in place to ensure the programmes are managed flexibly and spending is contained within the approved limits.

2. **Recommendations**

- 2.1 It is recommended that Members note this report.

3. **Background**

- 3.1 Individual reports have been presented to each Policy Board on the spending performance of the relevant departmental programmes and this information is summarised in Appendix 1.
- 3.2 The capital monitoring information available as at 23rd June 2017 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

4. **Housing Services Programme**

4.1 The programme approved by Council on 23rd February 2017 totalled £19.895m. The programme currently stands at **£18.347m**, a decrease of £1.548m, being the net effect of resources brought forward from 2016/17 of £2.112m and projects re-profiled from 2017/18 to 2018/19 of £3.660m.

4.2 Capital expenditure at 23rd June 2017 totals **£1.611m** compared to anticipated expenditure of £1.433m. The over-spend mainly relates to a timing issue with the programme and is still expected to remain within budget.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing Programme	£0.178m o/spend	12% o/spend	<i>n/a</i>	<i>n/a</i>

4.3 The actual capital expenditure of **£1.611m** is 9% of the available resources, and compares with 7% for the equivalent time in 2016/17.

4.4 Capital income of £0.530m has been received in the period to 23rd June 2017 representing 24% of the estimated capital income for the year. This compares with 90% in 2016/17.

5. **Non Housing Services Programme**

5.1 The programme approved by Council on the 23rd February 2017 totalled £75.987m. The current programme totals **£93.273m**, an increase of £17.286m, being the net effect of resources brought forward from 2016/17 of £18.297m, projects re-profiled from 2017/18 to 2018/19 of £5.245m and new funding in 2017/18 of £4.234m which primarily relates to grant funding anticipated to be received in 2017/18 for the Strathclyde Partnership for Transport programme, the Roads/Footways Upgrade Programme and the Community Halls & Facilities Improvement Programme.

5.2 Capital expenditure to 23rd June 2017 totals **£8.053m** compared to anticipated expenditure of £8.148m, and therefore shows an under-spend of £0.095m. The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Non Housing Programme	£0.095m u/spend	1% u/spend	n/a	n/a

5.3 The actual cash expenditure of **£8.053m** is 9% of the available resources, and compares with a 6% spend for the equivalent time in 2016/17. It is anticipated that the available resources will be fully utilised by the 31 March 2018.

5.4 Capital income totalling £4.324m has been received to 23rd June 2017. This represents 13% to date of the total anticipated income, and compares with 18% for the equivalent period in 2016/17.

6 Private Sector Housing Grant Programme

- 6.1 The overall budget provision for this programme is included within the revenue budget. However, in order to monitor the performance of the individual programmes, it is included within the capital budget monitoring procedures.
- 6.2 The programme approved by the Housing and Community Safety Policy Board on 14th March 2017 was £2.500m. The programme currently stands at **£2.783m**; the increase of £0.283m relates to the resources brought forward from 2016/17.
- 6.3 Expenditure to 23rd June 2017 totals **£0.225m** compared to anticipated expenditure of £0.225m, 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** –
Children and Young People - none.
Community Care, Health & Well-being - none.
Empowering our Communities - none.
Greener - Capital investment will make property assets more energy efficient.
Jobs and the Economy - none.
Safer and Stronger - none.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – none.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
12. **Cosla Policy Position** – none.

List of Background Papers

- (a). Capital Investment Programme 2017/18 & 2018/19 – Council, 23rd February 2017.
- (b). Housing Revenue Account Budget and Rent Levels 2017/18 and Housing Capital Investment Plan 2017/18 to 2019/20 – Council, 23rd February 2017.
- (c). A Prudential Framework for Capital Finance in Renfrewshire Progress Report – Council, 15th December 2016.

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

Appendix 1

CAPITAL PROGRAMME 2017/18 - BUDGET MONITORING REPORT TO 23 JUNE 2017 (£000s)

POLICY BOARD	Department	Council Approved Programme	Current Programme	Year to Date Budget to 23-Jun-17	Spent to 23-Jun-17	Variance to 23-Jun-17	% variance	Unspent Cash Flow For Year	% Cash Spent
Education & Children's Services	Education Services	22,447	25,685	3,850	3,892	-42	-1%	21,793	15%
	TOTAL	22,447	25,685	3,850	3,892	-42	-1%	21,793	15%
Communities, Housing & Planning	Housing(HRA)	19,895	18,347	1,433	1,611	-178	-12%	16,736	9%
	Housing(PSHG)	2,500	2,783	225	225	0	0%	2,558	8%
	Development & Housing(THI/LGAN)	2,849	333	40	39	1	3%	295	12%
	TOTAL	25,244	21,464	1,698	1,875	-177	-10%	19,589	9%
Infrastructure, Land & Environment	Community Resources	14,385	21,890	1,627	1,575	52	3%	20,315	7%
	TOTAL	14,385	21,890	1,627	1,575	52	3%	20,315	7%
Finance, Resources & Customer Services	Corporate Projects	17,188	20,384	320	324	-4	-1%	20,060	2%
	TOTAL	17,188	20,384	320	324	-4	-1%	20,060	2%
Leadership	Leisure Services	5,690	7,047	350	302	48	14%	6,745	4%
	Development & Housing Services	13,428	17,842	1,932	1,891	41	2%	15,951	11%
	Social Work Services(Adult Social Care)	0	91	30	31	-1	-3%	59	34%
	TOTAL	19,118	24,980	2,312	2,224	88	4%	22,756	9%
TOTAL ALL BOARDS		98,382	114,403	9,807	9,890	-83	-1%	104,514	9%
<i>Made up Of:</i>									
Housing Programme	PSHG	19,895	18,347	1,433	1,611	-178	-12%	16,736	9%
	Non-Housing Programme	2,500	2,783	225	225	0	0%	2,558	8%
	TOTAL	75,987	93,272	8,148	8,053	95	1%	85,220	9%
PROGRAMME TOTAL		98,382	114,403	9,807	9,890	-83	-1%	104,514	9%

2017/18				
	Housing Services	Non Housing Services	PSHG Programme	Total
A. RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME	£'000	£'000	£'000	£'000
1a. Supported Borrowing				0
11b. Prudential Borrowing	16,147	51,437		67,585
2a. General Capital Grant		16,644	900	17,544
2b. Specific Capital Grant	0	239		239
3a. Usable Capital Receipts	2,200	17,202		19,402
3b. Usable Capital receipts b/fwd from 2014/15				0
3c. Usable Capital receipts c/fwd to 2016/17				0
3d. Resources c/fwd to 2016/17				0
3e. Capital Receipts to be used to repay debt				0
4a. Contribution from Developer/Owners	0	7,750	1,883	9,633
5. Contribution From Current Revenue (CFCR)				
6. Total Resource Availability	18,347	93,273	2,783	114,403
B. CAPITAL PROGRAMME				
7. Resources Available	18,347	93,273		114,403
8. Current Programme	18,347	93,273	100%	114,403
			100%	100%
C. ACTUAL EXPENDITURE VS PROJECTED				
10. Resource Availability	18,347	93,273		114,403
11. Cash Spent as at 03/03/2017	1,611	8,053	9%	9,890
12. Cash to be Spent by 31/03/17	16,736	85,220		104,514
D. ACTUAL RECEIPTS VS PROJECTED				
13. Current Programme (total receipts expected)	2,200	33,846		36,946
14. Actual Cash Received to 03/03/2017	530	4,324		5,079
15. Receipts available to augment capital programme to 03/03/2017	530	4,324	13%	5,079
16. Receipts to be received by 31/03/17	1,670	29,522		31,868



To: Finance, Resources & Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: ANNUAL EFFICIENCY STATEMENT 2016/17

1. Summary

- 1.1. Scottish Councils have agreed to publish an Annual Efficiency Statement which reports the council's efficiency projects and activities, and seeks to quantify the level of efficiencies achieved. The attached template identifies the efficiencies achieved in 2016/17.
- 1.2. Efficiencies should comply with the definition adopted by the Scottish Government. There is also an expectation the Statement will be published on the Council website.

2. Recommendations

- 2.1 The Board is asked to approve the Annual Efficiency Statement.
-

3. Background

- 3.1 Renfrewshire Council has a strong record of achieving and reporting efficiencies, as evidenced by the annual Efficiency Statements published by the Council over the past number of years.
- 3.2 The format of the template for the Efficiency Statement remains unchanged from previous years, with the template summarising efficiencies achieved.
- 3.3 The Scottish Government definition of an efficiency is "where a body manages to deliver services or functions that can be shown to result in a broadly similar (or improved) level of outcome for a lower unit input than previously, an efficiency saving has been made". The efficiencies outlined in the Council's statement have been considered in light of the above definition.

- 3.4 The 2016/17 Statement highlights that efficiencies totalling £8.263m were achieved. These efficiencies have been analysed as:

Workstream	Saving
Procurement	£0.215million
Shared Services	£0.065million
Asset Management	£1.670million
Other Efficiencies	£6.313million
Total	£8.263million

- 3.5 A range of performance information is available to demonstrate that the efficiencies generated have not impacted detrimentally on performance, and these are outlined in the Statement. In addition to indicators such as those monitored in both service and corporate scorecards, the audit activity undertaken by independent scrutiny bodies such as Audit Scotland as part of the Council's strategic risk assessment has resulted in a Local Scrutiny Plan which details no significant risks in terms of service delivery. Furthermore, during 2017 the Council has been involved in a Best Value Assurance Audit, part of which assess ***“How well the Council is Performing”***, the results of which will be presented at Council on the 28th September 2017.

Implications of the Report

1. **Financial** - This statement will provide a local and national audience with information regarding the council's efficiency programme.
2. **HR & Organisational Development** - None
3. **Community Planning** – None
4. **Legal** – None
5. **Property/Assets** – The statement highlights the total efficiencies attributable to improved asset management
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** - The statement highlights the total efficiencies attributable to improved procurement practice.
 10. **Risk** - None
 11. **Privacy Impact** – None
 12. **COSLA Policy Position** - None
-

Author: Alastair MacArthur, Ext 7363

CONFIRMATION OF EFFICIENCIES DELIVERED IN 2016-17

1	Local Authority Name	Renfrewshire Council
2	Total cash efficiency achieved for 2016-17	£8.263 million
3	<p>Summary of efficiency activity e.g.</p> <p>The main initiatives the local authority has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas.</p> <p>The main information that the local authority uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year.</p>	<p>Renfrewshire Council has a strong commitment to efficient government. The Corporate Management team (CMT) provides a strategic overview of savings workstreams, with progress on agreed savings regularly reported to elected members. Workstreams progressed in 2016/17 include:</p> <ul style="list-style-type: none"> • Better Council - Corporate Support Programme Phase 2. • Energy Efficiency Savings in Council properties • Better Council - Review of depots/assets • Better Council – Sharing Renfrewshire House with external organisations • Improved Facilities Management arrangements • Better Council - Overtime cost reduction <p>Renfrewshire Council was the first in Scotland to achieve “superior performance” in terms of its procurement practices and procedures; and this has also been a key factor in achieving efficiencies.</p> <p>The Statutory Performance Indicators Direction also includes the Local Government Benchmarking Framework (LGBF), for our 2016/17 performance. Returns are now submitted and reported to the Improvement Service over a phased timeline.</p> <p>For those pre audited indicators that have targets, we have met or exceeded these targets for 34% of the indicators. Of the same indicators, 59% of those have improved their performance for 2016/17 when compared to the previous year.</p> <p>To ensure the reliability of the indicators a standardised verification procedure is in place.</p> <p>Renfrewshire Council actively participates in shared service arrangements eg we are</p>

	Specific steps the local authority has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved.	progressing procurement of a shared residual waste treatment solution with North Lanarkshire, East Dunbartonshire, East Renfrewshire and North Ayrshire Councils as well as progressing major collaborative infrastructure investment opportunities through the Glasgow and Clyde Valley City Deal.
4	Breakdown of efficiency saving by Procurement, Shared Services or Asset Management (only where relevant – not all efficiencies will fall into these categories, so the figures here do not have to match the overall total.	Procurement = £0.215 million
		Shared Services = £0.065 million
		Asset Management = £1.670 million
5	Evidence: What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?	<p>Statutory Performance Indicators, for each service's improvement plan and the CMT Quarterly Scorecard.</p> <p>Audit activity undertaken by Audit Scotland and other scrutiny organisations as part of the council's shared risk assessment has resulted in the Local Scrutiny Plan, which highlights no significant risks.</p>

Signed **Chief Executive**

Date



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: Anti-Money Laundering Policy

1. Summary

- 1.1 This Report asks the Board to approve the Council's Anti-Money Laundering Policy to prevent money laundering within all the Council's dealings.
- 1.2 The public is entitled to expect the Council to conduct its affairs with integrity, honesty and openness and to demand the highest standards of conduct from those working for it. This Anti-Money Laundering Policy has been designed to put in place appropriate and proportionate anti-money laundering safeguards and reporting arrangements to assist the Council in maintaining an anti-fraud culture and upholding high ethical standards in its administration of public funds.
- 1.2 The Anti-Money Laundering Policy is also designed to help the Council meet its responsibilities under various legislation including the Terrorism Act 2000, Proceeds of Crime Act 2002, Money Laundering Regulations 2007 and Fraud Act 2006, and subsequent regulations.
-

2. Recommendations

- 2.1 It is recommended that the Board approve the Anti-Money Laundering Policy set out in Appendix 1.
-

Implications of the Report

1. **Financial** – There are no finance or resource implications arising from the adoption of the Anti-Money Laundering Policy, any training to be delivered will be met from existing staff 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** –The risk of not having this policy in place would mean that staff would have no guidance on what do in the event that they suspect money laundering. This in turn may hamper any investigation required to yield a satisfactory conclusion. The existence of this policy will mean that staff are informed and given guidance on what actions they should take if they suspect that a suspicious transaction is taking place.
11. **Privacy Impact** – None
12. **Cosla Policy Position** – n/a

List of Background Papers

Author: Alastair MacArthur Ext 7363



Anti-Money Laundering Policy

August 2017

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1. INTRODUCTION

- 1.1. Changes to the legislation concerning money laundering in recent years have broadened the definition of money laundering and increased the range of activities caught by the statutory framework. In response to this, Renfrewshire Council has developed this Anti-Money Laundering Policy Statement setting out the internal procedures established by the Council to prevent the use of Council services for money laundering.
- 1.2. Local authorities are not obliged to apply the provisions of the Money Laundering Act 2007. However, the size and scope of the Council activities is such that it is unlikely to be completely immune from the risks surrounding money laundering. As a responsible public body, the Council has therefore embraced the underlying principles of money laundering legislation and put in place appropriate anti-money laundering policies, procedures and reporting arrangements proportionate to its activities
- 1.3. The Council's policy is to do all it can to prevent the Council and its staff being exposed to money laundering, identify the potential areas where it may occur, and to comply with all legal and regulatory requirements, especially with regard to the reporting of actual or suspected cases. Internal procedures will be proportionate and cost effective. However, Money Laundering is a criminal offence and it is the responsibility of the Council and Council officers to take reasonable precautions to prevent its involvement in money laundering, either knowingly or as a result of inaction. The key requirement on employees is to immediately report any suspected money laundering activity to the Money Laundering Reporting Officer (MLRO)

2. WHAT IS MONEY LAUNDERING?

- 2.1. Money laundering is defined as the process by which the proceeds of crime and the true ownership of those proceeds, are changed so that the proceeds appear to come from a legitimate source. The "dirty" money is said to be "laundered."
- 2.2. Money Laundering is interpreted very widely and includes possessing, or in any way dealing with, or concealing, the proceeds of any crime. Therefore when any Council employee or member is accepting or dealing with money or other assets there is a risk that the money or assets could come from a criminal source. In the majority of cases this is unlikely, but everyone should bear in mind that they could contravene the law if they become aware of or suspect criminal activity/property and continue to be involved in the matter without reporting their concerns.
- 2.3. The Primary money laundering offences include:
 - concealing, disguising, converting, transferring of criminal property or removing it from the United Kingdom
 - entering into or becoming concerned in an arrangement which you know or suspect facilitates the acquisition, retention, use or control of criminal property by or on behalf of another person

- acquiring, using or possessing criminal property
- doing something that might prejudice an investigation, for example, falsifying a document.

2.4. There are also two secondary offences that are:

- failing to disclose any of the four primary offences; and
- ‘tipping off’ whereby somebody informs a person or persons who are, or who are suspected of being involved in money laundering, in such a way as to reduce the likelihood of their being investigated or prejudicing an investigation.

3. TERRORIST FINANCING

3.1. The Terrorism Act 2000 also creates a money laundering offence under Section 18 which says:

‘...A person commits an offence if he or she enters into or becomes concerned in an arrangement which facilitates the retention or control by or on behalf of another person of terrorist property;

- by concealment
- by removal from the jurisdiction
- by transfer to nominees, or
- in any other way...’

4. RECOGNISING MONEY LAUNDERING

4.1 All staff should be alert to the possibility of someone trying to launder money through the Council, some possible indicators of money laundering may involve:

- any unusually large cash payments made by a person in a single transaction or over a short period of time (e.g. paying business rates in cash)
- any large overpayment or duplicate payment in cash where a refund is requested by cheque
- if a third party is involved in any transaction e.g. someone paying cash to settle someone else's bill or requests to forward balances on to third parties;
- cash is used to purchase land, buildings or other assets (e.g. right to buy properties)
- A person who is reluctant to supply evidence of identity or address;
- Cancelled transactions without good reason, requiring a repayment;
- Information received about an individual which may reveal criminality or association with criminality;
- The use of over complicated financial systems or funds received from third parties;
- Generally a buyer's or seller's financial profile not “fitting” the transaction they are undertaking;

This list is not exhaustive but simply gives examples of when employees (or members) should consider whether their suspicions should be aroused and that they should be asking themselves questions such as e.g. *Would I expect this individual to have this amount of cash; why do they wish to pay in cash; why is this person offering to pay more than the going rate for this item/service, etc.*

- 4.2 All of the above money laundering offences may be committed by an organisation or by the individuals working for it. Under the terms of the legislation it is also an offence if employees or members suspect money laundering and do nothing about it.
- 4.3 Whilst the risk to the Council of contravening the legislation is low, it is extremely important that Elected Members and employees are familiar with their legal responsibilities. Serious criminal sanctions can be imposed for breaches of the legislation. The key requirement on employees is to promptly report any suspected money laundering activity to the Money Laundering Reporting Officer.

5. CONTROLS and REPORTING

- 5.1 The threshold for the reporting of a suspicious transaction to the National Crime Agency (NCA) is £10,000. The Council shall not accept payments **in cash** over £5,000 (unless the payment relates to settlement of a Sequestration Petition, which will be confirmed by Legal Services). Payment over £5,000 must be made by bank transfer.
- 5.2 Signs shall be placed at the counter in all locations at which cash is accepted advising of the policy of the Council.
- 5.3 If an employee has any suspicion over refunds of any amount these should be referred to the Chief Auditor prior to being passed for payment.
- 5.4 If an employee/member suspects money laundering then they must report their suspicions to the Chief Auditor who is the Council's nominated Money Laundering Reporting Officer (MLRO). The Chief Auditor can be contacted as follows:

Andrea McMahon
Chief Auditor
Finance and Resources Department
Renfrewshire House, Cotton Street, Paisley. PA1 1JB

Tel: 0141 618 7017

E-Mail: andrea.mcmahon@renfrewshire.gov.uk

- 5.5 The disclosure should be within hours of the information coming to their attention, not days or weeks later. Employees/members will need to supply as much information as possible to the MLRO about the individual or company etc. concerned, i.e. names, addresses, and previous addresses if relevant, any bank account details if known, evidence of identification, reasons for suspicions. If any other employees/members have

been involved with the transaction the names of these persons should also be passed to the MLRO.

- 5.6 The employee must not disclose or otherwise indicate their suspicions to the person(s) suspected of the money laundering. They must not discuss the matter with others or note on a file that a report has been made to the MLRO in case this results in the suspect becoming aware of the suspicion.
- 5.7 In the event that the MLRO is not available then any disclosure must be made to the Head of Finance.
- 5.8 Failure to report a suspected case of money laundering or concealing the same is a criminal offence with, on summary conviction, a penalty of 6 months imprisonment and/or a fine, on indictment a maximum penalty of up to 14 years imprisonment or a fine or both
- 5.9 Employees/members making a disclosure report to the Chief Auditor as the Money Laundering Reporting Officer of the Council, must complete a "Report to Money Laundering Officer" form (see attached Appendix 1). They will be informed if a report is then made to the National Crime Agency (NCA). They must not make any further enquiries into the matter themselves and must also not disclose or otherwise indicate their suspicions to the person suspected of money laundering. They should not discuss the matter with others inside or outside of work or note on any file that a report has been made to the MLRO in case this results in the suspect becoming aware of the situation.
- 5.10 NCA is the body responsible for handling investigations and generally dealing with money laundering, as set out in the legislation.
- 5.11 No transactions should be completed where it is believed that money laundering is involved until clearance has been received from NCA, or seven days have elapsed since the disclosure was made to them and no instructions have been received. Employees must always check the position with the Chief Auditor before taking any action.

6. CONSIDERATION OF DISCLOSURES BY THE MLRO

- 6.1 Upon being made aware of the disclosure, the MLRO will formally record details of the disclosure and acknowledge the details of the incident with the person making the disclosure. The MLRO will then begin work to evaluate the content of the report form, considering any other available internal information that may be relevant, for example:
- relevant transaction patterns and volumes;
 - the length of any business relationship involved;
 - the number of any one-off transactions and linked one-off transactions;
 - any identification evidence held.
- 6.2 The MLRO may also undertake other reasonable enquiries as considered appropriate in order to ensure that all available information is taken into account in deciding whether a

report to the National Crime Agency (NCA). As part of these enquiries, the MLRO may need to discuss the form with the person making the disclosure.

- 6.3 Once the MLRO has evaluated the disclosure and any other relevant information, they will determine whether:
- there is actual or suspected money laundering taking place; or
 - there are reasonable grounds to know or suspect that is the case; and
 - whether the matter should be reported to the NCA.
- 6.4 Where it is concluded that the matter should be reported, the MLRO must promptly report the matter to NCA by completing a Suspicious Activity Report in the prescribed manner. The transactions in question must not be undertaken or completed until consent for this has specifically been given by the NCA, or there is deemed consent through the expiration of relevant time limits without objection from the NCA.
- 6.5 Where the MLRO suspects money laundering but has reasonable grounds for non-disclosure to NCA, then the reasons for this should be recorded on the disclosure form. Consent can then be given immediately for any ongoing or imminent transactions to proceed.
- 6.6 Where the MLRO concludes that there are no reasonable grounds to suspect money laundering, the disclosure form will be updated accordingly and consent given for any ongoing or imminent transactions to proceed.
- 6.7 All disclosure forms received by the MLRO and reports made by the MLRO to the NCA will be securely and confidentially retained by the MLRO for a minimum of five years.
- 6.8 The MLRO will commit a criminal offence if they know or suspect, or have reasonable grounds to do so, through a disclosure being made to them, that another person is engaged in money laundering and they do not disclose this as soon as practicable to the NCA.

7. Training

- 7.1 Targeted training of relevant staff in the subject of money laundering will be carried out.
- 7.2 General awareness of money laundering will be promoted to all employees and Elected Members.
- 7.3 Cipfa members whose employment activities bring them into contact with the regulated sector (notably those employed in the field of treasury management) will be encouraged to familiarise themselves with the obligations and responsibilities placed on them by the relevant legislation.

8. Review and Approval of this Policy

- 8.1 The Anti-Money Laundering Policy will be regularly reviewed and any material amendment will be subject to approval by the Finance, Resources and Customer Services Policy Board.

Appendix 1

REPORT TO MONEY LAUNDERING OFFICER	
Staff member's name	
Title/Department	
Phone	
Email	
Details of Suspected Offence	
Names and addresses of persons/company involved (if a company the nature of their business)	
Transaction details including, location, value, timing of activity	
Nature of suspicions	
Has any investigation been undertaken?	
Have you discussed your suspicions with someone else – please provide details.	
For Completion by the MLRO	
Date received	
Date acknowledged	
Unique reference number	
Are there reasonable grounds for suspecting money laundering ?	
If yes, confirm date of report to National Crime Agency.	
Date consent given to employee for transaction to proceed	
Categories	1. Overpayment 2. Refund 3. Debt/charge 4. Cashier error 5. House or Asset resale within 3 months 6. Other
Signed and dated	
THIS REPORT TO BE RETAINED FOR AT LEAST FIVE YEARS	

Completed Form should be passed to the MLRO : Andrea McMahon, Chief Auditor, Finance & Resources Department, 2nd Floor, Renfrewshire House, Cotton Street, Paisley PA1 1JB
 Email – andrea.mcmahon@renfrewshire.gov.uk
 Telephone – 0141 618 7017



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: Customer & Business Services Performance Report

1. Summary

- 1.1 This report details performance across key Customer & Business Service (CBS) functions including revenue collection and benefit administration for the period ending 31 July 2017 (including an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund). Section 4.5 of the report includes details of a Scottish Public Services Ombudsman Report in relation to the Scottish Welfare Fund. This report also provides a performance update in relation to customer services provision for the same period.
-

2. Recommendations

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

3. Revenue Collection

3.1 Council Tax

- 3.1.1 This section details the collection performance as at 28th July 2017 for Council Tax. It also provides details of the total sums collected for the previous year.
- 3.1.2 The billable sum for 2017/18 is £74,375,702

3.1.3 The Council Tax Reduction awarded is £12,378,167 amounting to 14.27% of the billable sum, which is 0.66% less than at the same point last year. The separation of claims for Council Tax Reduction and Housing Benefit is a contributing factor, resulting in a reduction in the number of applications.

3.1.4 The sums collected to date for 2017/18 are £31,132,207 which is 41.86% of the billable sum. This is an increase in cash collection as a proportion of net charges billed of 0.33% compared with the same position for 2016/17.

3.2 Non Domestic Rates

3.2.1 This section details the collection performance as at 28th July 2017 for Non Domestic Rates (NDR). It also provides details of the total sums collected for the previous year.

3.2.2 The Non Domestic Rates (NDR) charges billed for 2017/18 amount to £136,586,283.

3.2.3 The cash receipts to date amount to £44,606,052 which is 32.66% of the sums billed. This is an increase in cash collection as a proportion of net charges billed of 5.25% compared with the same position for 2016/17.

3.2.4 The Service tracks NDR receipts closely. Where appropriate and in line with the recovery process the Service will proactively target businesses for payment.

4. Benefit administration

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

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

4.3 Speed of Processing – Housing/Council Tax Benefit

4.3.1 As detailed in Table 1 below, processing speed for New Claims is slightly outside target for the period. Resources have been deployed to ensure affected claims have been prioritised. The year to date position remained ahead of target.

4.3.2 In relation to New Claims processed within 14 days of all information received, this measure is 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 16 June 2017 to 13 July 2017	Year to date position	Annual Target
New Claims – processing time	25 days	24 days	24 days
New Claims - % processed within 14 days of all information received	92%	92%	92%
Changes in Circumstance – processing time	9 days	6 days	10 days

4.4 Discretionary Housing Payments

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

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

4.4.2 The DHP budget has been calculated to include the full Scottish Government estimate of the amount of funding required to fully mitigate the effect of the Bedroom Tax. This estimate includes a 20% reserve allocation which will be paid in May 2018, if required.

4.4.3 In line with DHP Policy and DHP Regulations, the Service makes awards to fully mitigate the effect of the Bedroom Tax and maximise spend within the year.

Table 2 – DHP Budget

Funding – indicative allocations	amount
Financial Hardship (non Benefit Cap)	£99,631
Financial Hardship (Benefit Cap)	£195,705
Bedroom Tax*	£1,870,877
Total budget for the year	£2,166,213

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

Table 3 – DHP Performance Summary

Measure	1 April 2017 to 31 July 2017
Volume of DHP applications received	3,659 applications
Volume of DHP decisions made	3,448 decisions
Number of DHP awards	3,314 awards
Average processing time (target 29 days)	8 days
Total amount committed/paid	£1,827,931

4.5 The Scottish Welfare Fund

- 4.5.1 The Scottish Welfare Fund (SWF) provides a safety net for vulnerable people on low incomes through the provision of Community Care Grants and Crisis Grants. The Scottish Welfare Fund is a national scheme, underpinned by law and delivered on behalf of the Scottish Government by all local councils. The SWF replaced elements of the Social Fund abolished by the Department for Work and Pensions in 2013.
- 4.5.2 The Service makes awards in 2017/18 in line with Scottish Government guidance and had spent 30.3% of its total budget for the Scottish Welfare Fund (SWF) by the end of July 2017.
- 4.5.3 The performance data relating to the Fund is presented in table 4 below. The Service has processed Crisis and Community Care Grants well within target for the month.
- 4.5.4 When the SWF was introduced on 1/4/13, unsuccessful claimants were able to request that the decision be reviewed at a first and if requested a second stage, this decision review process was undertaken entirely by Councils. Within Renfrewshire a second tier review request was undertaken by an agreed panel of supervisory staff within the Council.
- 4.5.5 The Scottish Government conducted a consultation 2014/15 to examine the 2nd tier review process and following the review the decision was taken that SPSO (Scottish Public Service Ombudsman) would handle 2nd tier reviews from 1 April 2016.
- 4.5.6 The SPSO can decide:
- to change part or all of a council's decision
 - to tell the council to make a new decision, or
 - not to change the council's decision in any way

The SPSO will also make suggestions for improvements in respect of the way in which SWF cases have been handled.

- 4.5.7 On 29 June 2017 the SPSO published a review report of its first year undertaking its role. (Copy attached as Appendix 3) This report highlighted that it determined 437 reviews and instructed Councils to make 164 awards. For Renfrewshire the number of 2nd tier reviews determined for Renfrewshire was 7, in one of those cases the Council was instructed to make an award. Members may wish to note that during 2016/17 the Service made over 10,500 decisions and relative to this caseload, 7 submissions to the SPSO resulting in 1 request that the council make an award, represents one of the lowest level of submissions across Scotland reflecting well on the robustness and completeness of the decision making by the service in the administration of the SWF.
- 4.5.8 The SPSO report noted that their most common finding related to councils' communication with applicants. They identified an issue that, in many cases, there was insufficient detail in decision letters to enable the applicant to understand the decision.
- 4.5.9 Members are reassured that any decisions made by SPSO regarding Renfrewshire cases are fed back to all relevant staff. All good practice and findings from the SPSO report have been considered by the Service and where appropriate guidance and training will be updated. The Service is focussing specifically on the quality of decision letters

Table 4 – SWF Performance Summary

Measure	1 April 2017 to 31 July 2017
Number of Crisis Grant applications received	2,951
Number of Crisis Grant Awards	2,298
Total amount paid for Crisis Grants	£151,330.70
Average Processing time (2 working days target)	1 day
Average Processing time (within month)	1 day
Number of Community Care Grant applications received	663
Number of Community Care Grant Awards	400
Total amount paid for Community Care Grant	£215,794.70
Average processing time year to date (15 working days target)	11 days
Average processing time (within month)	10 days
Total amount paid/committed from the fund	£367,125.40
Total Budget	£1,216,122.00

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

5. Customer Service Provision

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

5.2 Telephone Call handling

5.2.1 The summer period is the time when customers arrange Free School Meals, Clothing Grants and EMA's in advance of the next school term, and demand for July can be high. This year the number of contacts was consistent with that seen in 2016.

5.2.2 The Contact Centre received 28,289 calls and answered 96% against a primary target of 90% for the period. The total calls received since 1st April is 119,040, with 97% being answered as outlined in Table 5.

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

Primary target	Year	July	Year to date
90% calls answered	2017	96%	97%
	2016	92%	87%

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

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

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

Secondary target	Year	July	Year to date
70% calls in 40 seconds	2017	68%	69%
	2016	55%	43%

5.2.5 The performance against the secondary target for July was just below target, mainly due to the major telephone outage that occurred on Monday 17th July where all telephone lines into the Council were down. This resulted in the service level being below target for the remainder of that week.

Performance against the secondary target remains significantly higher than the same period last year, and it is anticipated that year to date performance return to above target in the next period.

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 minutes. The table below outlines the performance for the period across all Customer Service locations.

5.3.2 The service received 3,758 customer visits in the period and continues to deal with these customers within target performance. Year to date, there have been 15,577 customer visits with an overall wait time of 12:25.

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

Location	Year	July	Year to Date
Paisley	2017	14:31	14:45
	2016	18:35	18:51
Renfrew	2017	01:49	04:40
	2016	12:32	12:08
Johnstone	2017	12:32	11:48
	2016	16:39	16:52

5.4 Factors impacting performance in the period

The main issue impacting on the contact centre in July was the major telephony outage between the 15th and the 17th July. The outage was an external provider matter and required supplier support to reinstate the telephony service. The outage resulted in customers being unable to contact any telephone number across the Council. As a consequence of this, the contact centre was busier for the remainder of that week which impacted on service level performance.

Implications of the Report

1. **Financial** – The level of collection of Local Taxation continues to provide funding for the delivery of Council services throughout Renfrewshire.
2. **HR & Organisational Development** - None
3. **Community Planning** - None

Empowering our Communities – The collection of Local taxes through electronic payments (e.g. Direct Debit, Website and Telephone) is increasing and provides an extensive range of payment opportunities for the public.

Jobs and the Economy – An efficient and effective billing and administrative process is vital in ensuring the recovery of income to the council in order to support the provision of local services.
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** - None
7. **Equality & Human Rights**
 - (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** None
9. **Procurement** – None
10. **Risk** - None
11. **Privacy Impact** – None
12. **COSLA Policy Position** - None

Author: Rhona McGrath, Ext 6879

Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28TH July 2017

COUNCIL TAX		
	2016/17	2017/18
	£m	£m
Projected Yield	78.511	82.043
Gross Charges	81.710	86.754
Less rebates	12.090	12.378
Net Charges Billed	<u>69.620</u>	<u>74.376</u>
Cash Collected	66.124	31.132
Rebate Grant	12.090	12.378
	<u>78.214</u>	<u>43.510</u>
Cash collected as % of Net Charges	94.98%	41.86%
Income as % of Projected Yield	99.62%	53.03%

NON DOMESTIC RATES		
	2016/17	2017/18
	£m	£m
Projected Yield	99.716	133.855
Gross Charges	119.945	154.638
Less reliefs	18.194	18.052
Net Charges Billed	<u>101.751</u>	<u>136.586</u>
Cash Collected	99.185	44.606
Cash collected as % of Net Charges	97.48%	32.66%
Cash collected as % of Projected Yield	99.47%	33.32%

Customer & Business Services Performance Report – Appendix 2

Supplementary KPIs – Finance & Resources Policy Board

APPEALS

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

Target processing speed (number of days)	60		
Result: last 3 months (days)	May: 21 days	Jun: 30 days	Jul: 56 days
Average (12 months to date)	40 days		
Average Appeals Completed	7 Appeals per month		

Comment:-

Appeals have been processed well within target over the period.

REVISIONS

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

Target	28 days		
Result last report	January: 36	February: 26	March: 24
Result Last 3 months	May: 30	Jun: 31	Jul: 40

Comment:- The service missed target processing time for Revisions due to short term staff shortage, the Service aims to be back within target by the next reporting period.

ACCURACY

The Service proactively monitors the accuracy of benefits decisions made through a robust audit checking programme. The Service targets to audit 3% of all calculations. The actual level of checking for this reporting period is higher due to a number of new staff joining the Benefits team and therefore requiring 100% of their work to be checked.

	Target %	Actual %
Volume of Audits	3%	10%
Accuracy – March 17	95%	86%
Accuracy – Year to Date	95%	86%

Comment:- The Service has set a stretching target for Accuracy and this has been missed for this reporting period. A much higher level of checking has been carried during this period because a number of new benefit assessors have been recruited and this has led to higher than normal levels of inaccuracy.

Overpayments

The value of overpayments reported at the last board was £7,063,637 the current value is £7,151,244

	Target %	Actual %
% recovery of debt raised	73%	76.40%
17/18: % recovery of debt raised	73%	80.04%

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

SCOTTISH WELFARE FUND INDEPENDENT REVIEW SERVICE

ANNUAL REPORT 2016–17

I cannot tell you how much this has helped me to start my life again and more importantly, have a safe and comfortable environment for my kids to be in

Your decision will make such a difference to me both mentally and physically

Very professional service

Thank you for showing compassion and understanding with my case

Background

The Scottish Public Services Ombudsman (SPSO) took on a new responsibility as independent reviewer for Scottish Welfare Fund (SWF) applications on 1 April 2016. The SWF provides a safety net for some of the most vulnerable and disadvantaged people in Scotland through the provision of Community Care Grants and Crisis Grants. It is a national scheme, delivered on behalf of the Scottish Government by local councils in line with the SWF legislation and guidance.

When an applicant brings an independent review to us, our role is to consider if the council made the decision that should have been made. We can decide:

- to change part or all of the council's decision
- to tell the council to make a new decision, or
- not to change the council's decision in any way

In cases where we uphold review requests, awards are made to support people in crisis situations. Others are provided with essential items to establish or maintain settled homes in the community. We also make suggestions for improvements in respect of the way in which SWF cases have been handled.

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Executive summary



Recognising the urgency of the situations many applicants face, accessibility was a key focus



SPSO took on responsibility for Scottish Welfare Fund independent reviews in April 2016, when my predecessor Jim Martin was in office. In our first year of delivering the new service, we exceeded our performance targets for timeliness and the quality of our decisions. We handled a comparable number of reviews overall compared with the previous scheme, and saw a 26% increase in the number of crisis grant applications.

Our team consisted of five covering the whole of Scotland, replacing the previous scheme where all of the 32 councils had separate review panels in place, each entailing administration and management costs.

Recognising the urgency of the situations many applicants face, accessibility was a key focus. We ensured that people could apply for a review by telephone (when previously applicants had to make review requests in writing). 72% of all initial contact to us was made by phone, and it is likely that the increase in crisis grant applications was in large part a direct result of this increased accessibility. In terms of timescales, we handled 99.5% of crisis grant applications within one working day and 97.8% of community care grant applications within 21 working days from the point at which we had the information we needed to make our decision.

A significant change in service delivery from the previous scheme is that SPSO case reviewers contact every applicant to explain the process and provide an opportunity for them to discuss their case. In addition, we provide detailed reasons for the decisions we make, and also highlight 'suggestions for improvement' which aim to promote better service delivery and decision-making by individual councils.



“
The new scheme offers
unique independent
oversight into the way
in which SWF guidance
is being applied across
the country

”

As well as delivering an accessible, effective service that provides value for money for the public purse and feedback to councils, the new scheme offers unique independent oversight into the way in which SWF guidance is being applied across the country. Our most common finding was councils' poor communication with applicants and in many cases we highlighted that they did not provide a clear rationale for their decision. We also saw many instances of councils not following the statutory guidance in their decision-making and incorrectly interpreting the available evidence.

Rosemary Agnew.

Performance summary

We helped
1,078
people



We answered

331
enquiries

We gave advice
and support to

310 people

We determined

437



reviews (230 community
care grant reviews and 207
crisis grant reviews)

We instructed councils
to award

66

crisis grants – our median
award was £82.35

We instructed councils to
award **98** community care
grants – this included
345 individual items



We made
408
suggestions for improvement
about how councils had
handled cases

72%
of all initial contact
was made by phone


We handled
99.5%
of crisis grant applications
within one working day*

We handled
97.8%
of community care grant
applications within
21 working days*

The overall average
uphold rate was
32%
of crisis grant
applications

The overall average
uphold rate was
43%
for community care
grant reviews

* From the point at which we received all the information needed to make our decision.

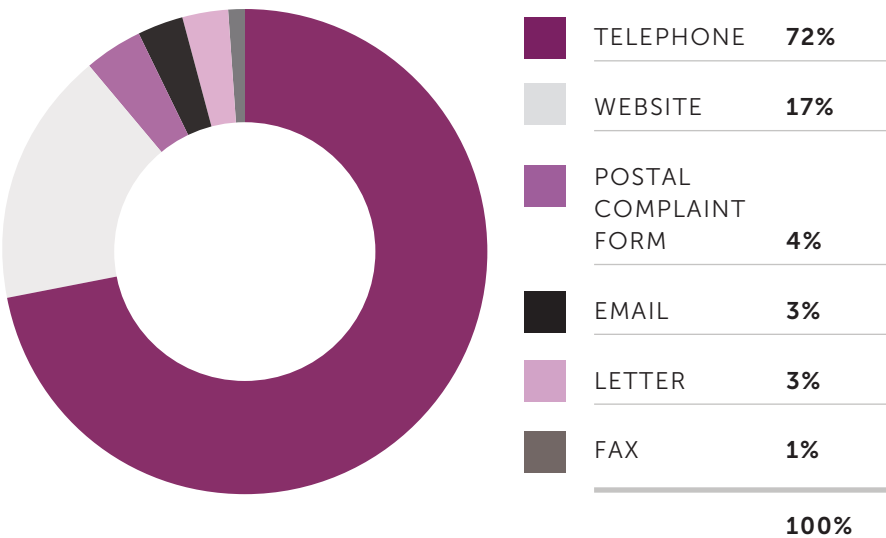
Accessibility

“From the outset, we recognised the importance of accessibility for the particularly vulnerable people who apply for SWF grants”

From the outset, we recognised the importance of accessibility for the particularly vulnerable people who apply for SWF grants. We held a public consultation to gather views on our suggested approach. We set up two sounding boards (for councils, and for the third sector), held a user engagement event and visited several councils. The responses, feedback and learning from these helped shape our processes.

An important decision we made as a result of the feedback was that we would accept reviews by telephone, using a Freephone number. This represents a significant change from the previous scheme, which required second tier reviews to be in writing. In 2016–17, 72% of all initial contact was made by phone, evidence that this is people’s preferred method of accessing the service. We also saw a 26% increase in the number of crisis grant reviews received compared with the previous year, which we believe is likely to be in large part due to our service being accessible by phone.

Method of contact



Accessibility & Performance

We developed a dedicated website about our SWF role, and produced leaflets in simple and clear language. This included a separate leaflet for advisors who assist applicants with independent reviews. In the interests of transparency and accountability, our internal case handling guidance is also published on our website.

Our diversity information from a sample of cases (21%) during the year showed that 65% of respondents reported either a physical or mental disability. Examples of reasonable adjustments we made included primarily using telephone communication for those with literacy difficulties, issuing decision letters in different languages and using an interpretation service. We also have Browsealoud software on our website to enable access to the site for people with dyslexia, visual impairments, low literacy and English as a second language.

Additionally, we prepared a draft Equalities and Human Rights Impact Assessment to ensure that we respect the rights of those bringing decisions to us for review. We plan to finalise this assessment in 2017–18, taking into account the experience gained during the first year of the service.

There will be more information about how we gather and act on equalities and diversity feedback in the SPSO 2016–17 annual report.

Our performance indicators

We set ourselves three performance indicators (PIs), and as shown, we exceeded them:

<div><div>></div><div>PI-1 (target: 95% of crisis grant applications will be determined within one working day from the point at which we have received all information)</div><div>99.5%</div></div>
<div><div>></div><div>PI-2 (target: 95% of community care grant applications will be responded to within 21 working days from the point at which we have received all information)</div><div>97.8%</div></div>
<div><div>></div><div>PI-3 (target: 95% of cases requested for reconsideration, decision is correct)</div><div>99.5%</div></div>

PI-1 and PI-2 are the timescales that we set out in our Statement of Practice for each type of grant and they are measured from the point at which we have received all the information we require to make our decision. PI-3 is a quality target and is based on the outcome of the small number of cases where we are asked to look again at the decision. There is more about this on page 12, ‘Reconsideration of our decisions’.

Timescales



Our service is responding more speedily to people facing crisis situations



Comparing timescales of our scheme with the previous one

We handled 99.5% of crisis grant applications within one working day and 97.8% of community care grant applications within 21 working days. We measure this from the point at which we receive all the information needed to make our decision. This section looks at how our total case handling times compare with the time taken under the previous scheme.

Before we took on our new role as independent reviewer in April 2016, councils conducted review panels to deal with tier 2 applications. While it is not possible to directly compare case handling times because of differences in the delivery of the two schemes, we can say that between 1 April 2013 and 31 March 2016, tier 2 panels handled 83% of crisis grants within 5 working days and 93% of community care grants within 30 working days.

Our figures for 2016 – 17 show that we handled 97% of crisis grants within 5 working days and 77% of community care grants within 30 working days.

We are pleased that, even taking into account the differences in how the two schemes operate, our service is responding faster to people facing crisis situations.

It is important to note that our total case handling time includes the time taken by councils to provide us with their case file (up to one day for crisis grants and four days for community care grants). Clearly, this additional step adds to our timescales.

A significant change in service delivery from the previous scheme is that SPSO case reviewers contact every applicant to explain the process and provide an opportunity for them to discuss their case. We regularly contact relevant third parties for further information including housing officers and mental health professionals. We also provide detailed reasons for the decisions we make, and we highlight 'suggestions for improvement' which aim to promote better service delivery and decision-making by individual councils.

Premature enquires & Review numbers

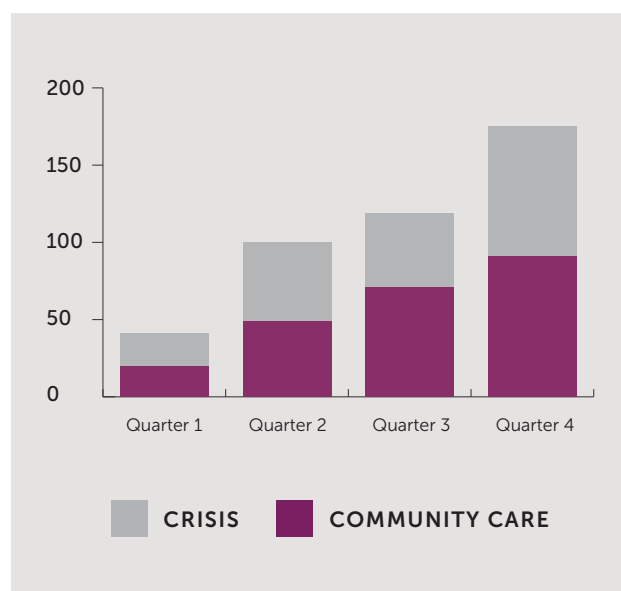
People coming to SPSO too early

We handled 137 premature enquiries, a rate of 18%. These are where people contacted us before asking the council to review their decision or where they had asked the council to review the decision but had not yet received a response. In the course of the year, we reminded councils that they should provide information that clearly signposts applicants to the council or to SPSO, as appropriate to the stage of the applicant's review.

We also gave advice to a further 294 applicants about how they should make an application to their council. Some of these applicants told us that they knowingly contacted us instead of the council because they had no phone credit to dial their council. As we have highlighted previously, we offer a Freephone number, something applicants evidently find useful. On these occasions we contacted the respective councils to ask if it was possible for them to make contact with the applicant. We also signposted a small number of people to other organisations including the Department of Work and Pensions (DWP), advice agencies or towards SPSO's process for dealing with complaints about SWF.

Review numbers

We determined 437 reviews over the year. The number of cases increased each quarter as shown below. Should this trend continue, we anticipate that the number of reviews determined in 2017–18 will exceed this year's total by some margin.



In 2015–16, tier 2 panels under the previous scheme determined 485 reviews. These panels remained in place for the first few weeks of 2016–17 for transitional cases where applications were made before 1 April. Taking this into account, the number of reviews we handled in 2016–17 is comparable.

Reconsideration of our decisions



We view
reconsideration
requests as a
learning tool



We test the quality of our decision-making through examining carefully all requests that are made to us for reconsideration. During 2016–17 we responded to 37 requests for reconsideration. This was 8% of our decisions. We changed the original decision in two of these and re-opened a further two cases in light of new information having been received.

We learn from review requests. In one case where the original decision was changed, we amended our approach for future cases involving ‘supplementary items’. This means that in cases where we decide that a cooker should be awarded, we also award pots and pans, where they have been applied for and when they meet the necessary priority level. This also applies to bedding when beds have been awarded. The rationale for this decision is that, despite these items being relatively inexpensive, without them the applicant is unable to effectively use the primary item they have been awarded.

There will be more information about our quality assurance process and about how we make service improvements in response to feedback from applicants, including from complaints about our service, in the SPSO 2016–17 annual report.

Councils' performance

Which councils we get reviews about

We received review requests from applicants in 28 out of 32 council areas and gave decisions to applicants in 25 areas. The numbers of cases determined are outlined below, broken down by council and type of grant. The numbers of reviews received varied substantially between councils and this is likely to be due to a range of factors including population size and demographic differences. We received most review requests from applicants in Glasgow, North Lanarkshire and South Lanarkshire: this is broadly consistent with previous years.

Authority	Community Care	Crisis	Total	Authority	Community Care	Crisis	Total
Aberdeen City Council	1	2	3	North Ayrshire Council	3	1	4
Aberdeenshire Council	4	11	15	North Lanarkshire Council	28	35	63
Dumfries & Galloway Council	9	3	12	Perth and Kinross Council	3	3	6
Dundee City Council	13	12	25	Renfrewshire Council	2	5	7
East Ayrshire Council	8	2	10	South Ayrshire Council	7	4	11
East Dunbartonshire Council	9	4	13	South Lanarkshire Council	26	16	42
East Lothian Council	0	1	1	Stirling Council	5	1	6
East Renfrewshire Council	2	2	4	The City of Edinburgh Council	6	12	18
Falkirk Council	2	1	3	The Highland Council	1	4	5
Fife Council	3	4	7	The Moray Council	0	1	1
Glasgow City Council	85	78	163	West Dunbartonshire Council	4	2	6
Inverclyde Council	4	0	4	West Lothian Council	2	2	4
Midlothian Council	3	1	4	Total	230	207	437

Performance

Cases where we change the council's decision are recorded as upheld. Uphold rates show how frequently we consider that a different decision should have been made and so are a key indicator of how councils are performing. The overall average uphold rate in 2016–17 was 32% for crisis grant reviews and 43% for community care grant reviews.

We have written to each council that received at least one decision from us, to advise them of their uphold rate, and how this compares to the overall average. The letters to individual councils are available on our website. Naturally, where numbers of SPSO reviews are very low, the comparison with the overall average is not particularly meaningful. However, recording the uphold rates helps us, councils and others to set a baseline for comparison in future years and to begin to identify trends.

What we found



We saw some very positive examples of councils carrying out detailed investigations as part of their decision-making



What we found when looking at reviews

We saw some very positive examples of councils carrying out detailed investigations as part of their decision-making, in particular where it was necessary to clarify or question the information the applicant had provided. We also saw good practice in communication, where the council explained very clearly in their letter how they arrived at their decision, including an account of the specific facts and circumstances that they considered.

We also identified a number of areas where we considered improvement could be made. Where we identify potential or actual failings, we record suggestions for improvements which we highlight directly to councils. As per our Statement of Practice, these can occur both in cases where we have changed the decision and where we consider that the original decision should stand. In the interests of transparency we include these in our decision letters to applicants.

Our most common finding related to councils' communication with applicants. In many cases, we concluded that there was insufficient detail in decision letters to enable the applicant to understand the decision. These largely involved decision letters not providing clear reasons for the decision, taking into account the specific circumstances of the case. This is a concern for SPSO in the interests of natural justice.

As a result of our findings, we highlighted to the Scottish Government that we do not consider that the statutory guidance is sufficiently clear on this point. In response, the Government told us they are currently considering how to address our concerns. We have not been given a timescale for this.

Overall, we recorded 408 findings. In cases where we identified more than one failing, multiple findings were recorded. We record our findings under different categories and one of these is where councils have not accurately followed the statutory guidance when making their decisions. We also record examples of available information not being taken into account as part of the decision-making process, for example where relevant evidence has been disregarded. If we assess that councils did not have sufficient information to make a robust decision, or they did not make reasonable enquiries to gather relevant evidence, we record this finding as 'insufficient information/ inquisitorial failure'.

We also highlight examples of incorrect information being relied upon and this includes errors with case recording. Where relevant information comes to light during our independent review process that was not known to the council, and that could not have reasonably been gathered, this is recorded as 'new information provided'.

The subjects and prevalence of each are shown below.

All findings 2016 – 2017		
Subject	%	Total
Communications issues – written	31%	126
Guidance not followed correctly	26%	106
Incorrect interpretation of information	20%	81
Insufficient information/inquisitorial failure	14%	57
Other	5%	19
Incorrect Information	2%	7
Communication issues – verbal	1%	6
New information provided	1%	6
Total	100%	408

Findings

Findings material to our decision

Where our findings cause us to disagree with the council's decision, we record these as being material to the decision. 173 of the 408 findings are in this category. These are broken down by subject below, followed by some examples.

Findings: material to decision		
Subject	%	Total
Incorrect interpretation of information	38%	65
Guidance not followed correctly	29%	50
Insufficient information/inquisitorial failure	25%	44
New information provided	3%	6
Other	2%	4
Incorrect Information	2%	3
Communication issues – verbal	1%	1
Total	100%	173

Examples of types of finding material to decision

Incorrect interpretation of information

- *The council assessed that exceptional pressure did not apply as they noted this normally relates to chronic illness – we disagreed with this generalisation*
- *The council did not take into account the fact that the applicant cares for his children overnight when assessing the priority of the application*
- *Insufficient weight was given to the applicant's history of domestic abuse and the effect of this on her life*

Guidance not followed correctly

- *The application was declined on the basis that the item had been awarded previously – we assessed that this was not in line with the guidance*
- *The council awarded a lesser amount for a crisis grant which only covered fuel costs on the basis that they had also referred the applicant to a food bank. We assessed that this contradicts the guidance*
- *The council declined the application on the basis of residency but did not consider Section 4.5 of the guidance which refers to someone with no fixed address as being resident in the authority to which they apply*

Insufficient information/inquisitorial failure

- *The council declined the application on eligibility due to the applicant not being resident in the area after checking DWP records. However, the applicant was still in temporary accommodation which was confirmed by staff there with a quick phone call*
- *The council did not consider whether the applicant met the 'exceptional pressure' qualifying criteria and focused on the 'homelessness criteria'*

New information provided

- *Letter from doctor confirmed that if the items were not awarded then the applicant needing to go into a care institution would be a logical consequence*
- *New information provided resulted in us assessing that the applicant met the exceptional pressure criteria*

Findings

Feedback

We also highlight issues that were not material to the decision but where we considered improvements could be made. These are highlighted below, broken down by subject type. Our most common finding that was not material to our decision concerned communication issues. Some examples of the communication issues we highlighted to councils are also noted below.

Feedback		
Subject	%	Total
Communication issues – written	54%	126
Guidance not followed correctly	24%	56
Incorrect interpretation of information	7%	16
Other	6%	15
Insufficient information / inquisitorial failure	6%	13
Communication issues – verbal	2%	5
Incorrect information	2%	4
Total	101%*	235

*Percentages do not total 100 due to rounding

Examples of feedback

- The original decision included a blank space where the reasons were expected to be input
- The decision letter only provided generic reasons for the decision indicating that the priority threshold was not met
- No reasons were provided for declining the application at the first tier stage
- No detailed reasons for the decision were provided other than mentioning that a maximum of three crisis grants are allowed in a 12 month period. There was no mention of exceptional circumstances or why the decision was made
- The crisis grant template letter was issued at first tier stage in error instead of a community care letter

Looking ahead



This is an exciting project, enabling us to work with councils to further analyse our findings to help identify recurrent topics where learning can be targeted.



Learning and improvement

An important part of our role is to encourage learning and improvement and share good practice. In 2016–17, SPSO set up a unit which aims to enhance the impact of our work by helping authorities, including councils, improve public services through learning from complaints. We have secured funding for 2017–18 for this unit to focus some resources on learning and improvement in relation to SWF decisions and reviews. This is an exciting project, enabling us to work with councils to further analyse our findings to help identify recurrent topics where learning can be focused.

Involving stakeholders

As a new service, raising awareness of our role was a priority during the first year. To help us achieve this, we spoke at a number of events including the Child Poverty Action Group Annual conference, the Scottish Independent Advocacy Alliance Annual Conference, the Welfare Rights Forum and three Scottish Government workshops. Additionally, we met with a number of advice organisations across Scotland and visited 14 SWF teams within councils.

As we highlight above, we set up two sounding boards (one for local authorities and one for the third sector) when we prepared for the role. The feedback they provided proved to be invaluable and so we continued the meetings of the sounding boards throughout the first year of the service and into 2017–18. The local authority sounding board enables us to share information about our processes, gather feedback and respond to queries. It has also revealed information about broader themes across SWF as we are conscious that we only see the ‘tip of the iceberg’ in terms of overall SWF applications. Our third sector sounding board has developed our understanding of the needs of specific groups who may access the fund including people with disabilities, refugees and individuals who have experienced domestic violence.

We look forward to continuing to work with our stakeholders to further improve our service in the years ahead.

Customer compliments

I cannot tell you how much this has helped me to start my life again and more importantly, have a safe and comfortable environment for my kids to be in. I also wanted to thank you for showing compassion and understanding with my case... Again, from the bottom of my heart, many, many thanks.

(applicant)

Customer compliments

Further thanks for your assistance. It has saved me a lot of hard days. Much respect and luck for the future.

(applicant)

Thank you for my review. I am really happy with this decision. You have been brand new to me and the only one who has listened to me and not ignored my situation.

(applicant)

That's great thanks. I just called to let my boss know and he is pleased that you have made this decision in case we come across this in the future. Thank you so much for your prompt help!

(representative from an advice agency)

Just to say thanks for all your help and also what you did for me, let's hope I don't have to use your service again.

(applicant)

You have taken the pressure off me and really helped me in my new tenancy. Thank you for all your work on my case – you have made my weekend.

(applicant)

I couldn't believe the level of detail in the decision and all the people you contacted to get information. I remember when the social fund system was in place and this experience was so much better. Great quality decision making! My client was delighted and it will make such a difference to him.

(representative from an advice agency)

Thank you for all your efforts in this case. I have advised the client about the outcome and she was very grateful.

(representative from an advice agency)

Very professional service. Thanks for everything.

(applicant)

I thank you for all you did for me and your hard work.

(applicant)



Grant fulfilment

Throughout the year, we determined a number of cases where it was necessary to consider how grants were fulfilled.



A council declined an application for a crisis grant as they did not consider that the applicant met the qualifying criteria. This decision was overturned at the first tier review stage and the council awarded a £20 fuel voucher for power. They also advised the applicant to use a food bank. We disagreed with this approach and awarded a higher amount, taking into account the £20 that had already been paid. This is in line with the statutory guidance which states that councils should not use food banks as a substitute for paying a crisis grant if the application is successful.



An applicant submitted an independent review after being awarded a fridge freezer which she considered did not meet her needs. The applicant suffered from chronic health problems, the symptoms of which fluctuated day to day. On days when she was feeling well, she was able to batch-cook meals for herself and her 12-year-old son. This meant that on days when her symptoms were more severe, she or her son were able to defrost and reheat these pre-prepared meals in the microwave.

Having assessed the capacity of the freezer compartment, we considered that it would not allow the applicant to store sufficient pre-prepared meals to meet her family's needs. We therefore upheld her review request and awarded a fridge freezer with increased capacity.



A representative applied for a crisis grant on behalf of an applicant whose husband and seven children had recently joined her in Scotland from overseas. As such, the applicant's only household income was Job Seeker's Allowance as her child tax credits and child benefit were not yet in payment. The council awarded £936.60 to cover a period of 14 days and awarded a further payment of the same amount at first tier review.

The representative asked us to independently review the decision, stating that the amount awarded was not enough to cover the applicant's living expenses. We did not uphold the review request, on the basis that the council had calculated the award appropriately in line with the guidance. The council had also awarded an additional payment at first tier review.

Issues or delays with benefits



An applicant had applied for a crisis grant after separating from his partner and being held by the police for several days. When he returned to the property there was no money, gas or electricity and he was not due to receive his payment of Universal Credit for another five days. The council declined the application on the basis that he had received a short-term benefit advance a month previously and had a few tins of food available, therefore they considered that he was not in crisis. We disagreed and upheld the review request, awarding a payment for five days which totalled £31.33.



An applicant applied for a crisis grant for living expenses after his benefits were sanctioned. The applicant was in receipt of hardship payments and he had enough food and electricity to last him for at least three days. The council made reference to not being able to undermine a DWP sanction. We assessed that this reference was incorrect as it is not included in the current statutory guidance. Overall, they assessed that the applicant did not meet the qualifying criteria as he was not in a circumstance of pressing need that required immediate action and there was no risk to his health and safety. We agreed with the council's assessment that the applicant did not meet the qualifying criteria and did not uphold the review request.



An applicant applied for a crisis grant as he had recently started a new job but had missed the payroll deadline. This meant that he was not due to receive his first wage until several weeks later, and his employer was unable to provide an advance on his wages. The council declined the application as they considered that it was medium priority, and they were only awarding awards at high priority at the time they made their decision. We disagreed with the council that Mr C's application was medium priority. We placed particular weight on the length of time until his first wage and the impact that it could have on his ability to sustain his new job. We concluded that the application was high priority and instructed the council to award a crisis grant for the 34 day period until he was due to receive his first wage.



Issues or delays with benefits

An applicant had just started work after a period of unemployment and had only received a partial wage due to the date he started his new job. We assessed that although he had not received a full month's wages, he had still been paid a considerable amount more than the equivalent level of means tested benefit. We assessed that he could not be considered to be on a low income. Additionally, his bank statement showed that he had £50 savings at the time of his application which was subsequently transferred out of the account. We concluded that the applicant did not meet the criteria to be awarded a crisis grant.



Exclusions

An applicant from a rural area had applied for living expenses, including £200 for a minimum delivery of oil. He had recently lost his job, suffered a relationship breakdown and was also awaiting his first payment of Universal Credit. The council awarded him 14 days' living expenses plus an additional £6 for electricity, but refused his application for oil as they said it was an on-going need and therefore excluded under Annex A of the SWF Statutory Guidance.

We considered that his requirement for oil was a one-off need and therefore not excluded as per the council's assessment. We also assessed that a 28-day award for living expenses was appropriate as per section 7.9 of the guidance and awarded an additional amount to take account of this.



An applicant had applied for a sleep monitor and a replacement fuse box. The council refused the items as they considered them to be excluded items under Annex A of the SWF Statutory Guidance. They assessed that the sleep monitor was a medical item and that the replacement fuse box was an on-going expense as the applicant was a homeowner and should be responsible for maintenance and repairs on an on-going basis.

We took into account the circumstances of the case including the noted vulnerabilities and disagreed with the council's assessment that they were excluded items. However, we did not uphold the applicant's review request on the basis that they did not meet the priority level in place based on the evidence available.



Exclusions

An applicant applied to the council for an orthopaedic mattress, electric shower and lever taps for her kitchen and bathroom. The council awarded a mattress but did not award the other items, stating that they were excluded as they were repairs to private property. The shower unit was still functional, but the electric shower itself was faulty. This meant the elderly applicant, who suffered from incontinence, arthritis and mental health problems, had to wash herself at the sink.

We disagreed that replacing an electric shower was a substantial improvement to private property and instructed the council to make an award. We did not consider that the lever taps met the necessary priority level so did not award these.



An applicant applied to the council for a community care grant to pay for repairs to guttering at his privately owned property. The council assessed that the item was excluded as a substantial repair.

We disagreed with this assessment as, having investigated further, the cost of the repair was less than £100. However, we assessed that the applicant did not meet the qualifying criteria and as such, did not uphold the review request.



Repeat applications for the same items

An applicant applied to the council for flooring, beds and mattresses after moving to a new property. The council rejected the application on the basis that she had been awarded money for beds and mattresses on two previous occasions. We asked the applicant why there was a further need for the same items in quick succession. She explained that the beds were damaged and that there was a need to leave some items behind in a previous property.

We determined that while it may initially appear unreasonable to award similar items on three occasions within 12 months, the full circumstances were not taken into account. We also considered that the guidance only sets out restrictions around repeat applications for the same goods and services within 28 days where there has been no relevant change in circumstances. In this case, we assessed that this restriction did not apply and awarded one bed and mattress, but declined the other items on the basis of priority.



An applicant applied for carpets for a new property as she had left her previous tenancy following an assault. She was refused carpets as the council stated they normally only award this item once and she had received carpets previously.

In this case we considered that a rule of thumb had been applied and the applicant's circumstances, which were very serious, had not been considered. We upheld the review request and awarded carpets on this basis.





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To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: Non-Domestic Rates: Accounts for write off

1. Summary

1.1 In accordance with Financial Regulation 3.5.10 a report regarding the write-off for sums over £10,000 due must be submitted to the Finance, Resources and Customer Services Policy Board.

1.2 The debt recovery process involves extensive effort by the Council and its collection agents to locate the debtor and recover the debt. During this process a stage can be reached when it is recognised that the recovery of the sums is no longer viable and it is prudent to write-off the recovery of the outstanding liability.

1.3 The Council has already pursued each of the debts summarised on the attached Appendix through its follow up cycle and it is considered prudent to write-off the outstanding balance.

1.4 The approval for the write-off will enable the Council to prudently reflect within the financial accounts an accurate representation of the collectable debt. The Council continues to monitor the accounts and, where the circumstances of the debtor alter, will instigate further recovery action as appropriate. The level of write-off will be contained within the Council's bad debt provision.

1.5 An analysis of the debt proposed for write-off highlighting the reason why collection is deemed irrecoverable is shown in table 1 below:

Table 1

Non Domestic Rates		
Reason	No. Accounts	Amount
Dissolved	6	£345,657.77
Liquidated	5	£204,267.63
Sequestrated	1	£10,248.27
Trust Deed	1	£18,073.87
Total	13	£578,247.54

Recommendations

2.1 The Board is asked to authorise the write-off of £578,247.54 as detailed above.

2. Background

Not Applicable.

Implications of the Report

1. **Financial** - There has been adequate provision made for these bad debts.
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.

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) None

Author: Emma Shields/Ext 6880

Appendix

Name	Reason	Year	Amount
Culzean Ventures Ltd	Dissolved	2013	£94,230.45
Culzean Ventures Ltd	Dissolved	2014	£98,617.20
Culzean Ventures Ltd	Dissolved	2015	£78,820.19
			£271,667.84
JPK (Scotland) Ltd	Dissolved	2015	£12,496.72
JPK (Scotland) Ltd	Dissolved	2016	£7,257.51
			£19,754.23
Linarb Ltd	Dissolved	2014	£3,107.88
Linarb Ltd	Dissolved	2015	£7,656.00
Linarb Ltd	Dissolved	2016	£3,470.55
			£14,234.43

Appendix

Name	Reason	Year	Amount
Outdoor Franchise (Renfrew) Ltd	Dissolved	2015	£12,392.85
Outdoor Franchise (Renfrew) Ltd	Dissolved	2016	£5,032.27
			£17,425.12
Streety 110 Ltd	Dissolved	2014	£4,784.26
Streety 110 Ltd	Dissolved	2015	£7,452.59
			£12,236.85
Sleek Enterprises Ltd	Dissolved	2013	£10,339.30
			£10,339.30
Baru Limited	Liquidated	2013	£7,020.25
Baru Limited	Liquidated	2014	£2,652.41
Baru Limited	Liquidated	2015	£7,651.09

Appendix

Name	Reason	Year	Amount
Baru Limited	Liquidated	2016	£516.10
			£17,839.85
Black Cat Trading Co Scotland Ltd	Liquidated	2013	£6,237.00
Black Cat Trading Co Scotland Ltd	Liquidated	2014	£6,358.50
Black Cat Trading Co Scotland Ltd	Liquidated	2015	£1,986.49
			£14,581.99
Isim Ltd	Liquidated	2015	£16,316.42
			£16,316.42
Scented Scotland Ltd	Liquidated	2015	£62,835.67
Scented Scotland Ltd	Liquidated	2016	£69,290.14
			£132,125.81

Appendix

Name	Reason	Year	Amount
Weans World (Johnstone)Ltd	Liquidated	2013	£4,134.18
Weans World (Johnstone)Ltd	Liquidated	2014	£2,787.69
Weans World (Johnstone)Ltd	Liquidated	2015	£10,164.00
Weans World (Johnstone)Ltd	Liquidated	2016	£6,317.69
			£23,403.56
Sole Trader	Sequestrated	2014	£6,994.35
Sole Trader	Sequestrated	2015	£3,253.92
			£10,248.27
Sole Trader	Trust Deed	2014	£3,309.42
Sole Trader	Trust Deed	2015	£10,126.00
Sole Trader	Trust Deed	2016	£4,638.45

Appendix

Name	Reason	Year	Amount
			£18,073.87
			£578,247.54



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: Housing Benefit Overpayments: Accounts for write off

1. Summary

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

Table 1

Housing Benefit Overpayments		
REASON	NO. OF ACCOUNTS	VALUE
Unrecoverable – Local Authority Error	1	£11,149.60
Total		£11,149.60

2. Recommendations

2.1 The Board is asked to authorise the write-off of £11,149.60 as detailed above.

3. Background

Not Applicable.

Implications of the Report

1. **Financial** - There has been adequate provision made for these bad debts.
2. **HR & Organisational Development** – None
3. **Community Planning** – None
4. **Legal** – None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** -

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.

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) None

Author: Emma Shields/Ext 6880

Finance, Resources and Customer Services Policy Board – Housing Benefit Overpayments for Write Off

Appendix

Liable Party	Period of Overpayment	Reason	Amount
Person 1	05/11/2007 to 06/03/2011	Unrecoverable – Local Authority Error	£11,149.60
TOTAL			£11,149.00



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: Sundry Debtors: Accounts for write-off

1. Summary

1.1 In accordance with Financial Regulation 3.5.10 a report regarding the write-off for sums over £10,000 due must be submitted to the Finance, Resources and Customer Services Policy Board.

1.2 The debt recovery process involves extensive effort by the Council and its collection agents to locate the debtor and recover the debt. During this process a stage can be reached when it is recognised that the recovery of the sums is no longer viable and it is prudent to write-off the recovery of the outstanding liability.

1.3 The Council has already pursued each of the debts summarised on the attached Appendix through its follow up cycle and it is considered prudent to write-off the outstanding balance.

1.4 The approval for the write-off will enable the Council to prudently reflect within the financial accounts an accurate representation of the collectable debt. The Council continues to monitor the accounts and, where the circumstances of the debtor alter, will instigate further recovery action as appropriate. The level of write-off will be contained within the Council's bad debt provision.

1.5 An analysis of the debt proposed for write-off highlighting the reason why collection is deemed irrecoverable is shown in table 1 below:

Table 1

Sundry Debtors			
Service	Reason	No. Accounts	Amount
Planning & Transport	Sequestered	1	£32,295.94
Social Work	Deceased/Prescribed	1	£15,939.93
Total		2	£48,235.87

2. Recommendations

2.1 The Board is asked to authorise the write-off of £48,235.87 as detailed above.

3. Background

Not Applicable.

Implications of the Report

1. **Financial** - There has been adequate provision made for these bad debts.
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.

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) None
-

Author: Emma Shields/Ext 6880

Appendix

Service	Charge	Write Off Reason	Amount
Planning & Transport	Demolitions Works	Sequestrated	£32,295.94
Social Work	Care	Deceased/Prescribed	£15,939.93
TOTAL			£48,235.87



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Chief Executive

Heading: Better Council Change Programme Update

1. Summary

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

2. Recommendations

- 2.1 It is recommended that members note:
- the contents of this report; and
 - the work ongoing to identify further opportunities for transformation across the Council
-

3. Background

- 3.1 Since 2011/12, the Council has managed a total of £117 million of savings and otherwise avoidable cost pressures. The Better Council Change Programme has been important element of the Council's approach to transformation and supporting longer term financial sustainability.
- 3.2 Since 2014/15, the Better Council Change Programme (BCCP) has been developed on a rolling two-year basis, with phase 1 targeting savings for the period 2015 to 2017 and phase 2 for 2016 to 2018. Phase 1 projects will have delivered annual recurring savings of £15.1m against an original target of £14.4m by the end of 2016/17. Phase 2 projects are targeting annual recurring savings of £5.5m by the end of 2017/18.

- 3.3 In the Revenue Budget and Council Tax 2017/18 report presented to full Council on 16 February 2017, elected members were asked to note annual future savings requirements of potentially up to £27m per annum for the Council. The importance of the Council continuing to proactively progress financial planning work in the context of the medium-term outlook through the Better Council Change Programme and to prepare for what is anticipated to potentially be the most financially challenging and uncertain period ever for the Council was highlighted within the report.
- 3.4 Regular update reports on the Better Council Change Programme have been provided to date through the Leadership Board. With changes to policy board remits agreed by full Council in May 2017, regular updates on the programme going forward will now be provided to the Finance, Customer Service and Resources Board.
- 3.5 This report provides an update on the two main projects which comprise Phase 2 of the Programme, and on proposals relating to the development of Phase 3.

4. Update on current live projects

Online Customer Access Project

- 4.1 A significant component of the BCCP is the development and implementation of the on-line Customer portal. The portal facility is maintaining and enhancing the delivery of services provided to customers through the introduction of transactional online customer access channels. This is focused primarily upon those services which create high volume customer contact, in order to maximise the benefits to the public whilst supporting the delivery of future efficiency savings.
- 4.2 The MyAccount customer portal was launched on 10th March 2016 with the Council Tax module. Customers can now access online services related to Council Tax and Housing Benefit including viewing their council tax account details (balance, payments, instalments, adjustments and household details), applying for housing benefit (including uploading supporting evidence) and advising us of changes to their circumstances. Online payments service and the Housing Rent module was launched in the winter of 2016. Work is progressing to implement modules to support key tasks in Community Resources relating to roads and lighting fault reporting; special uplifts; missed bins and Streetscene activities (e.g. reports of dog fouling, graffiti etc). Customer numbers have steadily grown since the portal launch in March 2016 and there are now close to 24,000 active users with an average of around 1,600 users online each week.

Enterprise Resource Planning / Business World

- 4.3 The ERP (Enterprise Resource Planning) project will replace the Council's existing Finance, HR, Payroll and Procurement systems with a single, on-line, fully integrated software application which will:
- Significantly improve efficiency across the Council's financial, HR, Payroll and Procurement processes and deliver associated financial savings;
 - improve the availability and accuracy of the budgetary, staffing and service information available to support managers plan and run their service more efficiently and effectively;

- allow managers and staff to self-serve across a range of processes such as expense claims, booking leave, receiving payslips, updating personal information, producing budget and staffing reports etc;
 - allow staff and managers more flexible access to information and services wherever they are via different devices (laptop, tablet, smart phone) and,
 - improve service resilience and reduce risk of major systems failure.
- 4.4 Implementation of the chosen ERP solution (“Business World” from Unit 4) commenced in July 2017 and is being undertaken by a joint staff team from the Council and Agilisys, the Council’s chosen implementation partner. Implementation is being targeted across the organisation by end 2017.
- 4.5 A key area of activity relates to user acceptance testing, which is a critical phase for any new system implementation, in order to ensure the system will meet the requirements of key business areas and services.
- 4.6 The project team are also currently working with dedicated “change champions” to develop tailored training for staff which will support effective implementation.

5. Further developments

- 5.1 Previous financial updates to members have outlined a continuation of the period of financial uncertainty for the Council over the medium term and a potential budget saving requirement of up to £27 million per annum over the next two-year period.
- 5.2 The Corporate Management Team have since March been developing further change initiatives to support the delivery of savings and efficiencies. A number of these initiatives are linked to existing programmes of change and will allow the organisation to realise further savings through further transformational activity. For example:
- the implementation of ERP and the Customer Account provide opportunities to move towards paperless activities wherever possible and to ensure that end to end processes and systems are streamlined and automated wherever possible. Further development of My Account will support the Council in ensuring that it meets the needs of customers through the most appropriate channel for their needs, with reduced duplication across services and a better more streamlined end to end process for the customer. Aligned to the implementation of these key technology changes is the development of advanced automation processes which will support increased efficiencies across key business processes and support the efficient transfer of information between key systems. It is expected that across ERP, customer portal development and advances in automation technology savings of approximately £1.5 million will be released over the next 24 months.
 - Further opportunities for improvement and savings have been identified through the ongoing energy efficiency improvement programme that will aim to reduce energy consumption and carbon emissions, whilst reducing spend on energy. This will be delivered through the targeted use of photovoltaic panel on appropriate properties, installation of biomass boilers and the commencement of the targeted installation of LED lighting technology within suitable buildings across the Council’s estate. It is estimated that ongoing programmes will support the release of a further £0.2 million of efficiencies between now and the end of 2017/18.

6. Workforce planning

- 6.1 Renfrewshire Council has a highly diverse workforce which has undergone significant change in recent years in order to respond to the pace and depth of transformational change across both the organisation and the public sector.
- 6.2 In order to support the next phase of change through phase 3 of the Better Council Change Programme, a number of changes to the way the workforce is managed and organised will need to be supported by effective workforce planning and employee development initiatives outlined in the Organisational Development (OD) Strategy.
- 6.3 A workforce plan for the organisation has now been developed to drive this agenda, and is subject to a separate report to this policy board meeting. The Council Workforce Plan is strategically aligned to the Council Plan and Better Council Change Programme (BCCP) and captures the workforce implications of the Council's ongoing process of transformation. The plan highlights the challenges and opportunities that exist for the organisation and sets out the key workforce planning actions required in the coming years. The workforce plan is structured around 5 high level themes:
- A Modernised and Flexible Workforce;
 - A Developing Workforce;
 - A Resilient Workforce;
 - A Skilled Workforce; and
 - A Partnering Workforce.
- 6.4 Key workforce planning priorities in support of these strategic themes are being actively taken forward. Service level workforce plans have been prepared, with key actions being embedded and implemented through service improvement plans. Workforce planning is by its nature iterative and therefore the Council Workforce Plan will continue to evolve to match the objectives and aspirations of the organisation. This equally applies to each service's Workforce Plan. Regular consultation with trade unions regarding workforce planning activities will continue to be undertaken.

Implications of the Report

1. **Financial** – The report sets out the savings achieved through the BCC programme and those expected to be delivered of coming months. Savings arising from the programme will be appropriately reflected in future year budgets.
2. **HR & Organisational Development** – *none*
3. **Community Planning** – *none*
 - Children and Young People** – *none*
 - Community Care, Health & Well-being** - *none*
 - Empowering our Communities** - *none*
 - Greener** - *none*
 - Jobs and the Economy** - *none*
 - Safer and Stronger** - *none*
4. **Legal** – *none*
5. **Property/Assets** - *none*
6. **Information Technology** - *none*
7. **Equality & Human Rights** - *The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.*
8. **Health & Safety** – *n/a*
9. **Procurement** - *None.*
10. **Risk** – *n/a*
11. **Privacy Impact** - *None.*
12. **Cosla Policy position** – *None*

List of Background Papers

None

Author: Laura McIntyre, Strategic Planning and Policy Development Manager



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance and Resources

Heading: Council Workforce Plan 2017-2020

1. Summary

- 1.1 The purpose of this report is to provide the Finance, Resources and Customer Services Policy Board with the new Council Workforce Plan 2017- 2020 for approval.
- 1.2 The Council Workforce Plan 2017- 2020, action plan and associated appendices are attached to this report.
-

2. Recommendations

- 2.1 To approve the implementation of the Council Workforce Plan 2017 - 2020.
-

3. Background to the Council Workforce Plan

- 3.1 The Council has undergone significant transformation in recent years and continues to adapt to immediate and long-term financial and national policy challenges. In response to the challenges ahead, the Council Workforce Plan 2017 - 2020 has been developed to ensure that our workforce is supported, equipped with the right knowledge and skills and capable to deliver on the Council's future workforce priorities.

3.2 The Council Workforce Plan builds on the successes of previous Council workforce plans implemented from 2009 to present. It provides a strategic link to the Council Plan, Better Council Change Programme (BCCP), Development Strategy 2016-2019 and Service Improvement Plans and considers Audit Scotland's Best Value Audit criteria.

3.3 The adopted workforce planning approach by the Council is a recognised 6 step integrated workforce planning methodology. This is a workforce planning model which enables the Council to take a consistent analysis of the workforce across all job groups and services. This methodology ensures that decisions made around the design of services and the development of the future workforce are sustainable, realistic and fully support the delivery of high quality service delivery. The table below outlines the 6 step workforce planning approach.

Key Stages in Workforce Planning Approach	
STEP 1	Define the key objectives of the plan.
STEP 2	Identify the drivers and demand on the service.
STEP 3	Examine workforce availability and challenges.
STEP 4	Determine the workforce priorities.
STEP 5	Provide a detailed action plan.
STEP 6	Detail future monitoring and review requirements.

3.4 Through engagement with services and trade unions it emerged that workforce planning priorities can be summarised under the 5 key themes below.

- A Modernised and Flexible Workforce;
- A Developing Workforce;
- A Resilient Workforce;
- A Skilled Workforce; and
- A Partnering Workforce.

3.5 These themes feature within the Council Workforce Plan, along with key actions to address the current and future workforce requirements, challenges and opportunities for improvement. The key actions under each theme are detailed in section 6 of this report.

4. **Council Drivers and Demand**

- 4.1 The Council Workforce Plan highlights the impact of a number of national legislative, policy, social, digital and financial challenges and drivers currently impacting on the Council's workforce.
- 4.2 For example, over 26% of the population of Renfrewshire (46,442 people) are in the top 20% most deprived data zones in Scotland. This influences demands on a wide range of services, with those in the most deprived areas more likely to use Council services.
- 4.3 Demographics and population changes will inevitably impact on future service demand and consequently the future demands on our workforce, with more people, particularly older people, living with multiple long-term conditions. The age group that is projected to increase the most in size in Renfrewshire over the coming years is the 75+ age group. This will require the Council to dedicate an increasing proportion of its budget and support, through integration joint boards, to adult social care.
- 4.4 Free provision of early learning and child care provision is set to increase from the current level of 600 hours to 1140 hours per year by 2020. This will require a 90% increase in the availability of early learning and child care hours, therefore impacting on the numbers of qualified employees required. It is projected that the Council will need to increase early years' employees by 50% over the next 3 to 4 years.
- 4.5 The Scottish Attainment Challenge aims to achieve equity in educational outcomes. This has resulted in the Council securing an additional £3 million per year to recruit additional employees to support this key priority. In addition, there are proposals for the future review of education governance. These proposals, which have still to be fully clarified, may fundamentally change the role the Council has and the skill set required in delivering educational services.
- 4.6 Through welfare reform, the Council will gradually lose elements of housing benefit processing over the coming years as Universal Credit is rolled out. This will require the Council to look at the current service delivery model due to a forecasted growth in areas such as Advice Services, Rent Collection and Debt Advice.

4.7 The digital drivers and the opportunities that digital technology can offer in transforming the outcomes and experiences of our service users, as well as, improving the quality of Council information and workforce deployment will be progressed. The Council's Digital Strategy 2016-2019 sets out a vision and approach to tackling digital challenges to ensure that everybody, in the community and workforce, has the opportunity to reach their digital potential.

4.8 The nature of the Council's medium-term financial outlook means that the Council needs to continue to adopt strategic and sustainable plans linked to investment in priority outcomes and must be aligned to the resources and skills available to the Council.

5. **Key Workforce Challenges**

5.1 The Council Workforce Plan will support the workforce in adapting to transformational change to ensure that our workforce is supported, equipped and capable to deliver on the future challenges and priorities of the Council.

5.2 With an estimated future requirement of an annual saving of around £20 million per annum over the medium term, it is inevitable, in this financial context, that the Council will consider alternative ways of delivering services. Workforce planning will support service design in line with the Better Council Change programme to deploy the workforce effectively and consider and implement alternative ways of working.

5.3 To deliver the Council priorities and the services of the future, this will require a significant investment in identifying the skills required and in developing our workforce to be able to deliver on the challenges ahead. This will require a skills audit across council services and the investment in learning and development of all employees, supported by existing and revised HR policies. This will include a fair and consistent approach to supporting performance, development and review.

5.3 The Council has a diverse, capable and experienced workforce, however the workforce is ageing. This could pose a risk to service delivery over the next 5 to 10 years unless contingency plans are implemented, such as, a strategic approach to succession planning.

5.4 The age profile of the Council workforce shows that 37% of our workforce is over 50 years old. The largest age band falls between 51 and 55 years of age (18%) with significant numbers also falling into the 46-50 (16%) and 56 to 60 (12%) age bands. The profile also shows that only 5% of the workforce are under 25 years old.

- 5.5 The removal of a statutory retirement age means that it is difficult to predict with any certainty, how many of staff could choose to retire over the next 5 to 10 years. In this context, a review of our flexible retirement arrangements could assist employees in balancing life and work commitments by reducing their hours and transitioning into retirement. This aligned with succession planning, will ensure capacity is maintained, whilst skills and knowledge are transferred to strengthen workforce resilience. Strategies in retaining, attracting and engaging younger employees should also be considered and implemented through workforce planning.
- 5.6 Some areas of the Council are experiencing a higher than average rate of turnover, where key skills are lost and certain groups of employees are difficult to recruit. To improve workforce resilience, engage employees and retain the skilled employees we have, it is important to build the brand identity of Renfrewshire Council in promoting the excellent benefits of working here. This will highlight the career opportunities and progression routes available. It will also be important to streamline, improve and modernise the recruitment process, resulting in a positive experience for prospective employees, candidates and recruiting managers.
- 5.7 Our pay and grading model for Local Government employees was implemented in 2006 and is currently being reviewed with a view to future proofing the council from discrimination claims and integrating the Scottish Local Government Living Wage removing the need for supplements to hourly rates. This will strengthen employee engagement, retention and attract the best quality candidates to work for the Council.
- 5.8 Further partnership working across the Council, its joint bodies and external partners will be important in delivering the Council priorities of the future. Continued integration of services which support the HSCP strategic objectives by closer working between both sets of workforces will be important in reducing perceived inequalities between NHS and Local Authority employees.
- 5.9 Existing networks should be further developed and new networks explored with a view to sharing knowledge, skills, experience and resource to achieve common goals across other organisations, such as, Local authorities, local colleges/universities and the third sector.
- 5.9 Communication and engagement with our key stakeholders, particularly our trade unions and employees, will be essential in promoting a healthy working environment for employees. A collaborative approach

to addressing future workforce challenges whilst meeting the Council's strategic objectives will result in positive outcomes being achieved for the workforce and the Council's service users.

6.0 **Workforce Planning Priorities**

6.1 To deliver the outcomes of the Council Workforce Plan, workforce planning priorities under each of the key themes are identified below. Engagement and consultation with our trade unions has taken place throughout the development of the Council Workforce Plan and will continue as actions are implemented.

A Modernised and Flexible Workforce

- Ensure workforce planning is embedded in Service Improvement Plans and aligned to the Council Workforce Plan.
- Review employment contracts within service areas that are experiencing difficulties to ensure employees are deployed most effectively.
- Support service re-designs in line with the Better Council Change Programme.
- Revise and develop HR & OD policies, frameworks and arrangements to support new ways of working.
- Implement a revised Pay and Grading model for Local Government Employees to strengthen equality, remove overlaps in pay grades, reduce increments and re-establish clear differentials between pay grades.
- Review and implement a revised Terms and Conditions package for Local Government Employees.

6.2 **A Developing Workforce**

- Deliver People Development and Leadership programmes – Leaders of the Future and ASPIRE.
- Review the current Learning and Development Strategy.
- Support on-the-job and specialist skills development.
- Implement a fair and consistent Performance, Development and Review system.
- Implement a talent planning approach across the Council for all employees.
- Develop a Coaching Programme.

6.3 **A Resilient Workforce**

- Implement an employee engagement and communication strategy.
- Build our employer brand identity in engaging, retaining and attracting employees.

- Develop and implement a succession planning approach.
- Develop an approach to career pathways.
- Review and implement a revised Supporting Attendance policy.
- Implement positive health, safety and wellbeing initiatives across the Council.

6.4 **A Skilled Workforce**

- Develop a skills audit model to identify a Council-wide skills gap analysis.
- Review all people development solutions currently on offer across services.
- Comply with the Public Sector Equality Duty to eradicate any disparity of access to learning and development for protected groups.

6.5 **A Partnering Workforce**

- Continue to foster and develop working relationships with strategic national partners and our community planning partners.
- Build on and enhance our strong working relationships with our health partners.
- Identify opportunities to work in partnership with neighbouring authorities and third sector organisations.
- Continue to engage and consult with our trade unions on all employment related matters.

7.0 **Implementation, Monitoring and Review**

7.1 It is recognised that successful workforce planning is an active, ongoing dynamic process that must be monitored and adjusted where necessary. The Council will continually monitor the various strategies and actions identified in this plan to account for any internal or external developments.

7.2 It will be important to be able to evaluate the success of any initiatives by gathering meaningful data on employee and manager expectations, before, during and following the implementation of any workforce planning and organisational development strategies.

7.3 The Council Workforce Plan has been endorsed by the Corporate Management Team (CMT). Progress on the implementation of the Council Workforce Plan will be reported to the Finance, Resources and Customer Services Policy Board on an annual basis. Implementation of the Council Workforce Plan will be led and monitored by the Strategic OD and Workforce Planning Board.

Implications of the Report

1. **Financial** – The aim of the Council Workforce Plan is to support the Better Council Change Programme and modernise our ways of working and develop our employees to deliver better services to the people of Renfrewshire, whilst supporting the Council's long term financial sustainability.
2. **HR & Organisational Development** – The Council Workforce Plan 2017-2020 details a range of actions to be implemented to be supported by HR and OD.
3. **Community Planning** –
 - Children and Young People** – The Council Workforce Plan will assist the Council in providing increased free early learning and child care provision from the current level by supporting the increase in the numbers of qualified employees required.
 - Community Care, Health & Well-being** - The Council Workforce Plan will assist the Council by supporting Services to ensure they can be accessed by all.
 - Empowering our Communities** - The Council Workforce Plan will assist the Council to ensure we support communities to engage and participate effectively, for example, making it simpler for communities to request and manage public sector land and buildings, by planning the workforce to support this.
 - Greener** – The Council Workforce Plan will assist the Council in reducing waste and inefficiencies by working smarter.
 - Jobs and the Economy** - The Council Workforce Plan will assist the Council in providing and promoting opportunities for job placements through partnership working, traineeships and supporting career routes.
 - Safer and Stronger** – The Council Workforce Plan will assist the Council by ensuring partnerships remain strong across all sectors and that the council works effectively with community partners to enhance relations between different groups and communities in Renfrewshire.
4. **Legal** – Legislative drivers on the Council are highlighted in the Council Workforce Plan. Legislation may be implemented in future that will impact on the Council, services and the workforce.

5. **Property/Assets** – N/A
6. **Information Technology** – Some of the priorities in the Council Workforce Plan 2017- 2020 will require support from ICT.
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 Council's commitment to Health, Safety and Well-Being of employees is outlined in the Council Workforce Plan.
9. **Procurement** – N/A
10. **Risk** – Where comprehensive Service workforce plans are not implemented and progressed the Council risks losing capacity and skills in key areas. The Council-wide workforce plan supports the Council to manage workforce changes effectively and ensure that it has the right number of staff with appropriate skills and experience throughout the organisation. This is particularly important given the scale of the financial challenges and policy and legislative changes to be faced by the Council both now and in the future.
11. **Privacy Impact** – N/A
12. **Cosla Policy Position** – N/A

List of Background Papers

Council Workforce Plan 2017- 2020
Appendix 1 – National Drivers on Workforce Demand and Availability
Appendix 2 – Workforce Availability
Appendix 3 – Council Workforce Plan – Action Plan 2017-2020

Author: Alan Russell, Director of Finance and Resources

Renfrewshire Council Workforce Plan 2017–2020



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Dissemination Arrangements;

- To Corporate Management Team
- To Finance, Resources and Customer Services Policy Board
- To Trade Unions
- Via Renfo and Public Site

Document Title:	Renfrewshire Council Workforce Plan 2017-2020		
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Chief Executive Foreword

Our workforce is at the heart of the services we deliver across Renfrewshire and it is their skills, performance and commitment that determines how well we meet the needs and aspirations of Renfrewshire's communities and how we will achieve the priorities of the Council Plan.

As we modernise and re-design our services in order to meet our commitments, our workforce may be required to change what they do, to work in new and different ways, and to work to further strengthen our partnership working arrangements.

This Council Workforce Plan sets out how we intend to support our employees and deliver on the workforce priorities during the transformational change and reform programmes already underway. It sets out the current drivers and demands on our services and workforce, and details the actions we will take to anticipate future workforce needs based on legislative requirements, changes in demographics and the impact of ongoing changes to service provision. It has been developed through consultation with our recognised trade unions and internal stakeholders.

Our vision is to have a healthy organisational culture, where effective leadership is demonstrated and results in a sustainable and capable workforce. We already have a wide range of knowledge, experience, skills and talents across our workforce and we are committed to strengthening the development of all employees and in supporting their resilience and readiness to deliver high quality services to our community, now and in the future.



Sandra Black
Chief Executive

Executive Summary

The Council's workforce is highly diverse and extremely complex, reflecting the range and type of services which the organisation delivers. The workforce has undergone significant transformation in recent years and continues to positively adapt within reducing budgets. Whilst it has reduced significantly in size, our workforce continues to deliver high quality and improving services to the people of Renfrewshire.

This Council Workforce Plan is strategically aligned to the Council Plan and Better Council Change Programme (BCCP). It captures the workforce implications of the Council's ongoing process of transformation and the challenges and opportunities that exist and sets out the key workforce planning actions required in the coming years.

Each service in the Council has developed its own Service Improvement Plan (SIP) with a three year future focus. The plans are characterised by an aspiration to transform services positively for the benefit of the people of Renfrewshire and most services are well advanced on this journey.

To enable and support this level of transformation, a number of changes to the way the workforce is managed and organised will need to be supported by workforce planning and employee development initiatives outlined in our Organisational Development (OD) Strategy. Developing a vision of the workforce of the future and dealing with actual or perceived gaps in capacity and capability will require the Council's OD Strategy to be implemented accordingly in the context of both the Council's future financial landscape and the objectives of the BCCP. It is also necessary to analyse the existing workforce in quantitative and qualitative terms, in relation to its capability and capacity to deliver on the medium and longer term objectives of Council Plan, BCCP and the SIPs.

The Council Workforce Plan aims to address future workforce challenges and opportunities which have been derived from five strategic themes that emerged from workforce plans produced across the Council's services. The themes are:

- A Modernised and Flexible Workforce;
- A Developing Workforce;
- A Resilient Workforce;
- A Skilled Workforce; and
- A Partnering Workforce.

Key workforce planning priorities in support of these strategic themes are being actively taken forward and the HR & OD section will monitor and measure the extent to which progress is being made towards these planned outcomes. There will be ongoing consultation with trade unions regarding workforce planning activities as appropriate. Workforce planning is by its nature iterative and therefore the Council Workforce Plan will continue to evolve to match the objectives and aspirations of the organisation. This equally applies to each service's Workforce Plan. Services will put similar arrangements in place for monitoring and measuring their key priorities over the next 3 years and beyond.

SECTION 1.0: BACKGROUND TO THE COUNCIL WORKFORCE PLAN

1.1 Introduction

- 1.1 The development of the Council Workforce Plan has been informed by the approach and criteria set out in Audit Scotland's Best Value Audit carried out in 2017.

1.2 Responsibility for the Plan

- 1.2.1 The Council Workforce Plan has been endorsed by the Corporate Management Team (CMT) and will be approved by the Council's Finance, Resources and Customer Services Policy Board. Progress on the implementation of the Council Workforce Plan will be reported to this Board on an annual basis.
- 1.2.2 Implementation of the Council Workforce Plan will be led and monitored by Strategic OD and Workforce Planning Board. All senior managers, managers and elected members need to support and contribute to the achievement of the plan objectives.
- 1.2.3 Workforce planning is a continuous process of shaping the workforce to ensure it is capable of delivering organisational objectives both now and in the future. It is about shaping the workforce with a clearly identified purpose and to bring about particular changes, with a strong focus on improving how the Council operates and delivers services. Workforce Planning is about having the right people, with the right skills, in the right place, at the right time.
- 1.2.4 The development of this Council Workforce Plan will support and complement the achievements already attained across a number of services which includes:
- The Paisley bid for UK City of Culture 2021 has been shortlisted into the final stages of the bid process;
 - The progress of the Glasgow and Clyde Valley City Deal;
 - Supporting the successful resettlement of Syrian refugees in Renfrewshire;
 - The continued regeneration of Renfrewshire;
 - A redesign of children's social work services;
 - Continued investment in making Renfrewshire more sustainable, with significant progress being made on street lighting and flood prevention;
 - The Tackling Poverty programme continues to deliver significant savings for residents across in Renfrewshire;
 - The Council now being an accredited living wage employer;
 - The Council being named as a Scottish Attainment challenge authority;
 - Attainment levels in literacy and numeracy at SCQF level 4 continues to improve;
 - A continued increase of people moving directly into work as a result of the Council's Invest in Renfrewshire's employability programme;

- The Council being the first in Scotland to deliver a successful Lens programme;
- Partnership working with “Who Cares Scotland”, “the Children’s Champions Board” and “Barnardo’s” to support children and young people in decision making;
- Active schools delivered 215,000 participant sessions to more than 10,500 pupils across Renfrewshire;
- The introduction of a new employee awards scheme, having a particular focus on Partnership working and teams who make a difference;
- The Council approving its medium term financial strategy;
- Progress towards the implementation of Business World and the introduction of “My Account”
- The launch of the new digital strategy for Renfrewshire;
- The development of new equality outcomes for Renfrewshire; and
- Working with Audit Scotland to pilot the introduction of the new Best Value audit process.

- 1.2.5 This Council Workforce Plan builds on the successes of previous workforce plans implemented from 2009 to present. Effective workforce planning is an essential component of the Council’s strategic vision. This Council Workforce Plan takes into account the vision, aspirations, priorities and objectives identified in the Council Plan, BCCP and OD Strategy which sets out the longer term vision and priorities for the Council and providing key influence and direction for the future workforce needs.
- 1.2.6 The Council is a multi-faceted, complex organisation with a significant number of functions and operations. Accordingly, it is required to have a highly diverse workforce that is capable, confident, skilled, motivated and engaged in order to deliver positive outcomes for the people of Renfrewshire.
- 1.2.7 Planning how the Council will create a workforce that meets this profile is paramount and requires a commitment to engage, attract, develop, retain and recognise talented and motivated employees with the right behaviours who are aligned with the Council’s vision and values.
- 1.2.8 It is recognised that workforce planning is a critical element of business success because the Council can only deliver on its strategies and improvement plans through its people.
- 1.2.9 Improving the connection between the Council’s strategic, policy and financial direction, coupled with its continuous improvement change programme and workforce planning, will help the Council to shape its workforce to ensure it is capable of delivering organisational objectives both now and in the future.
- 1.2.10 The Council will be faced with many challenges when planning the size and type of workforce it requires to deliver its objectives. These include skills shortages in particular roles, retaining high quality staff, responding to internal and external changes, and recruiting and engaging the next generation of skilled specialist staff. Therefore, the Council needs to take a

proactive approach through initiatives, such as, the use of traineeships and professional and leadership development.

- 1.2.11 Strategic workforce planning at service and team level, supported by the HR & OD Team and business intelligence, allows the Council and services to focus on attracting and retaining the right quality of people the Council needs, as well as investing in the development of our existing workforce.

1.3 Profile of Renfrewshire

- 1.3.1 Renfrewshire is a diverse area of towns, villages and countryside covering 270 square kilometres and situated 7 miles west of Glasgow City. The area has excellent transport connections to the rest of Scotland and is home to Glasgow International Airport. Key campuses of the University of the West of Scotland and West College Scotland are located in Paisley town centre.
- 1.3.2 The population of Renfrewshire is around 175,930 and accounts for 3.2% of the total population of Scotland. 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) are in the top 20% most deprived datazones in Scotland. This influences demands on a wide range of services as those in the most deprived areas are more likely to have greater needs and use Council services. There are 12 datazones in Renfrewshire in the top 10% least deprived in Scotland.¹
- 1.3.3 Over the next 20 years, the number of people aged 16-64 living in Renfrewshire is likely to fall and the number of children will remain broadly the same. A major change will be that the number of older people (over 65) will rise by 51%. Additionally, 2.8% of Renfrewshire residents are members of an ethnic minority group.
- 1.3.4 Demographics and population changes will inevitably impact on future service demand and consequently the future demands on our workforce. Demographic changes and population forecasts for the Council are detailed below.²

¹ The Scottish Index of Multiple Deprivation:
<http://www.gov.scot/Topics/Statistics/SIMD>

² National Records of Scotland:
<https://www.nrscotland.gov.uk/statistics-and-data/statistics/stats-at-a-glance/council-area-profiles>

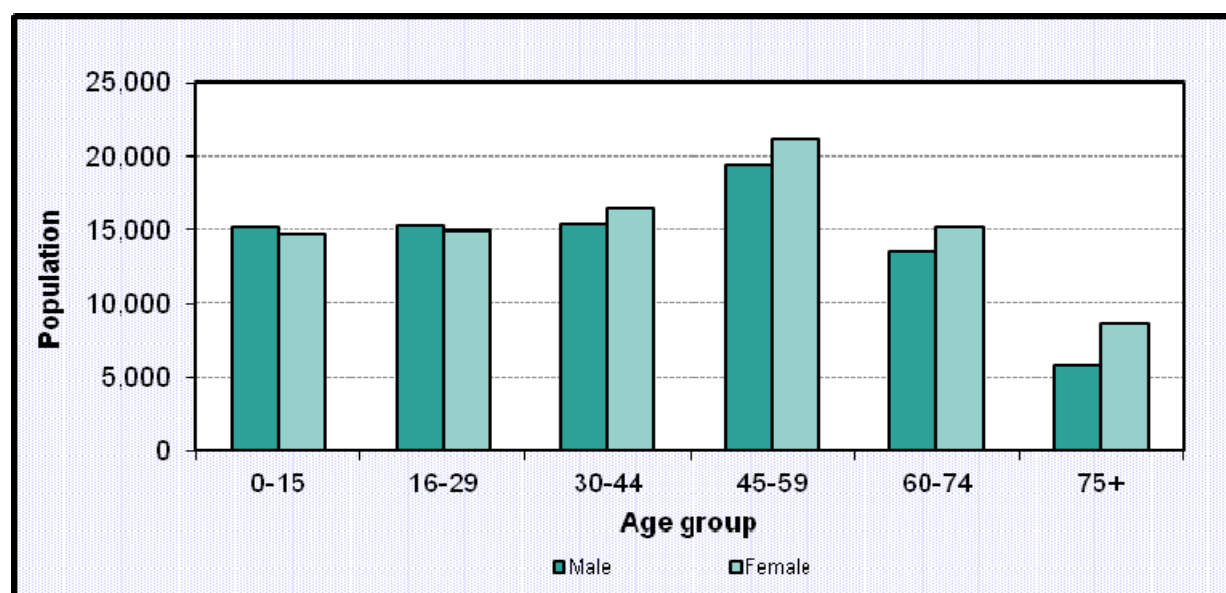
1.4 Renfrewshire Population

- 1.4.1 According to the National Records for Scotland, the 2016 population for Renfrewshire is 175,930; an increase of 0.8% from 174,560 in 2015. The population of Renfrewshire accounts for 3.3% of the total population of Scotland. In Renfrewshire, 17.2% of the population are aged 16 to 29 years. This is smaller than Scotland where 18.2% are aged 16 to 29 years. Persons aged 60 and over make up 24.6% of Renfrewshire. This is larger than Scotland where 24.4% are aged 60 and over. Since 1989, Renfrewshire's total population has fallen overall. Scotland's population has risen over this period.²

Figure 1: Estimated population of Renfrewshire by age and sex, 30 June 2016

Age group	Male pop. Renfrewshire	Female pop. Renfrewshire	Total pop. of Renfrewshire	% of total pop. of Renfrewshire
0-15	15,174	14,780	29,954	17.0%
16-29	15,301	14,936	30,237	17.2%
30-44	15,390	16,502	31,892	18.1%
45-59	19,476	21,173	40,649	23.1%
60-74	13,511	15,145	28,656	16.3%
75+	5,840	8,702	14,542	8.3%
All ages	84,692	91,238	175,930	100.0%

Figure 2: Estimated population of Renfrewshire by age and sex, 30 June 2016



1.5 Renfrewshire Population Projections

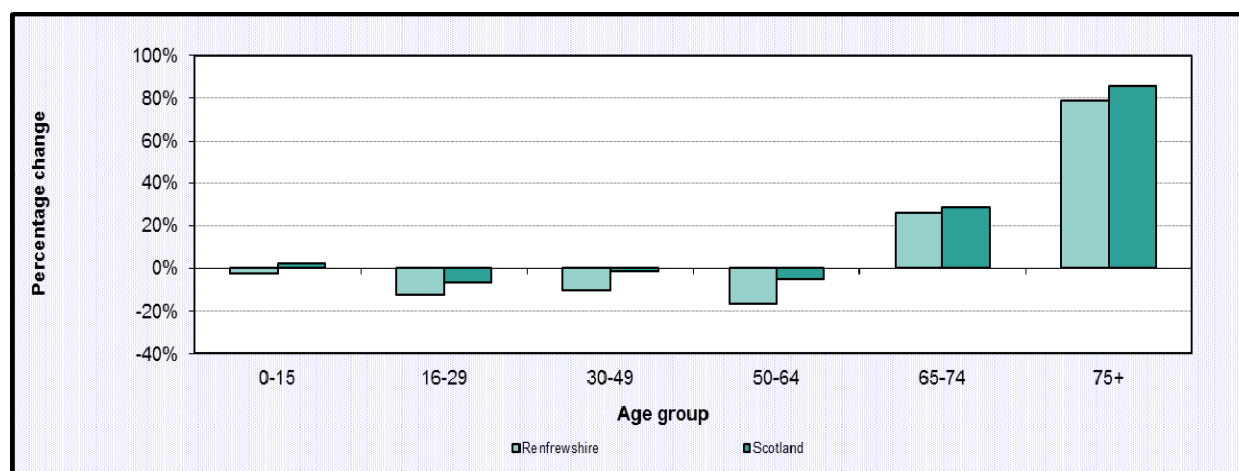
- 1.5.1 By 2039 the population of Renfrewshire is projected to be 174,709, an increase of 0.3% compared to the population in 2014. The population of Scotland is projected to increase by 7.5% between 2014 and 2039. Over the 25 year period, the age group that is projected to increase the most in size in Renfrewshire is the 75+ age group. This is the same as for Scotland as a whole. The population aged under 16 in Renfrewshire is projected to decline by 2.6% over the 25 year period.

Figure 3: Projected population, by age group, in Renfrewshire, 2014 - 2039

Age group	Base year	Projected years				
	2014	2019	2024	2029	2034	2039
0-15	29,973	29,757	29,701	29,523	29,531	29,181
16-29	29,935	28,657	26,886	26,225	26,287	26,205
30-49	46,232	42,814	42,637	43,646	42,558	41,493
50-64	36,330	38,905	38,035	33,802	30,765	30,227
65-74	17,480	18,711	19,911	22,555	23,916	22,033
75+	14,280	15,435	17,720	19,608	22,256	25,570
All ages	174,230	174,279	174,890	175,359	175,313	174,709

- 1.5.2 From Figure 3, the projected increase in the Renfrewshire population of people aged 75 and over is clearly illustrated. A 21.3% increase from 2019 to 2029 and a 39.6% increase between 2019 and 2039. This will inevitably have a future impact on service demand.

Figure 4: Percentage change in population in Renfrewshire and Scotland 2014 - 2039



1.6 Demographic Challenge

- 1.6.1 Predictions of population change suggest that, if all other things remain the same, councils will continue to spend an increasing proportion of their budgets on education, and through integration joint boards on adult social care.
- 1.6.2 This societal change creates increased demand on our workforce with the need to provide care for a larger proportion of the population, often living with multiple and complex health needs. Alongside this fact, is the policy drive to maintain people at home or in a homely setting, which requires investment in community services and investment in making adaptations to homes and services, to achieve this goal.³

1.7 Strategic Context

- 1.7.1 There are three key plans that, taken together, describe what the Council is striving to achieve and how it is going to do this.
- **The Council Plan** summarises the Council's priority objectives and the actions it will take to deliver these objectives.
 - **The Community Plan** summarises the priorities for Renfrewshire that the Council and its community planning partners have identified and agreed that can best be achieved by working closely together. It also identifies how the Council and its Community Planning Partners will support the Scottish Government achieve its strategic objectives.
 - **Service Improvement Plans** detail the key activities and priorities that each of the five Council services and HSCP will be undertaking to contribute to the successful delivery of the Council Plan and the Community Plan. These plans also identify the key activities that each service will be carrying out to improve the services they provide and make them more efficient.
- 1.7.2 **The Better Council Change Programme** was set up to identify, manage and deliver changes across the Council that will improve our efficiency. It will modernise our ways of working, deliver better services to the people of Renfrewshire whilst supporting the Council's long term financial sustainability through the delivery of savings, specifically addressing the Council's forecast medium term budget deficit.
- 1.7.3 **The OD Strategy 2016 - 2019** was implemented to enhance organisational capacity, by implementing new OD solutions to create self-renewing capacity that will develop and maximise the potential of our workforce.

³ Performance and Challenges 2017, Audit Scotland, March 2017.

1.8 Financial Context

- 1.8.1 The Council's financial outlook report sets out the strategic financial context for the Council over the medium to longer term. It is characterised by significant uncertainty where the scale of both increasing cost pressures and reduction in resources available to the Council are subject to a wide range of uncertain influencing factors. Overall however, the direction of travel is one where the Council will over the medium term, be required to continue to deliver significant cost savings. Over the past six years the Council delivered almost £120 million of cost savings and cost avoidance measures, an average of approximately £20 million per annum. Of this amount, around a third was underpinned by staff reductions arising from service change and transformation. With an estimated future requirement for annual saving of around £20 million per annum over the medium term, it is inevitable that this financial context will require a further period of service redesign.
- 1.8.2 The scale, shape and nature of this ongoing change in the workforce will be determined by transformation and change driven by the Council through the BCCP, set against areas of the workforce where growth is anticipated through the influence of local and national policy and other key strategic drivers.

1.9 Policy and Legislation

- 1.9.1 Services delivered by local authorities are heavily influenced by the legislative and policy environment, both locally and at a national level. Major change in this environment can significantly influence the immediate and emerging workforce planning challenges to be faced by the Council. Looking forward there is currently a number of emerging changes which at present are known and which will drive a range of key workforce planning developments. At the same time, future uncertainty exists in relation to future change that may yet emerge from the ongoing negotiation for the UK to leave the European Union, the full impact of which is likely to take several years to become wholly apparent. It is likely that, over the medium to long term, legislative and policy drivers will continue to be a key influencer on future workforce demands and requirements. These key influencers will, in turn, continue to be an important consideration for medium term workforce planning arrangements.

1.10 Approach to Workforce Planning

- 1.10.1 The Council Workforce Plan recognises the challenges in having the right skills and capacity to deliver Council services. Therefore, the Council must develop an integrated approach to workforce planning, using a systematic approach informed by accurate, co-ordinated and relevant data, which will allow our workforce to be deployed flexibly to meet service needs.
- 1.10.2 The adopted workforce planning approach is a recognised 6 step integrated workforce planning methodology. This is a workforce planning model which enables the Council to take a consistent analysis of the workforce across all job groups and services. The main aim of the 6 step approach is to highlight

the elements that should be in any workforce plan within a practical framework.

- 1.10.3 Use of the 6 step approach across workforce planning ensures that decisions made around the design of services and the development of the future workforce are sustainable, realistic and fully support the delivery of high quality service delivery. Figure 5 to follow outlines the 6 step workforce planning approach.

Figure 5

Key Stages in Workforce Planning Approach	
STEP 1	Define the key objectives of the plan.
STEP 2	Identify the drivers and demand on the service.
STEP 3	Examine workforce availability and challenges.
STEP 4	Determine the workforce priorities.
STEP 5	Provide a detailed action plan.
STEP 6	Detail future monitoring and review requirements.

1.11 Response to the Workforce Challenges

- 1.11.1 Comprehensive workforce planning should include:

- The numbers and skills of the current workforce;
- The numbers, costs and skills of the desired workforce; and
- How the move from the current to the desired workforce will be achieved.⁴

- 1.11.2 Where comprehensive organisation-wide workforce plans are not in place, councils risk losing capacity and skills in key areas. An organisation-wide workforce plan supports the Council to manage workforce changes effectively and ensure that it has the right number of employees with appropriate skills and experience throughout the organisation. This is particularly important given the scale of the financial challenges and policy and legislative changes to be faced by the Council both now and in the future.

⁴ Performance and Challenges 2017, Audit Scotland, March 2017.

1.11.3 This Council Workforce Plan addresses the 5 key themes that emerged from the services' workforce plans and aims to address the future workforce challenges. The themes are detailed in Figure 6 to follow.

Figure 6

Workforce Planning – Key Themes	
A Modernised and Flexible Workforce	<p>Ensure employees are deployed effectively to support a modernised and financially sustainable approach to service delivery, and are focused on meeting the changing needs of the Council and enhancing our customer experience.</p> <p>Improved workforce flexibility through the utilisation of employment policies, flexible working options and contracts that promote and support equality and workforce agility.</p>
A Developing Workforce	<p>Introduce a robust system of Performance Development and Review and a Core Competency Framework to support performance and continuous improvement.</p> <p>Support and improve learning and development opportunities for all employees.</p>
A Resilient Workforce	<p>Improve succession planning, ensuring close alignment to service plan priorities.</p> <p>Identify career pathways and a succession and talent planning approach which supports and facilitates the improved engagement of employees.</p> <p>Ensure employees are change ready and can adapt to business transformation.</p>
A Skilled Workforce	<p>Develop and implement a skills audit and analysis approach to ensure the workforce can deliver future services.</p>
A Partnering Workforce	<p>Continue to develop current and new partnership arrangements, where appropriate, to support and develop capacity and capability.</p>

SECTION 2.0: COUNCIL DRIVERS AND DEMAND

2.1 Strategic Context and Challenges

- 2.1.1 The Council's strategic context is influenced by a number of national, local, social, digital and financial drivers of the Council's workforce demand and availability.

2.2 National Context

- 2.2.1 Please find a number of the key national legislation and policy drivers which currently impact on the Council's workforce to follow further below. A list of other relevant national drivers is included in **Appendix 1**.

2.2.2 Welfare Reform

Welfare reform and in particular the role out of Universal Credit will continue to impact upon the future workload demands and the type of services provided by the Council to the public. Previous early workforce modelling work undertaken supports an expectation of a material redesign of future workforce arrangements to accommodate a fully rolled out Universal Credit environment.

2.2.3 Early Learning and Child Care

Free provision of early learning and child care (ELC) is offered to all 3 and 4 year olds as well as 2 year olds where eligible. From August 2014, free provision increased to 600 hours per year from 475 hours per year. The Scottish Government has an aspiration to increase this to 1140 hours per year by 2020. This will have a significant potential demand on the ELC workforce, as this represents a 90% increase in the availability of early learning and child care hours required. A steering board, consisting of internal and external partners and chaired by the Head of Early Years and Inclusion, is in place to ensure the Council meets its statutory obligations.

2.2.4 Scottish Attainment Challenge and Pupil Equity Fund

The Scottish Attainment challenge is a Scottish Government policy to achieve equity in educational outcomes. Equity can be defined and is achieved by ensuring that every child has the same opportunity to succeed, with a particular focus on closing the poverty-related attainment gap. Various funding sources have been released to support the Scottish Attainment challenge with Renfrewshire Council securing £3 million a year with the focus on recruiting additional employees. There is further funding available through a Pupil Equity Fund which has an allocation per pupil and this requires a strategic overview.

2.2.5 Education Governance Review

The Scottish Government set out their plans for the most significant review of Education Governance arrangements in the history of the Council. If implemented as outlined, the proposed changes will fundamentally change the role and required skill set of Head Teachers in schools, as well as the role and services provided by the Council in terms of delivering Education. There will inevitably be a range of workforce changes that arise from these proposed changes, both within the school environment, the Corporate

Education function and across support service arrangements. At present full clarity has yet to emerge across a wide range of the proposals. As matters become clearer, workforce requirements and development implications will have to be appropriately reflected in the Council's workforce plan and organisational development plan.

2.2.6 **Health and Social Care Delivery Plan**

In December 2016, the Scottish Government published its Health and Social Care Delivery Plan. The Plan sets out three clear aims – to deliver better health, better care and better value. These aims are being driven forward by our major programmes of activity:

- Health and social care integration;
- The National Clinical Strategy;
- Public health improvement; and
- NHS Board reform

2.2.7 **Self-Directed Support (SDS)**

SDS is where Health and Social Care service user needs are assessed and they are given a budget to spend on their care and support needs. Each service user can spend this budget by arranging their own care or by letting the Health and Social Care Partnership do this for them. SDS allows people to have more say in how they get care and support and gives more control over how the money is spent on the support required. The impact of SDS choices on the demand for HSCP and external services will require a change to workforce capacity, and highlights the need to review service structures and focus more attention on contracts and commissioning.

2.3 **Local Context**

2.3.1 Drivers with a local context are described below and are outcomes of the strategic direction of the Council. The Corporate Management Team will continue to review services and assist the Council in the delivery of significant financial savings over the medium term in the context of significant policy, economic, social and technological changes and challenges which will affect service delivery. Although not an exhaustive list this includes:

2.3.2 **Better Council Change Programme**

The BCCP was established to ensure the Council could remain financially sustainable, whilst delivering on its strategic objectives. The programme has been developed on a rolling two year basis with Phase 1 targeting savings for the period 2015 to 2017 and phase 2 for 2016 to 2018. Phase 1 projects will have delivered annual recurring savings of £15.1m against an original target of £14.4m by the end of 2016/2017.

2.3.3 A BCCP update report of 30 November 2016 outlined that Phase 2 projects are targeting annual recurring savings of £5.5m by the end of 2017/2018, and include Enterprise Resource Planning (ERP) core systems replacement and online Customer Access. These projects will bring about a significant

transformation in how the public interact with many of the Council's services, and how managers and staff across all Council services engage with internal support services such as HR, Payroll, Finance and Procurement. A significant programme of work is now underway to identify and develop options for inclusion within Phase 3 covering 2018/2019 to 2019/2020. From this work, change and transformation projects will be identified, developed and implemented which will continue to directly influence a range of key workforce planning changes and organisational development activities across all Council Services.

2.3.4 **Glasgow and Clyde Valley City Deal**

The Glasgow region City Deal is an agreement across National Government and local authorities to support infrastructure projects, drive, innovation and economic growth. Renfrewshire Council is supporting the delivery of three major City Deal projects; Glasgow Airport Investment Area (GAIA), Clyde Waterfront & Renfrew Riverside (CWRR) and the Airport Access Project. These projects will see the creation of a direct rail link between Glasgow Airport, Paisley and Glasgow City Centre, as well as new bridges across the Clyde and Cart rivers and new road and cycle routes. These strategic developments are intended to significantly boost the local economy by attracting investment, supporting businesses and creating jobs. Good progress continues to be made on the development of the projects which has led to the completion of the Outline Business Cases for the three projects. The Outline Business Cases have been endorsed by Renfrewshire Council and were approved by the Glasgow City Region Cabinet in December 2016.

2.3.5 **Paisley 2021 City of Culture Bid**

Paisley is bidding for UK City of Culture 2021 as part of ambitious plans to use the town's internationally significant collection of heritage and cultural assets to transform its future and secure sustained economic, social and cultural change. It will also change perceptions of Paisley and help build a new sense of pride in the town and everything it has to offer, as well as creating a lasting legacy which puts culture and all the benefits it brings at the centre of the community.

A number of work streams are being taken forward as part of the bid process, which include community engagement, cultural capacity, infrastructure, social and economic impacts, cultural programme development, legacy and evaluation and development of the funding strategy.

In addition, significant work has been undertaken in raising the profile of Paisley's bid and developing support for the bid at a local and national level. A first round bid was submitted at the end of April 2017. On 14 July 2017, it was announced that Paisley made the shortlist as the only Scottish bidder. This is a major endorsement that recognises the ambition we have for transforming the fortunes of Paisley and Renfrewshire. The bid winner will be announced at the end of 2017.

2.3.6 Paisley Town Centre Regeneration

Paisley has a policy to support the regeneration of Paisley centre. There are a number of outcomes in terms of preserving historic buildings and revamping or relaunching our historical heritage. Paisley Town Centre now has a 10 year action plan which was developed following workshops held in spring 2016.

The action plan sets out a number of short, medium and long term priorities across 5 'Activity Areas' viewed as crucial to the future success of the town centre. The project team is now in place and aims to formally launch the project in early 2017. This will look at projects improving public space, repair works to buildings and improvement grants for shop fronts and will build on the highly successful first round of projects that were delivered between 2009-2016.

The team will also assist monitor, capture and report the benefits which are associated with the three Renfrewshire City Deal projects as well as actively promoting and marketing potential development sites on the back of City Deal.

2.3.7 Invest in Renfrewshire

This initiative was launched in June 2012 and is Renfrewshire Council's programme to reduce unemployment and grow the local economy, by creating conditions in which local businesses can develop and attract investment and helping local residents find and keep work. Renfrewshire Council continues to make a sizeable financial commitment to Invest in Renfrewshire. The support provides new and ongoing economic development, business support and youth employability initiatives to improve the prospects of local jobseekers such as modern apprenticeships, graduate internships and the Project SEARCH initiative which helps young people with autism and learning disabilities move from education into employment.

Invest in Renfrewshire Employability Programmes support around 2,000 people each year getting employability support with around 40% of these moving directly into work with over 1200 new and additional jobs/traineeships and internships created.

2.3.8 Renfrewshire's Tackling Poverty Strategy

Renfrewshire has been on an important journey since the report and recommendations of Renfrewshire's Tackling Poverty Commission in 2015, which informed the five key principles of the Tackling Poverty Strategy and Action Plan. Renfrewshire Council's Tackling Poverty Programme is an ambitious initiative which incorporates the five key principles of the strategy and action plan and shows a real commitment to delivering change for people in Renfrewshire. There are approximately 50 projects within the programme which stretch across all Council services including the Street Stuff Diversionary programme, recruitment of Special Wardens and Trainee Community Safety Officers, expansion of the Families First initiative to 3 new local areas, financial support to the Foodbank and projects on areas such as Energy Advice, Literacy Development and Joint Employability.

2.3.9 **Community Justice in Scotland**

Good progress has been made in the integration of community justice into the Community Planning Partnership. A Community Justice Transition Plan was agreed at the Renfrewshire Community Planning Partnership Board on 9 December 2015 and submitted to the Scottish Government during January 2016 - in line with national timescales. There is potential for further development in this area to identify future roles and responsibilities and where Community Justice may be able to participate in service delivery.

2.3.10 **Delivery of Health and Social Care Integration in Renfrewshire**

Delivery of health and social care integration is centred on three areas of action: reducing inappropriate use of hospital services; shifting resources to primary and community care; and supporting capacity of community care. The Scottish Government Health and Social Care Delivery Plan sets out a series of ambitious targets for each area. Some of the key objectives are outlined below:

2.3.11 **Reducing Inappropriate Use of Hospital Services:**

- By 2018, unscheduled bed-days in hospital care will reduce by up to 10% (i.e. by as many as 400,000 bed-days) by reducing delayed discharges, avoidable admissions and inappropriately long stays in hospital; and
- By 2021, everyone who needs palliative care will get hospice, palliative or end of life care.

2.3.12 **Shifting Resources to Primary and Community Care:**

- By 2021, Health and Social Care Partnership spending on primary care services to rise to 11% of the frontline NHS Scotland budget;
- By 2022, there will be more GPs, and every GP practice will have access to a pharmacist with advanced clinical skills and 1,000 new paramedics will be in post; and
- By 2020, every family will be offered a minimum of 11 home visits including 3 child health reviews ensuring that children and their families are given the support they need for a healthier start in life.

2.3.13 **Supporting Capacity of Community Care**

In 2017, the Scottish Government will continue to take forward a collaborative, national programme of work to deliver change in the adult social care sector in areas such as reform of the National Care Home Contract; social care workforce issues and new models of care in home care.

2.3.14 **Local Government Elections**

The latest Scottish local government elections took place on 4 May 2017. This resulted in some new and additional elected members to the Council as

well as a new Administration. The new Administration will outline their vision and goals for Renfrewshire in a Local Outcome Plan.

2.4 Social Drivers

2.4.1 Demographic

Services across the Council require capacity, capability, flexibility and a resilient workforce that can respond to the demands and pressures of a changing local community. Local demographics and socio-economic issues such as poverty, deprivation and inequalities can vary significantly across Renfrewshire, which in turn, can impact upon the demand and supply of services in the community.

2.4.2 Key Local Challenges Include:

- The most deprived data zone in Renfrewshire is ranked 1 in Scotland;
- Life expectancy in Renfrewshire is lower than the Scottish average;
- People in Renfrewshire have slightly poorer mental health wellbeing compared to the Scottish average;
- In light of the ageing population, Renfrewshire is facing a future with more people with multiple long term conditions (also referred to as multi-morbidities). Multi-morbidities bring both person centred as well as long term challenges;
- In 2012/2013, 2.6% of Renfrewshire's population consume around 50% of our health resources (inpatient and day case hospital admissions, A&E attendances, consultant led outpatient clinics and community prescribing);
- For Renfrewshire in 2014/15, the crude rate of drug crimes recorded was 116/10,000, which was 68% higher than the Scottish level of 69/10,000;
- In 2014/15, the rate for alcohol-related hospital stays was 982/100,000, which was 46% higher than the Scottish level of 672/100,000;
- In 2012, the rate for prisoner population was 213/100,000, which was 25% higher than the Scottish level of 171/100,000; and
- In 2014/15, the crude rate of violent crimes recorded was 15/10,000, which was 23% higher than the Scottish level of 12/10,000.⁵

2.5 Digital Drivers

2.5.1 Digital technology offers new and exciting opportunities for transforming the outcomes and experience of our service users, as well as improving the quality of Council services.

2.5.2 Development of the use of digital across society, including throughout the public sector, is a key strategic priority for the Council. There is an opportunity to streamline ICT and digital services across the Council, particularly in health and social care.

⁵ (Renfrewshire) ScotPHO Health and Wellbeing Profiles:

<http://www.scotpho.org.uk/comparative-health/profiles/reports/health-and-wellbeing-profiles>

2.5.3 The Council recognises that further investment in digital systems is required to support the delivery of better more efficient services to the public to facilitate collaborative working practices and workload management. Technology solutions have also been identified for certain areas of the workforce. Further improvements through digital enhancement will:

- Support easier access for the whole Council to support improved planning and reporting activity;
- Enable 'real time' access to information needed, which better informs decisions, offering a more seamless service;
- Focus efforts on a more integrated ICT structures which will reduce duplication;
- Provide an opportunity to automate some tasks which may improve service user access; and
- Better manage the growing demand for some services through digital methods to more effectively deploy critical resources.

2.5.4 Early induction and training within these systems is also a critical feature to the overall success, as our workforce will need to understand and be equipped with the knowledge to optimally use the systems and this, in turn, will deliver benefits to overall service user experiences.

2.5.5 It is recognised that some employees may require further support as we move to more digitally driven ways of working and this should be a key component in the early planning for such improvements. Our managers must also further develop the capability and culture of remotely managed employees.

2.5.6 The Council's Digital Strategy 2016-2019: Digital Renfrewshire sets out a vision and approach to tackling digital challenges in Renfrewshire. This strategy coordinates existing activities, encourages the sharing of resources and outlines the importance of working in partnership towards a shared vision that:

"In a Digital Renfrewshire we will make sure everybody has the opportunity to reach their digital potential and maximise the wider economic, educational, health, social and cultural benefits for all".

2.6 Financial Drivers

2.6.1 The national context within which local government is operating has significantly changed over the past few years. The financial environment is increasingly challenging with decreasing national government funding. The financial challenges have been compounded by the single local government financial settlements, increasing service demands flowing from a growing and ageing population and the need to respond to a number of new policies and legislations such as welfare reform which has had a major impact on local residents.

- 2.6.2 The Council, along with other Scottish local authorities, face financial challenges over the next few years. The Council has been able to maintain financial stability during a period of uncertainty and economic downturn and despite considerable demand pressures. The financial challenges for the Council are expected to continue until 2020 and beyond.
- 2.6.3 At present, the projected budget gap each year in the period 2018 - 2020 is forecast as potentially falling within a range of £16 million to £27 million (prior to the application of changes in Council Tax levels).
- 2.6.4 It is important that the Council continues to adopt a flexible medium term perspective to the delivery of savings. This will ensure the Council is able to react as appropriate in a managed and sustainable manner to short term annual budget announcements by the Scottish Government, and any unforeseen changes in cost pressures that may emerge each year. It is projected that the Council will be required to budget on the basis of targeting a £40 million, 2 year saving programme, with at least £20 million and potentially more being deliverable in 2018/19 to provide a degree of flexibility over the 2 year period.
- 2.6.5 The nature of the Council's medium term financial outlook means that the Council needs to continue to adopt a strategic and sustainable plan linked to the delivery of priorities. These strategic priorities should continue to provide a focus in future budget decisions, where the delivery of core services and investment in priority outcomes must be balanced with the resources that will be available to the Council.

2.7 Service Workforce Challenges

- 2.7.1 **Figure 7** to follow highlights the current workforce challenges for each service.

Key Service Workforce Challenges		
Service	Main Priorities / Areas of Responsibility	Key Workforce Challenges
Chief Executive's	<p>The Chief Executive's Service is responsible for the development of corporate policy, particularly in the areas of social inclusion, equalities, best value and efficient government.</p> <p>Other significant areas of responsibility include:</p> <ul style="list-style-type: none"> • Delivering a communications and public relations service for the Council • Managing corporate and community planning, performance management framework, quality improvement, managing the Better Council Strategic Change Programme • Driving the quality and improvement programme • Strategic procurement 	<ul style="list-style-type: none"> • Types of employment contracts offered • Workforce supply • Retention and recruitment • Entry level posts • Career pathways • Workforce capability, flexibility, resilience and mobility • Skills profile • Employer brand • Job outlines <p>Learning and development</p>

Key Service Workforce Challenges		
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Children's Services	<p>Children's Services is responsible for education services, children's social work services and criminal justice social work services.</p> <p>Priorities for the department include:</p> <ul style="list-style-type: none"> • Tackling child poverty • Raising educational attainment • Addressing health and social inequalities, and • Making sure that all our children are helped to reach their full potential. 	<ul style="list-style-type: none"> • Strategic service needs analysis • Capacity Building Programme for Social Work workforce • Capacity Building Programme for Education workforce • Teacher traineeships • Supply Teacher contracts • Early Learning and Childcare workforce expansion • Residential Child Care Workforce qualifications and supply • Flexibility of employees with generic care skills • Culture and behaviours • Retention and recruitment

Key Service Workforce Challenges		
Service	Main Priorities / Areas of Responsibility	Key Workforce Challenges
Community Resources	<p>Community Resources is responsible for the strategic management, direction and vision for the delivery of a wide range of essential services to the public of Renfrewshire, including:</p> <ul style="list-style-type: none"> • Amenity Services • Waste Management and Refuse Collection • Streetscene and Land Services • Roads and Fleet management • Transportation and Infrastructure • Public Protection • Wider Public Protection agenda • Regulatory Services (Environmental Health and Trading standards) and Community Safety • Civil Contingencies (Emergency Planning and Response across 4 councils) • Facilities Management (integrated Hard and Soft FM) • Soft Services (Janitorial, Cleaning, Catering, Caretaking, Housekeeping and School Crossing Patrollers) • Hard Services (Repairs and Maintenance, Statutory Compliance, Building Services and Street Lighting) • Schools PPP contract – Contract Monitoring and Compliance <p>Community Resources also contributes to the development of Council wide policies and initiatives as part of the corporate management team, and maintains effective working relationships with our partners and other external organisations to deliver services throughout Renfrewshire.</p>	<ul style="list-style-type: none"> • Strategic service needs analysis • Skill needs analysis • Generic roles • Succession planning • Employee engagement • Employer brand • Career pathways • Learning and development • Specialist skills in management chain
Development and Housing Services	<p>Development and Housing Services has a strong strategic focus on regeneration, employability and economic development, and to ensure the Council maximises the local economic regeneration potential of the City Deal and its bid for UK City of Culture. Specific service areas are:</p> <ul style="list-style-type: none"> • Regeneration • City Deal • Planning and Housing Services 	<ul style="list-style-type: none"> • Emerging and specialist skill requirement • Skills needs analysis • Learning and development • Career pathways • Succession planning • Professional Officer supply • Identify workforce risks with a particular focus on business critical posts

Key Service Workforce Challenges		
Service	Main Priorities / Areas of Responsibility	Key Workforce Challenges
Finance and Resources	<p>The core activities in Finance and Resources are geared towards providing services to the Council and its councillors, other council services and the general public. The services delivered by Finance and Resources include:</p> <ul style="list-style-type: none"> • Corporate Finance and Operational Services • HR and Organisational Development • Legal and Democratic Services • Customer and Business Services • ICT • Property Services • Internal Audit 	<ul style="list-style-type: none"> • Types of employment contracts offered • Capacity and partnership arrangements • Capability including workforce re-design • Flexibility • Retention • Career pathways • Learning and development • Performance management • Workforce changes linked to changes in the ICT and Digital environment
Renfrewshire Health and Social Care Partnership	<p>The Council and NHS Greater Glasgow and Clyde Health Board have agreed the adult health and social care services integration model for Renfrewshire shall be the delegation of functions to a body corporate known as an Integration Joint Board.</p> <p>The Integration Joint Board has assumed responsibility for the planning and delivery of integrated services. The chair of the Joint Board alternates on a two-yearly basis between the Council and NHS Greater Glasgow and Clyde Health Board.</p> <p>Renfrewshire Health and Social Care Partnership key services include:</p> <ul style="list-style-type: none"> • The Council's adult and older people community care services, including addictions and domestic violence • Community Health Partnership (CHP) services, for example, district nurses, GPs, health visitors, mental health and learning disability services • Elements of housing services relating to adaptations and gardening assistance, and • Aspects of acute services (hospitals) relating to unplanned treatment 	<ul style="list-style-type: none"> • Types of employment contract offered • Retention and recruitment • Service critical posts • Employer identity • Employee engagement • Succession planning • Ensuring a sustainable, capable and integrated workforce • Team, professional, management and leadership development. • Workforce resilience • Integrated induction process • Public protection awareness and training • Partnership working • Workforce analysis and trend information • Supporting attendance • Performance management

2.8 Key Workforce Forecast

2.8.1 We know the future drivers on the Council that will significantly change the size and shape of the workforce in the medium term.

2.8.2 Early Years

The increase in free provision of early learning and child care provision from the current level of 600 hours per year to 1140 by 2020 will require a 90% increase in the availability of early learning and child care hours required impacting on the numbers of qualified employees required. It is projected that we will need to increase our early years' employees by 50% over the next 3 to 4 years.

2.8.3 Teachers

Based on projected future roll increases in schools and the on-going investment through the Attainment Fund and Pupil Equity Fund (PEF) teacher numbers will need to be increased.

2.8.4 Enterprise Resource Planning System (Business World)

The savings targeted over the next 2 to 3 years will result in the overall workforce reducing based on the scale and size of the anticipated savings. The significant investment in ERP and in digital technology will require the reduction in size of our corporate support functions, this will be driven by the BCCP, which is currently underway.

2.8.5 Welfare Reform

Through welfare reform the Council will gradually lose elements of housing benefit processing over the coming years as Universal Credit is rolled out. This may reduce our Customer and Business Services (CBS) section, and require a growth in areas such as Advice Services, Rent Collection and Debt Advice.

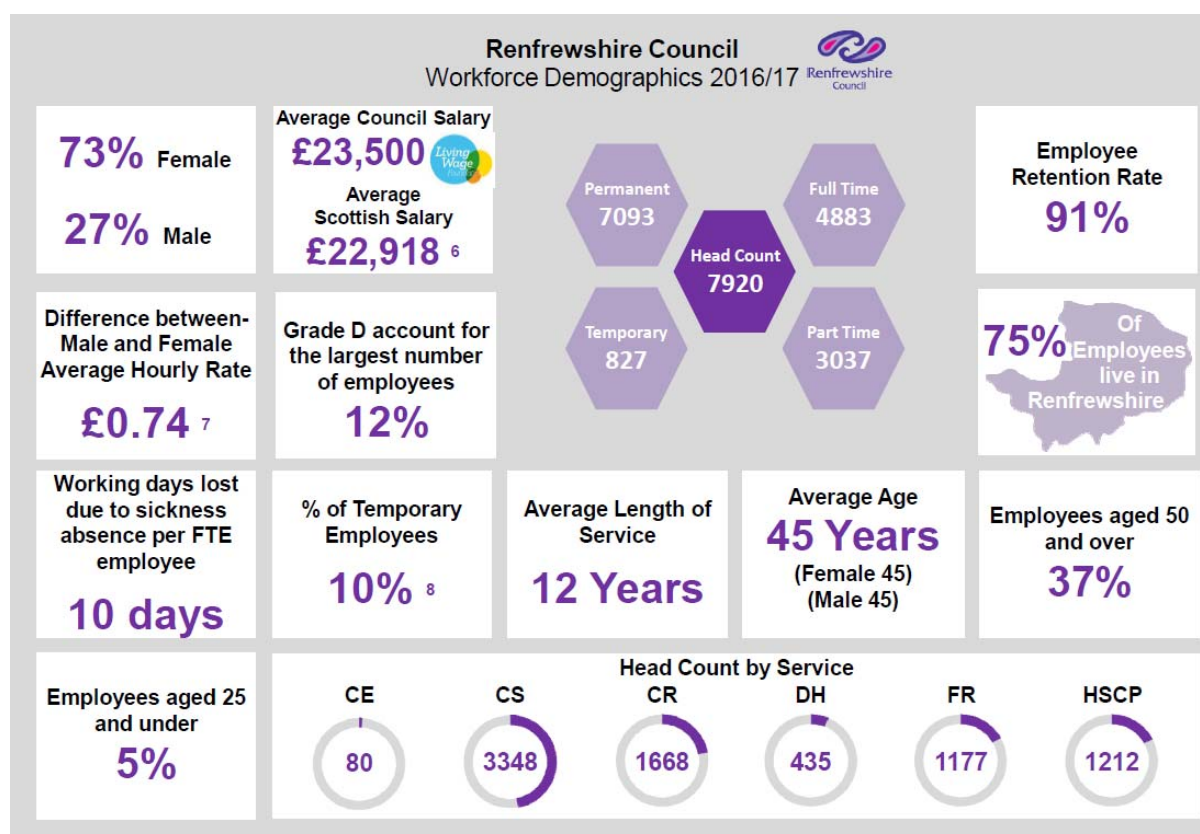
SECTION 3.0: WORKFORCE AVAILABILITY

3.1 Key Workforce Demographics

3.1.1 In order to achieve the required workforce of the future the Council must consider current and future workforce availability, supply and deployment. The analysis of workforce demographics allows for the effective forecasting of workforce availability and the identification of any associated risks and opportunities. This information will allow the Council to plan, shape and deploy the workforce to best effect.

3.1.2 Figure 8 below outlines an overview of key Council workforce demographics during 2016/2017. More detailed information can be found in **Appendix 2**.

Figure 8



⁶ The Scottish gross annual pay figure for 2016 is taken from a Scottish Parliament Information Centre (SPICe) Briefing entitled "Earnings in Scotland 2016".

⁷ This is an average differential figure from analysis of all male/female hourly rates and does not apply to any specific post(s).

⁸ The temporary employee percentage is made up of Temporary employees, Modern Apprentices, Apprentices and Probationer Teachers.

SECTION 4.0: OUR WORKFORCE OF THE FUTURE

4.1 Our Vision

- 4.1.1 To be successful in the medium to long term, the Council workforce will need to adapt to a rapidly shifting landscape of business transformation and skill requirements. The Council will need to be able to respond to a changing environment and customer expectations. This will require the Council to adapt its workforce planning approach and organisational development strategies to ensure alignment with future skill requirements and resourcing needs. To achieve this, we will have a clear vision for transformational change for the Council, our workforce and how we will operate in the future.

4.2 Council of the Future

- 4.2.1 Our Council of the future will be an organisation that:
- Promotes its values and behaviours and employees are clear about what is expected of them in terms their contribution to achieve organisational objectives;
 - Has the skills and capacity to deliver a range of high quality services that meet the growing expectations of our customers;
 - Expects our leaders and managers to be effective, flexible and able to respond and manage change;
 - Has a 'high performance' culture supported by robust performance, development and review process;
 - Is increasingly using new technology as a driver and enabler to provide modern and efficient services;
 - Actively engages with a wide range of stakeholders; and
 - Is regarded as an 'employer of choice', through retaining and attracting talent and engaging and developing its workforce.

4.3 Workforce of the Future

- 4.3.1 Our workforce of the future will need our leaders and employees to:
- Be diverse, utilising a range of different skills, abilities and experiences;
 - Be adaptable and flexible;
 - Demonstrate job knowledge and technical expertise;
 - Demonstrate behavioural and cultural change in line with the Council's vision;
 - Develop their skills and competence to meet the changing demands of the Council;
 - Develop strategies for engaging and motivating employees;
 - Be resilient and solution focused;
 - Have well-developed team working/collaboration skills; and
 - Use new technology to support flexible, new ways of working.

4.4 How We Will Develop Our Workforce

- 4.4.1 We recognise the need to invest in the development of our people to enhance their skills, performance and realise their potential. A targeted corporate approach to development will be progressed and implemented for all levels of the workforce.
- 4.4.2 A strategic people development strategy to support organisational change is currently being developed. The strategy will support learning and development for all levels of employees across the Council. This will enable employees to reach their potential whilst supporting the maximisation of performance levels across the Council and meeting service needs.

4.5 People Development Programmes

- 4.5.1 It is recognised that the Council needs leadership and management development programmes tailored around individual requirements and organisational needs. These programmes require to focus on enhancing skills, knowledge and competency, whilst strengthening capacity to lead and deliver change effectively. In response, the HR & OD Team have introduced new development programmes, Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Certificate/Diploma.

4.6 Leaders of the Future

- 4.6.1 The Leaders of the Future programme is structured around 5 strategic development themes:
- **Leading organisational change**, which includes acting and thinking strategically, leading and communicating a change programme successfully and supporting people through change.
 - **Leading with impact**, which includes how to lead others successfully using modern practices, understanding the political landscape and how to influence using appropriate strategies and techniques.
 - **Creating a performance culture**, which includes how to get the best from employees by using advanced coaching techniques, and how to build successful high performing teams.
 - **Workforce of the future**, incorporates how to apply strategic workforce planning methodology to support a flexible workforce through, identifying drivers for change, skills gap analysis, succession and talent planning.
 - **Commercial and business acumen**, which will help develop a commercial mind set and enhance your knowledge and understanding of:
 - Procurement;
 - Risk Management; and
 - Financial Management.

4.7 ASPIRE

4.7.1 The ASPIRE programme is structured around 5 strategic development themes:

- **Managing organisational change**, which includes how to implement and manage a change programme successfully and engage and support your people through change.
- **Managing with impact**, which will include coaching teams and how to lead, influence and engage your team effectively.
- **Creating a performance culture**, which include show to get the best from employees through effective management of performance and having difficult but effective conversations.
- **Workforce of the future**, will give an overview of the key elements of workforce planning and how to effectively plan for future resource needs.
- **Commercial and business acumen**, which includes how to work in partnership, solving problems creatively and making robust decisions, managing risk and finance effectively.

4.8 Chartered Management Institute (CMI)

4.8.1 The accredited CMI Certificate and Diploma in First Line Management Programme will be available, providing new and established first line managers and team leaders with the essential skills to be effective in their roles.

4.9 People Development Planner

4.9.1 There will be development opportunities for all employees available through our People Development Planner with a number of new courses available in 2017/2018 such as; working in a change environment and resilience.

4.9.2 The People Development Planner will be focused on targeted learning and development interventions. These will be based on service needs fed through from the annual performance, development and review (PDR) cycle for all employees.

4.10 Evaluation

4.10.1 These development programmes will be evaluated on an ongoing basis to ensure the people development approach continues to meet the needs of services and employees. It will be important to demonstrate a return on investment. Engagement will take place to measure delegate experience on completion of workshops, and formal impact evaluations will be undertaken at key milestones throughout the development journey. These impact evaluations will enable us to ensure that people development is meeting our strategic objectives and best value.

4.11 Skills and Capabilities

- 4.11.1 As a strategic workforce planning approach is embedded across the Council, this will inform an understanding of the skills and capabilities required currently and into the future. This will be informed by the workforce action plans for each service and we will undertake skills audits to assess and identify gaps and opportunities where appropriate.
- 4.11.2 The HR & OD Team will continue to scope out development opportunities with services, in areas such as e-learning/blended learning; coaching; SVQs; CPD requirements; apprenticeships; interns and professional courses. One particular aim will be to ensure that all employees have a wider range of workplace skills.
- 4.11.3 By developing an understanding of the skills and capabilities required and the learning opportunities that exist, there will be an opportunity to ensure that the skills and capabilities required now and into the future are captured. These will be supported by relevant and applicable learning opportunities from the Council's perspective and any key gaps in the provision of learning opportunities are highlighted.
- 4.11.4 As technology, legislative and service requirements change the nature of jobs, there is an increasing need to update and develop skills and knowledge in order to raise levels of performance. This includes retraining employees where their skills may have become outdated. We need to constantly look at ways of improving the skills of our workforce so that they meet the needs and expectations of our customers and changing requirements of the Council. We therefore need to create a learning organisation and develop employees to reach their full potential.

4.12 Performance, Development and Review

- 4.12.1 It is recognised that employees perform most effectively when expectations of their job role, work objectives and the wider aims of the Council are made clear to them.
- 4.12.2 A new Performance Development and Review Policy (PDR) and Core Competency Framework for all levels of employees are being developed. This will replace the current policy of Managing Team/Individual Performance Development (MTIPD) and Management Development Programme (MDP). PDR will exclude Teachers who already have nationally agreed arrangements in place.
- 4.12.3 As the Council continues to operate in an environment dominated by change and reform, PDR will support managers to ensure new demands on the skill sets and capabilities can be met. PDR will provide line managers with a robust effective, systematic and objective process for clarifying what is expected of each employee. It will recognise good performance, support and address under performance at an early stage and promote the behaviours to drive the Council forward. Performance standards, measures

and outputs will be aligned to service plans, the BCCP, Council Plan and underpinned by core competencies.

- 4.12.4 The PDR process is a continuous cycle, involving a structured programme of meetings and reviews between a manager and their employee/team, to discuss and agree competence levels and performance and development standards required by the Council. It will include a 1 to 1 or Team Objective Setting Meeting and PDR review at least every 12 months. These meetings will provide the opportunity to discuss work priorities and objectives.
- 4.12.5 PDR data will be recorded in the Council's new Enterprise Resource Planning (ERP) system when it is launched in December 2017. This will support managers and employees to manage the PDR cycle. Electronic storage of PDR data will also allow us to respond more effectively to employee development requirements, identify high performers and future talent and meet Council and service needs.
- 4.12.6 The Council's Core Competency Framework is part of the annual PDR process. It has been developed to incorporate core competencies that describe the values and behaviours we require our employees to possess, to ensure the delivery of service excellence. The competency framework comprises 3 key strategic themes. The competencies under each theme are outlined below:

Personal Effectiveness

- Understand the Bigger Picture
- Decision Making
- Self and Team Development

Delivering the Service

- Leading and Communicating
- Change Management
- Working Collaboratively and in Partnership

Setting Direction

- Council Awareness
- Drive for Results
- Strategic Planning

4.13 Career Pathways

- 4.13.1 Career pathways will be designed for key Council roles, to assist employees to visualise opportunities for career progression regardless of current role. Career pathways tailored to meet the aspirations of the Council will detail the required learning and development to support progression routes. Reference will be made to the competency framework as appropriate.

4.13.2 The HR & OD Team will support services in creating career pathways in consultation with trade union representatives. These pathways will support succession planning contingency arrangements for business critical posts and promote the improved movement of employees across the organisation. Recruitment processes will still apply at all stages and opportunities for progression will depend upon service need.

4.14 Talent Planning – Creating a High Performing Workforce

4.14.1 Talent Planning within the Council refers to the process of attracting, selecting, training, developing, engaging and retaining employees. We recognise the potential in all of our employees and that talent exists throughout the Council.

4.14.2 The outcome of the PDR process will be critical to introducing a Talent Planning approach across the Council. A Talent Planning approach allows managers to capture the discussions within the PDR process about career development aspirations. Managers can use this knowledge about the skills, talent and ambitions in their teams to plan for the future.

4.14.3 Talent Planning will support the achievement of Council and Service Plan objectives, increase organisational resilience, improve employee development opportunities and strengthen employer identity.

4.15 Rewarding Our Employees

4.15.1 Pay and Grading

We have distinct employee groups with their own national negotiating arrangements for pay purposes and each of which has specific pay and grading arrangements in place.

4.15.2 **Chief Officers'** pay is negotiated nationally by the Association of Local Authority Chief Executives (ALACE).

4.15.3 **Local Government employees'** pay is determined through the application of an analytical job evaluation scheme. Using that scheme helps us to reward staff in a way that is both fair and transparent and provides protection against equal pay claims.

4.15.4 **Teachers'** pay scales are determined nationally by the Scottish Negotiating Committee for Teachers (SNCT). This sets out the rate of pay for all main grade teachers. A job sizing toolkit has been provided through the SNCT to determine the appropriate rate of pay of higher grade teachers.

4.15.5 **Craft Workers** are paid in accordance with a local collective agreement on the rates of pay for the respective trades, semi-skilled and unskilled labourers.

4.16 The Living Wage

- 4.16.1 The Council is an accredited Living Wage employer and currently pays a supplement to those in the bottom grades to ensure they are paid the set living wage.
- 4.16.2 While the Council has to date supported the application of the living wage, and this has assisted our less well paid, it should be noted that pay awards in relation to the living wage have created challenges. The increase in the Scottish local government living wage for employees during 2017-2018 will be 2.1% (which is inclusive of the national pay award). In comparison, the pay award for other Council employees will be 1% (for those earning £35,000 and above).
- 4.16.3 A review of the Council's pay and grading model will look to:
- Integrate the 'Scottish Local Government Living Wage' (SLGLW);
 - Remove overlaps in the pay grades;
 - Reduce the number of increments within each pay grade to comply with equality legislation; and
 - Maintain differentials between pay grades.
- 4.16.4 As part of the Council's living wage accreditation, the organisation will seek to ensure, where possible, that tenders for all agency staff providing a service on behalf of the Council can meet the requirements of the living wage commitment.
- 4.16.5 Furthermore, the Council will continue to work with local businesses to encourage them to become a living wage employer. Businesses signing up to Invest in Renfrewshire are provided with advice regarding the accreditation process.

4.17 Employment Package

- 4.17.1 Our employment package is constantly reviewed and updated to ensure in the context of the on-going financial challenge, it remains attractive, competitive, modern, fair and valued by current employees and potential employees. We offer:
- A high quality pension scheme supported by auto enrolment;
 - Very competitive annual leave provision;
 - A variety of flexible working opportunities including flexi-time, part-time, term-time and compressed hours;
 - Up to twelve months' occupational sick pay;
 - An employee assistance programme; and
 - Salary sacrifice schemes such as childcare vouchers.
- 4.17.2 The Council's employee benefits package will be actively promoted to maximise the advantages of the schemes for both existing and prospective employees.

4.17.3 Clearly, the ability to recruit skilled employees is heavily influenced by both the rate of pay for the job and by the overall employment package available. Where recruitment pressures have arisen creative solutions have been sought and found, in order to ensure a viable supply of resources. Examples include the use of social media for advertising and partnering with local colleges to offer placements with jobs at the end.

4.17.4 In the future we aim to increase the use of programmes to “grow our own” employees through apprenticeship or professional traineeships, improve career pathways and make career routes more visible to our employees to engage, retain and attract the right employees.

4.18 How We Will Engage With our Trade Unions

4.18.1 We will consult and work in partnership with trade unions to establish a culture of trust and to develop a working environment where the ideas, views, knowledge and experience of our workforce are listened to, considered and valued.

4.19 How We Will Improve Employer Identity and Employee Engagement

4.19.1 We recognise that employee engagement will be a key driver in achieving our strategic objectives, increasing workforce capability, increasing motivation and creating a culture where our employees know where they fit into the bigger picture.

4.19.2 In addition to the engagement of our current workforce, our candidate experience during recruitment is an important part of building on our employer identity, and in promoting the excellent benefits of working at Renfrewshire Council. We will work to streamline and improve the recruitment process and experience for recruiting managers and candidates.

4.19.3 Specific employer identity and engagement actions will include:

- Streamlining the recruitment process;
- Improved induction arrangements for new employees;
- Delivering a creative marketing campaign across all services to attract a high quality and inclusive workforce;
- Engaging with partner universities and local colleges with regard to entry level positions and workforce supply challenges;
- Better recruitment and selection procedures e.g. a ‘grow your own’ policy supporting our existing workforce into roles;
- Improved succession planning;
- Clear job outlines/specifications; and
- Clearly defined career pathways.

4.19.4 Given the pace of change, it is critical to engage and communicate with our employees on a continuous basis so that they are aligned around the Council’s vision and outcomes. We will do this through surveys, impact evaluation of people development, regular engagement with the Council’s

senior management teams, consultation with the trade unions, the use of existing staff panels and the establishment of new forums to engage with our workforce.

- 4.19.5 Consultation with key stakeholders, including senior management teams and trades unions will continue, to identify key priority actions from the service workforce plans.

4.20 How We Will Improve Equality and Diversity in the Workplace

- 4.20.1 The Council has a legal obligation to meet the requirements of the Equality Act 2010 and The Public Sector Equality Duty (PSED). Equality legislation protects people from discrimination on the basis of the protected characteristics of:

- Age;
- Disability;
- Gender;
- Gender reassignment;
- Pregnancy and maternity;
- Race;
- Religion and belief;
- Sexual orientation; and
- Marriage and civil partnerships.

- 4.20.2 The General Duty is to:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct;
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

- 4.20.3 The Specific Duties relating to employment in Scotland are to:

- Publish equality outcomes and report on progress;
- Gather and use employee information;
- Publish gender pay gap information;
- Publish statements on equal pay including occupational segregation; and
- Report progress on mainstreaming the equality duty.

- 4.20.4 The Council has an Equality Mainstreaming report for 2017 and identified equality outcomes. In addition the Council:

- Continues to gather workforce equal opportunities information to improve our data and identify areas for further development;

- Is reviewing learning and development provisions to ensure that equality and diversity is mainstreamed through all development where appropriate;
- Has a revised Equal Pay statement and, in line with Gender Pay legislation, is currently conducting a Pay Audit;
- Is currently revising the Equality and Diversity and Respect at Work employment policies and associated learning and development; and
- Continues to encourage employees to take part in the annual equality monitoring exercise, to ensure services, policies and employment practices are fair, reasonable and embedded in the Council.

4.21 Overtime Usage and Sickness Absence Performance

4.21.1 It is recognised that overtime usage and sickness absence levels within Council services are often linked, with employee attendance levels impacting on the availability and effective deployment of the workforce.

4.21.2 As part of workforce planning support to services, the HR & OD Team will continue to assist services to minimise and reduce overtime usage by providing ongoing guidance and training on supporting attendance. Regular meetings take place with services to identify appropriate OD and workforce planning strategies, to reduce overtime costs and employee absence levels and review progress. In addition, HR & OD will move towards the provision of monthly overtime costs information in a format that better fits with the financial year and facilitates effective overtime management.

4.22 Health, Safety and Wellbeing

4.22.1 The Council has adopted an integrated holistic approach to occupational health, safety and wellbeing. The organisation's proactive health and safety management system is promoted through visible leadership and commitment promoting, setting and enforcing a positive health and safety culture within the organisation. The Council's health and safety management system is accredited to BS OHSAS 18001:2007.

4.22.2 The Health and Safety Policy is designed to contribute to the Council's business performance, demonstrating commitment to continuous improvement. Roles and responsibilities are clearly defined in corporate, service and local arrangements. At an organisational level the Corporate Health and Safety Committee provides a necessary overview and co-ordinating role. The Corporate Health and Safety Action plan is promoted through the health and safety committee structure incorporating the policy's principles into a safe working culture through distributed leadership.

4.22.3 Health and safety is an integral part of service delivery at strategic level through to operational delivery. Assessment of risk ensures that the organisation is "risk intelligent" and that key occupational health and safety risks related to service delivery and work tasks are identified and eliminated, reduced or controlled. Supportive management systems and practices ensure risks are dealt with sensibly, responsibly and proportionately.

- 4.22.4 Proactive and reactive workplace monitoring assists in identifying trends, areas of good practice and areas for improvement. This information is used to develop action plans and inform the allocation of sufficient resources to implement the Health and Safety Policy. The promotion of health, safety and wellbeing is a shared employee, trade union and management objective which is discussed in open forums such as the Corporate and Directorate Health and Safety Committees and service team meetings.
- 4.22.5 A robust recruitment and selection process coupled with a variety of learning and development opportunities ensure competent employees. A suite of corporate health, safety and wellbeing training, based on the needs of the Council, provides employees with information alongside service specific inductions and briefing sessions.
- 4.22.6 Proactive health and wellbeing events and opportunities for employees are planned and delivered via the Health and Safety Team and the Healthy Working Lives Group. The organisation achieved and has maintained its “Healthy Working Lives” Gold award since 2009.
- 4.22.7 The introduction of “fee for intervention” by the HSE continues to give added focus to our efforts to ensure that safe working practices are routinely adhered to, and that “health and safety” is factored into all operational and strategic decision making.

4.23 Modern Apprenticeships

- 4.23.1 The Council is recognised by Skills Development Scotland (SDS) as a National Training provider and each year delivers a range of Modern Apprenticeship (MA) opportunities. The Council’s Modern Apprenticeship Programme currently provides apprenticeships in both traditional craft areas, such as joinery, electrical, plumbing, horticulture and motor vehicle mechanics, as well as in non-traditional areas, such as Business and Administration, Procurement and Digital and Creative Media through our Office-based Programme.
- 4.23.2 An apprenticeship levy was introduced from April 2017, which will see employers pay 0.5% of their total wage bill. Utilisation of the levy should be used to deliver new apprenticeships and will be aligned to strategic workforce planning across services.
- 4.23.3 The further offer of modern apprenticeships, as an option to support future workforce availability and supply, will be considered during the implementation of service workforce plans.

SECTION 5.0: IMPLEMENTING THE WORKFORCE PLANNING ACTION PLAN

5.1 Workforce Planning Action Plan

- 5.1.1 The Workforce Planning Action Plan at **Appendix 3** details the 5 key workforce planning priorities that emerged from service workforce plans and are to be progressed across the Council.
- 5.1.2 The Council will engage and consult with all relevant stakeholders, particularly our Trade Unions, in the implementation of the key workforce planning priorities.

SECTION 6.0: IMPLEMENTATION, MONITORING AND REVIEW

6.1 Workforce Planning Governance

- 6.1.1 The Council recognises that successful workforce planning is an active, ongoing dynamic process that must be monitored and adjusted where necessary, depending on internal and external pressures. Implementation of the Council Workforce Plan will be led and monitored by the Strategic OD and Workforce Planning Board. The progress of this plan will be continually reviewed, and reported regularly to the Council's CMT and annually to the Finance, Resources and Customer Services Policy Board.
- 6.1.2 This monitoring and review process will enable us to make adjustments to these strategies and actions and address any organisational priorities which arise. This will increase Council resilience by ensuring services are able to quickly respond to change and emerging challenges.
- 6.1.3 Success of this plan depends on Elected Members, Chief Officers, Managers, Trade Unions and employees working together, to ensure the Council experiences the full benefits of a strategic, structured approach to workforce planning.

Please contact the HR & OD Team with any views or contributions or with any questions about the content or application of our Council Workforce Plan.

Signed:
Alan Russell
Director of Finance and Resources

1.0 National Drivers on Workforce Demand and Availability

1.1 Please find some further examples of current national legislation and policy drivers which impact on the Council's workforce demand and availability.

1.1.1 The Community Empowerment (Scotland) Act 2015

This 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, for example, making it simpler for communities to request and manage public sector land and buildings, and improve the statutory base for community planning.

1.1.2 Fairer Scotland Action Plan

This 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.

1.1.3 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. The Bill 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 Bill requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets.

1.1.4 Social Security (Scotland) Bill

The Bill will take forward the Scottish government's priorities for the social security powers that are to be devolved and the establishment of a new Social Security Agency. The Bill will then define the types of social security assistance which the Government will give (e.g. assistance for people with disabilities, carers, maternity and funeral expenses, heating costs and so forth).

1.1.5 Social Work and Care Workforce Policy

There is a national policy direction which aims to improve the qualifications for residential childcare workers, and may require a degree qualification. This was originally due to commence in 2017 and has now been deferred. The Council will have to remain alert to this future qualification requirement, and further workforce planning is required to scope the implications of this in terms of capacity, training and development.

There is also a responsibility on the Council as an employer to provide appropriate workforce development to support employees to increase their knowledge and expertise, meet registration requirements and the new

“Fitness to Practice” responsibilities. Policy reviews and legislative changes such as the National Review of Children in Care System will require flexibility in the service. The operation of multi-agency public protection arrangements (MAPPA) and the presumption against short sentences have resulted in significant demand within criminal justice and it is anticipated that this will continue to be the case.

1.1.6 **Food Standards Scotland**

This new national body has set out its strategic vision for the delivery of food law enforcement in Scotland. There is a change in the vision which will have a greater focus on dietary health improvements as well as focus on food law enforcement.

1.1.7 **Scottish Environment Protection Agency (SEPA)**

SEPA plan to use the powers given to them under the Regulatory Reform (Scotland) Act 2014 to help Scotland be one of the first countries to tackle the challenge of the over-use of the planet’s natural resources. The regulatory strategy establishes a clear purpose for SEPA which seeks to support and create both social and economic benefits for Scotland by devising and delivering environmental improvements. This is described in the statutory purpose:

- Protect and improve the environment (environmental success) in ways that, as far as possible create health and well-being benefits (social success) and sustainable economic growth (economic success).

1.1.8 **Climate Change Scotland Act 2009**

The Climate Change Scotland Act 2009 sets out key targets to reduce carbon emissions in Scotland by 80% by 2050. Renfrewshire Council has developed a Carbon Management Plan detailing key actions to meet an ambitious target to reduce carbon emissions by 36% by 2020.

1.1.9 **National Waste Strategy**

The Waste (Scotland) Regulations signify a landmark step-change in the way individuals and businesses in Scotland manage their waste. The regulations are designed to make the most of the fact 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 have a significant 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.

1.1.10 **Building Safer, Greener Communities**

The programme seeks a flourishing optimistic Scotland in which resilient communities, families and individuals live their lives safe from danger, disorder and harm. To address the two objectives of reducing the number of victims of crime and reducing the number of victims of unintentional harm the service will develop a multi-agency tasking approach to deliver sustainable long term improvements for local communities.

1.1.11 **“Homes Fit for the 21st Century”**

The Scottish Government strategy “Homes Fit for the 21st Century” details the government’s action plan for housing up to 2020 and includes challenging targets in the quality and refurbishment of existing affordable social housing, including housing to meet the needs of disabled people and older people for independent living. This will impact on demand and expectations by service users on the Directorate workforce.

1.1.12 **Scottish Planning System Review**

The Scottish Government are currently carrying out a consultation with regard to the future of the Scottish Planning System. The consultation paper “Places, People and Planning” sets out 20 proposals for change which aim to strengthen the planning system and support sustainable economic growth across the country. The proposals build on the recommendations of an independent review of the planning system with responses to the consultation being required in April 2017. Some of the proposals which will impact on the service and planning profession if implemented include:

- Developing skills to deliver outcomes;
- A new approach to improving performance;
- Making better use of resources - efficient decision making; and
- Innovation, designing for the future and the digital transformation of the planning service.

1.1.13 **Construction (Design and Management) Regulations 2015**

These regulations cover the management of health, safety and welfare when carrying out construction projects and aim to improve health and safety in the industry through the planning and co-ordination of work, effective risk information and related management, communication, engagement and consultation and having the right people for the right job at the right time.

Appendix 2: Workforce Availability – Demographics

1. Summary of Key Findings

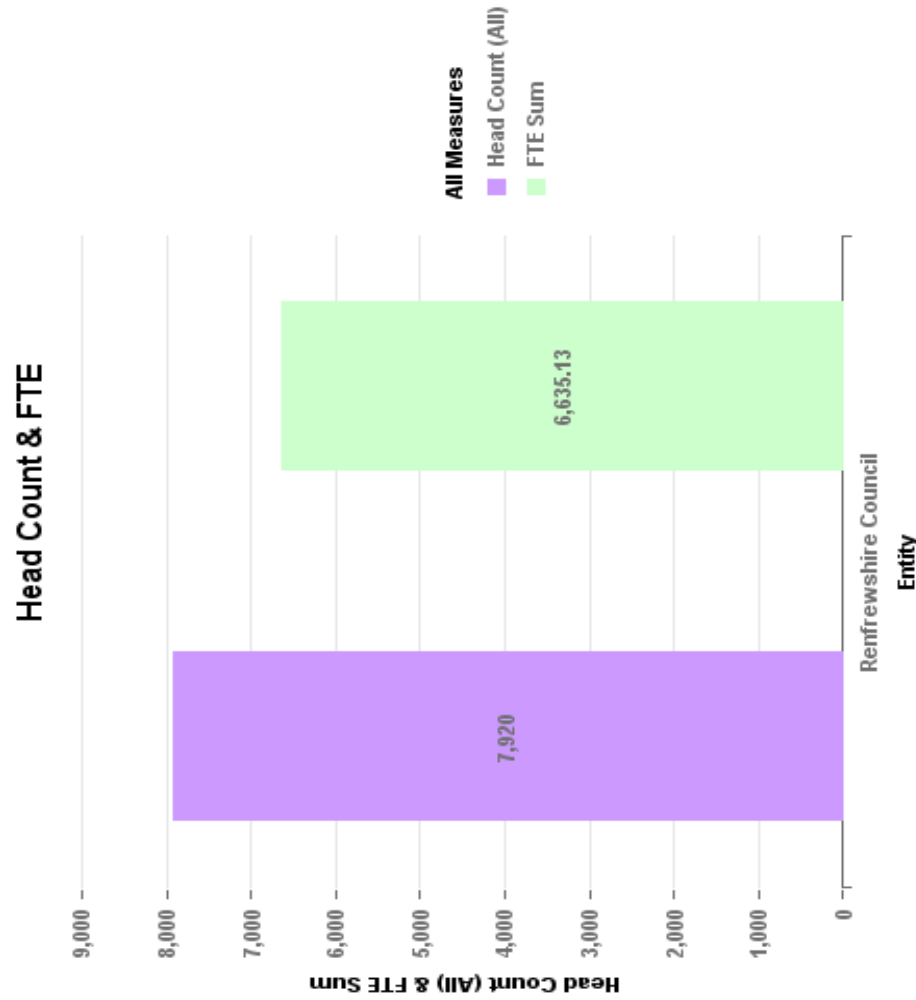
- A total of 7920 people were employed by the Council at 31 March 2017, corresponding to 6635.13 full time equivalent posts (FTE); 73% of our employees are female and 27% are male;
- 90% of our employees have a permanent contract; the other 10% are made up of Temporary employees, Modern Apprentices, Apprentices and Probationer Teachers.
- 62% of our employees are full time (equivalent of 1 FTE) with the remaining 38% working part time;
- Average length of service is approximately 12 years.

All figures shown are as at 31 March 2017, unless otherwise stated. For future iterations of the Workforce Plan, once the new Enterprise Resource Planning (ERP) system, Business World, is implemented within the Council, it is anticipated that a more detailed breakdown of the workforce demographics will be available.

2. Headcount and FTE

As at 31 March 2017 the Council workforce comprised of headcount of 7920 and 6635.13 full time equivalents (FTE) as demonstrated by the chart below.

Figure 9: Headcount and FTE



The table and chart below highlight the spread of headcount and FTE across each service area. Currently the largest headcount by service area is Children's Services with 2821.55 FTE staff deployed. This is followed by Community Resources with 1297.72 FTE.

Figure 10: Renfrewshire Council Employee Headcount and FTE by Service

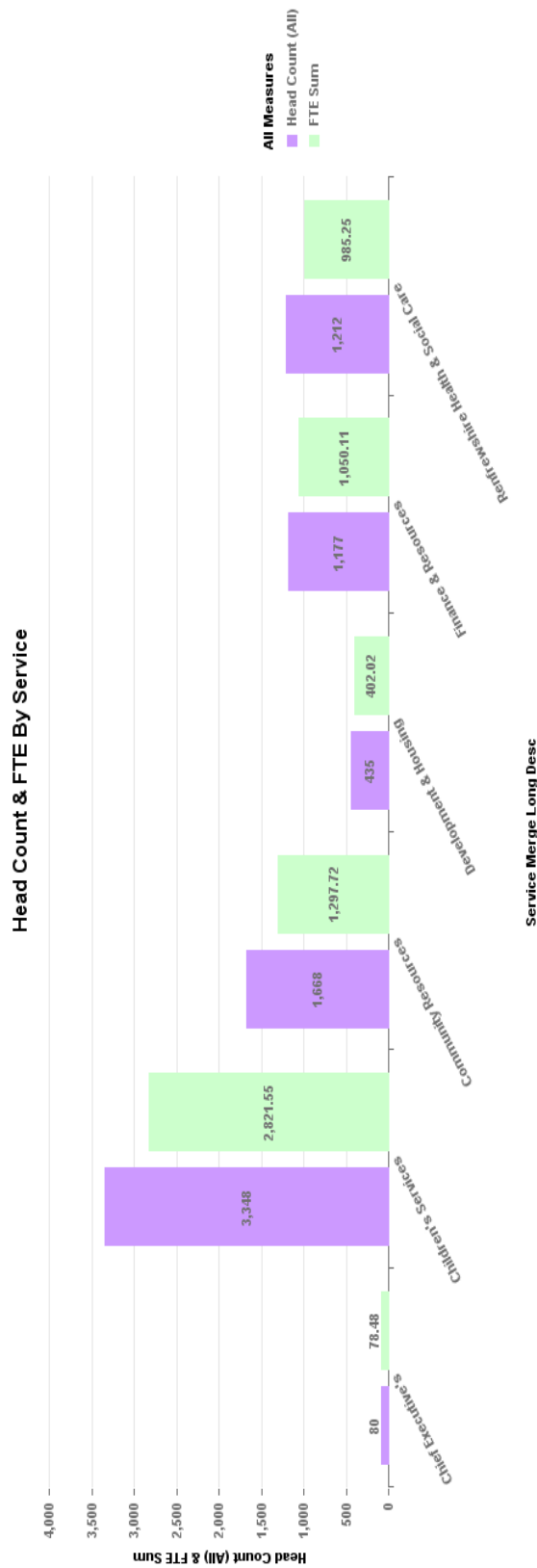
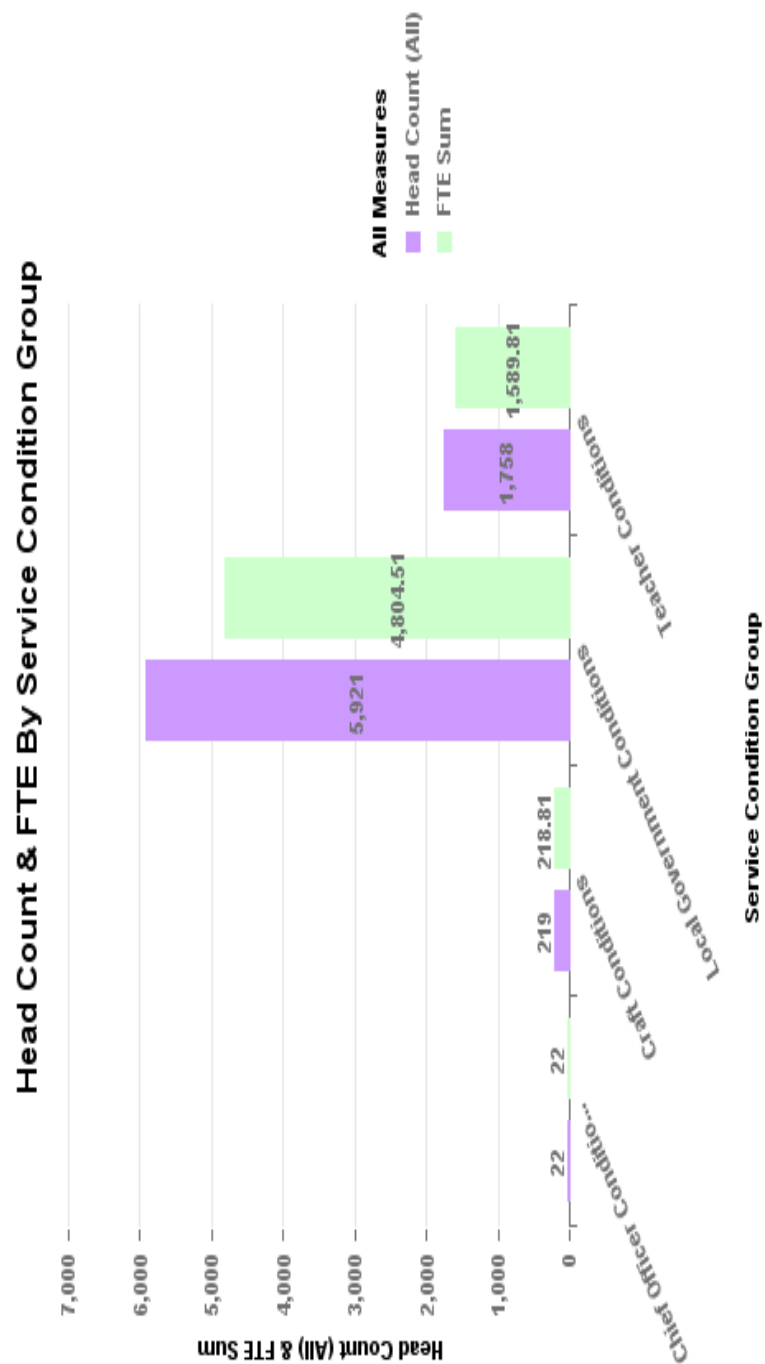


Figure 11: Renfrewshire Council Employee Headcount and FTE by Service

Directorate	Head Count (All)	FTE Sum
Chief Executive's	80	78.48
Children's Services	3348	2821.55
Community Resources	1668	1297.72
Development & Housing	435	402.02
Finance & Resources	1177	1050.11
Renfrewshire Health & Social Care	1212	985.25
Grand Total	7920	6635.13

Figure 12: Renfrewshire Council Employee Headcount and FTE by Service Condition Grouping



The table below shows the workforce broken down by service condition.

Figure 13: Renfrewshire Council Employee Headcount and FTE by Service Condition Grouping

Service Condition Group	Head Count (All)	FTE Sum
Chief Officer Conditions	22	22.00
Craft Conditions	219	218.81
Local Government Conditions	5921	4804.51
Teacher Conditions	1758	1589.81
Grand Total	7920	6635.13

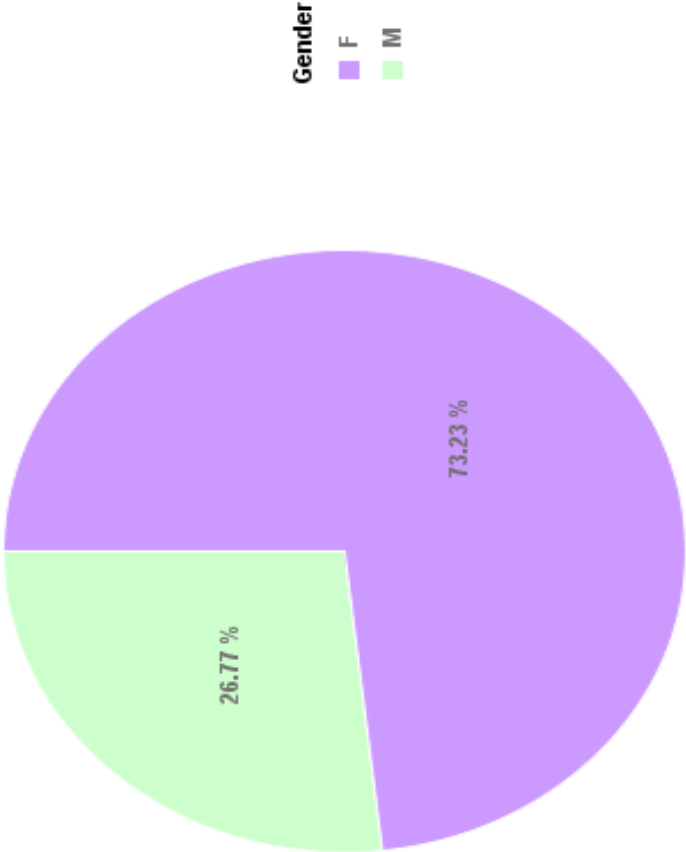
The largest number of staff are on local government conditions, 5921 (75%). This is followed by Teacher Conditions, 1758 (22%). Employees on Craft Conditions and Chief Officer Conditions account for 3% of the workforce.

3. Gender Profile

The gender profile for the Council workforce shows that it is predominantly female. The pie chart below highlights that just over 73% of the council's workforce are female, 27% male.

Figure 14: Renfrewshire Council Employee Headcount by Gender

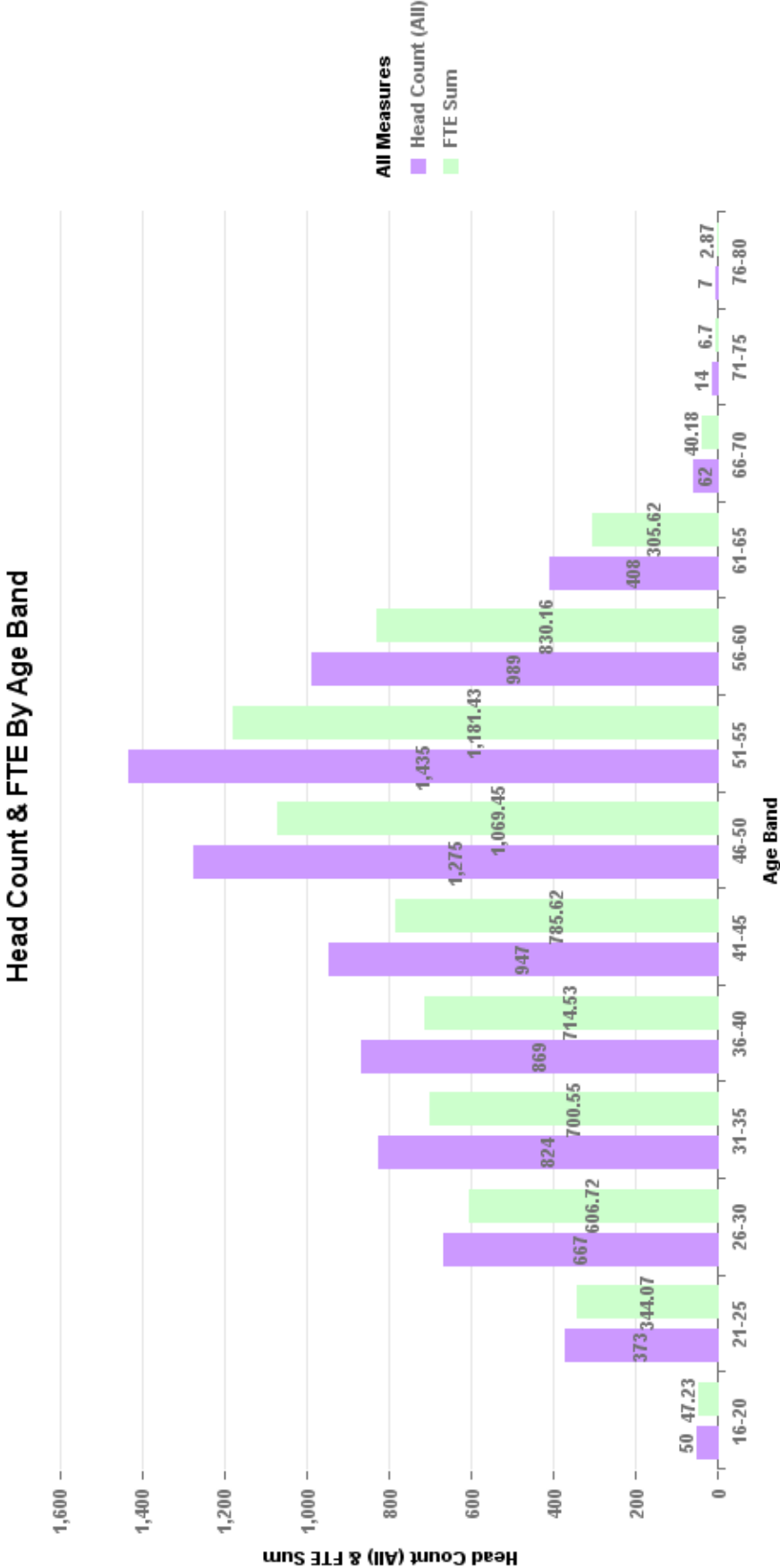
Head Count By Gender As A %



4. Age Profile

The chart below shows the Council headcount & FTE in 5 year age bandings.

Figure 15: Renfrewshire Council Employee Headcount and Age Banding



The age profile is broadly reflective of the Renfrewshire population and Scotland's average as a whole, with 48% of Renfrewshire's population aged 45 years and over.

Figure 16: Renfrewshire Council Employee Headcount & FTE by Age banding

Age Band	Head Count (All)	FTE Sum
16-20	50	47.23
21-25	373	344.07
26-30	667	606.72
31-35	824	700.55
36-40	869	714.53
41-45	947	785.62
46-50	1275	1069.45
51-55	1435	1181.43
56-60	989	830.16
61-65	408	305.62
66-70	62	40.18
71-75	14	6.70
76-80	7	2.87
Grand Total	7920	6635.13

The age profile of the Council workforce displays a number of characteristics which are important in relation to our workforce Planning processes:

- 37% of our workforce is over 50 years old.
- The largest age band falls between 51 and 55 years of age with significant numbers also falling in the 46-50 (16%) and 56 to 60 (12%) year old groupings.
- 30% of our workforce falls within the 51 to 60 age group. 6% of the workforce is over 60 years old. 5% of the Council workforce is under 24 years old.

The age profile is similar to that of the Renfrewshire population and Scotland's average as a whole, with 48% of Renfrewshire's population aged 45 years and over.

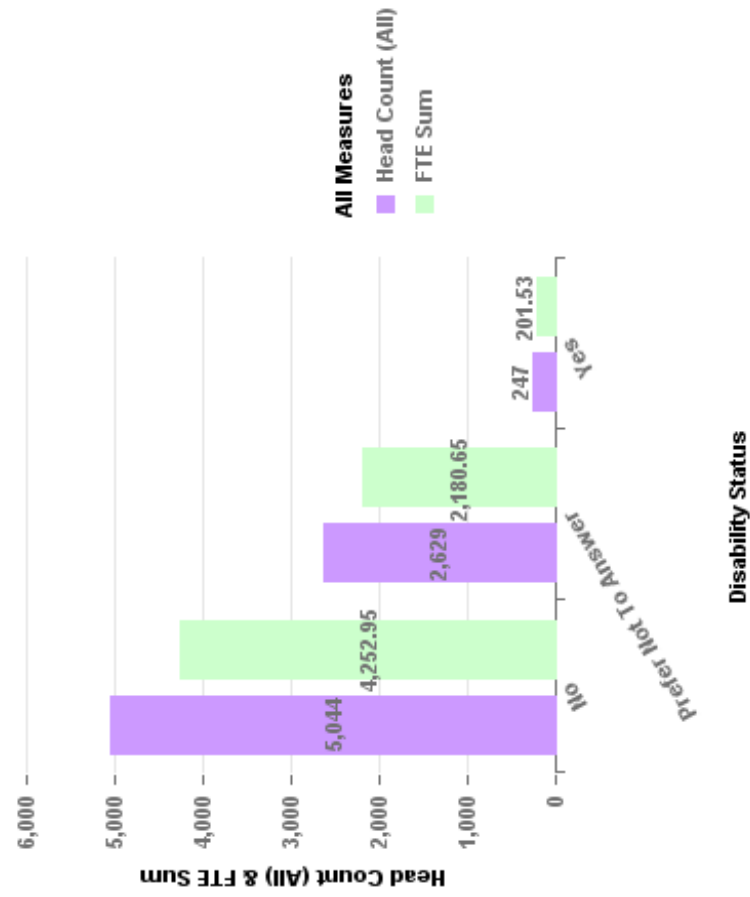
This data highlights that the Council has an ageing workforce and the workforce planning process has identified that this poses a significant risk to service delivery across the next 5 to 10 years. The removal of a statutory retiral age means that it is difficult to predict with any certainty how many of the staff identified as at high risk of retiral will choose to leave across the next five years. In this context, it is recognised that the use of flexible retirement should be more substantially developed and deployed in appropriate circumstances across the organisation to facilitate workforce planning, including succession planning, to ensure capacity is maintained and skill and knowledge transfer. For workforce planning purposes three areas of retiral risk across the 5 year period 2017-2022 are as follows:

- Low Risk – all staff aged under 50 years old;
- Medium Risk – all staff aged between 50 and 59 years;
- High Risk – all staff over 60 years old.

5. Disability Profile

As at 31 March 2017, 3% employees declared as having a disability. With the introduction of ERP, data will be refreshed and employees will be encouraged to declare their equalities information. Further communications strategies explaining to staff why we hold this information will be implemented to try and improve on the level of disclosure.

Figure 17: Renfrewshire Council Employee Headcount & FTE by Disability Status



6. Ethnic Origin Profile

The table below details our ethnic origin profile. 28% have declared as white Scottish, however 66% have responded as 'prefer not to answer'.

Figure 18: Renfrewshire Council Employee Headcount & Ethnic Origin

Ethnic Origin	Head Count
African - African, African Scottish or African British	13
Arab - Arab, Arab Scottish or Arab British	2
Asian, Asian Scottish or Asian British - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	1
Asian, Asian Scottish or Asian British - Chinese, Chinese Scottish or Chinese British	2
Asian, Asian Scottish or Asian British - Indian, Indian Scottish or Indian British	16
Asian, Asian Scottish or Asian British - Pakistani, Pakistani Scottish or Pakistani British	9
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	4
Mixed Ethnic background	18
Other Ethnic background	39
Prefer not to answer	5295
White - Irish	38
White - Other British	214
White - Scottish	2248
White - Eastern European (eg Polish)	21
Grand Total	7920

7. Position Status

62% of our employees are full time (equivalent of 1 FTE) with the remaining 38% working part time.

Figure 19: Renfrewshire Council Employee Headcount & FTE by Position Status

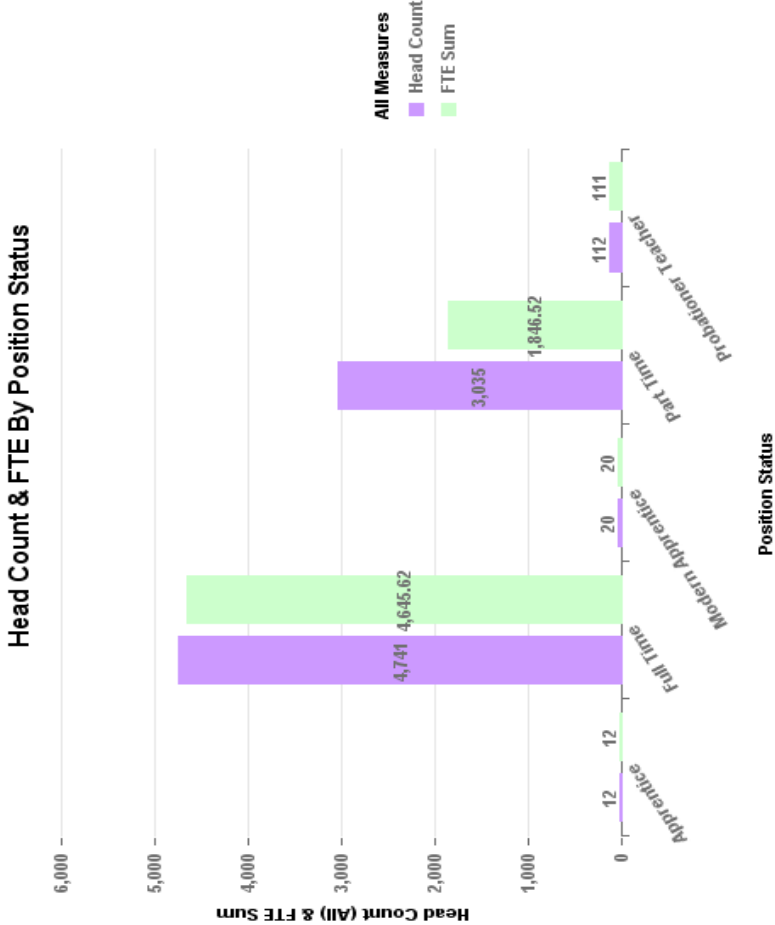


Figure 20: Renfrewshire Council Employee Headcount & FTE by Position Status

Position Status	Head Count (All)	FTE Sum
Apprentice	12	12.00
Full Time	4741	4645.62
Modern Apprentice	20	20.00
Part Time	3035	1846.52
Probationer Teacher	112	111.00
Grand Total	7920	6635.13

Figure 21: Renfrewshire Council Employee Headcount & FTE by Contract Status
Head Count & FTE By Permanency Status

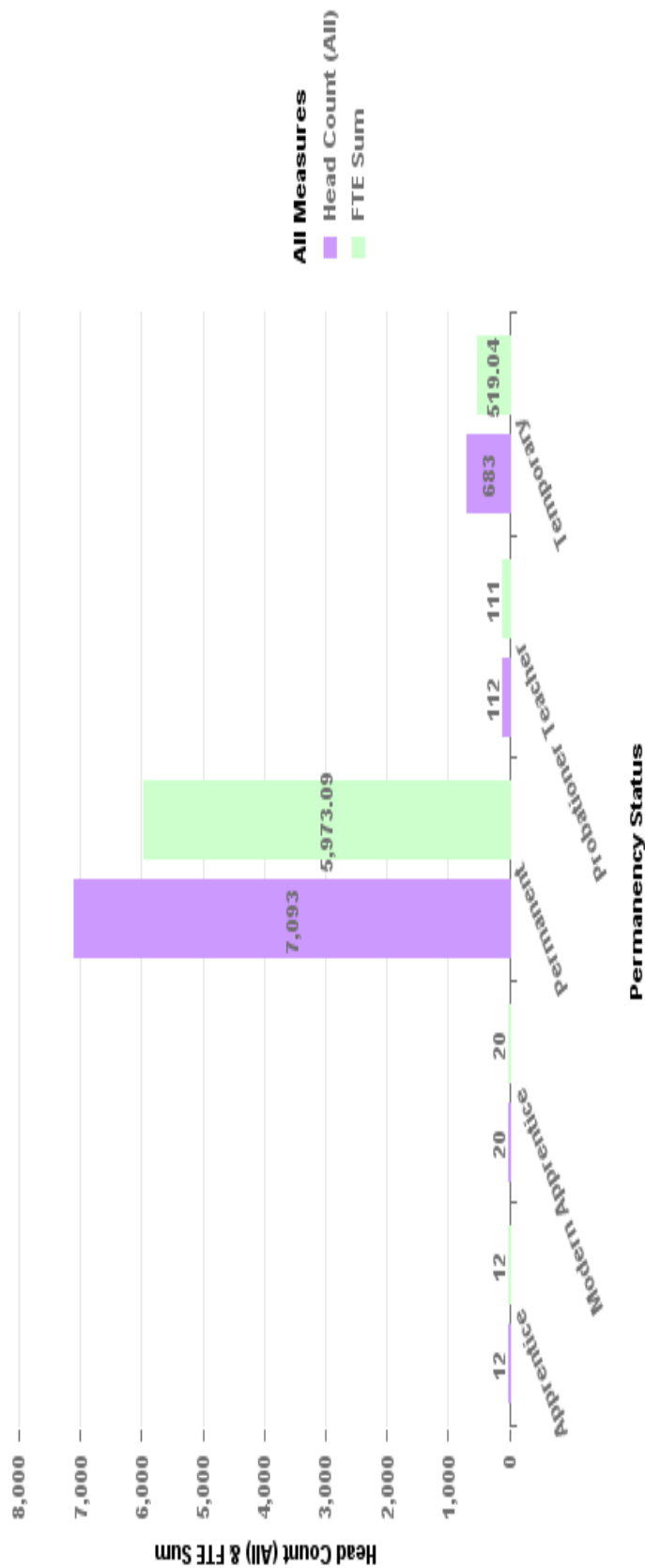


Figure 22: Renfrewshire Council Employee Headcount & FTE by Contract Status

Permanency Status	Head Count (All)	FTE Sum
Apprentice	12	12.00
Modern Apprentice	20	20.00
Permanent	7093	5973.09
Probationer Teacher	112	111.00
Temporary	683	519.04
Grand Total	7920	6635.13

Figure 23: Renfrewshire Council Employee Headcount & FTE Post Occupancy

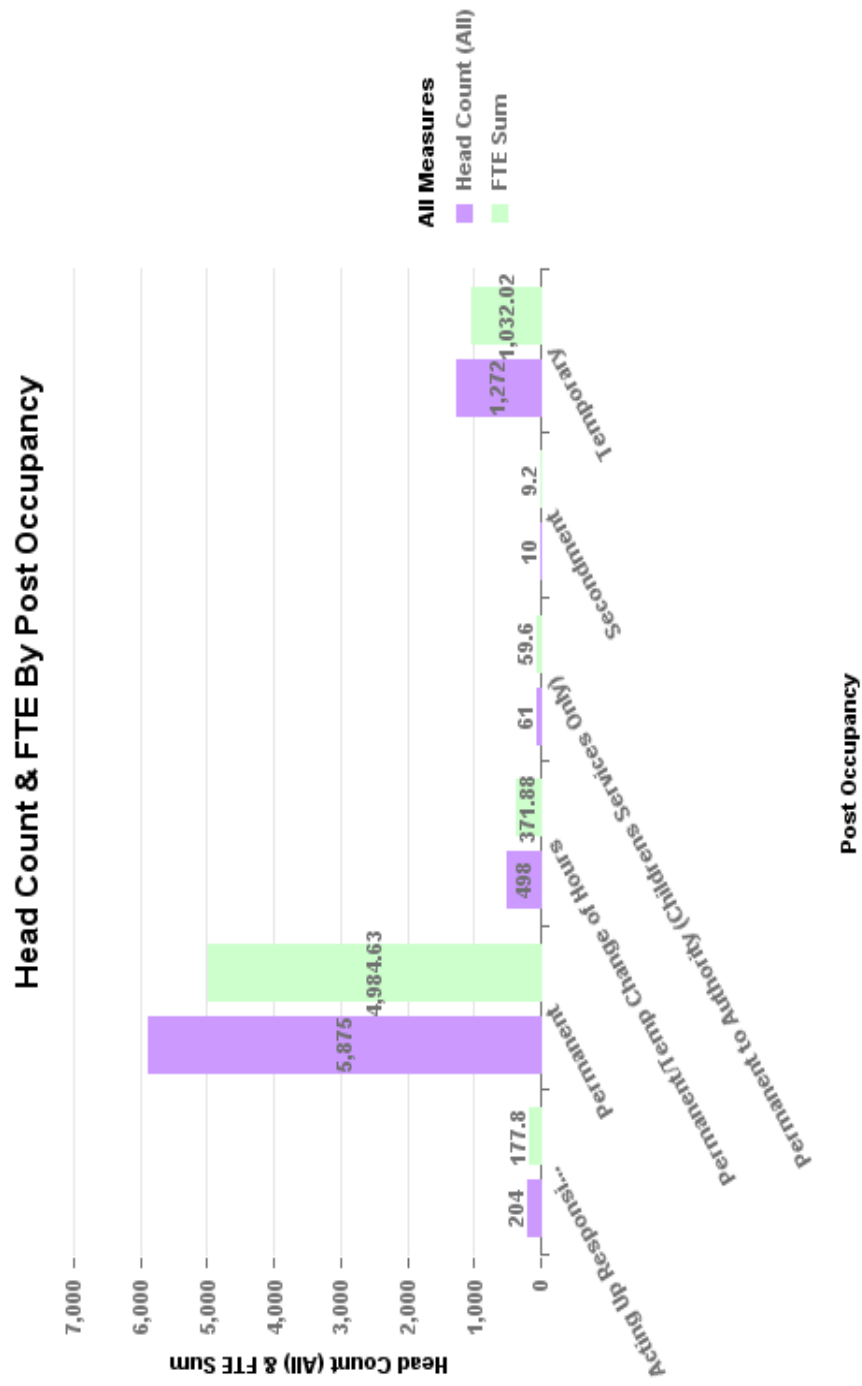


Figure 24: Renfrewshire Council Employee Headcount & FTE Post Occupancy

Post Occupancy	Head Count (All)	FTE Sum
Acting Up Responsibility	204	177.80
Permanent	5936	5044.23
Permanent/Temp Change of Hours	498	371.88
Secondment	10	9.20
Temporary	1272	1032.02
Grand Total	7920	6635.13

There are a range of different types of contracts used throughout the Council, however 90% of our employees are employed on permanent contracts. Of this 90%, 8.3% are currently occupying a temporary post and are included in the Temporary Headcount figure above.

8. Length of Service

The average length of service is approximately 12 years. The biggest numbers for length of service band occupy the 0-5 years banding. This is 31% of the workforce.

Figure 25: Renfrewshire Council Employee Headcount & FTE by Length of Service

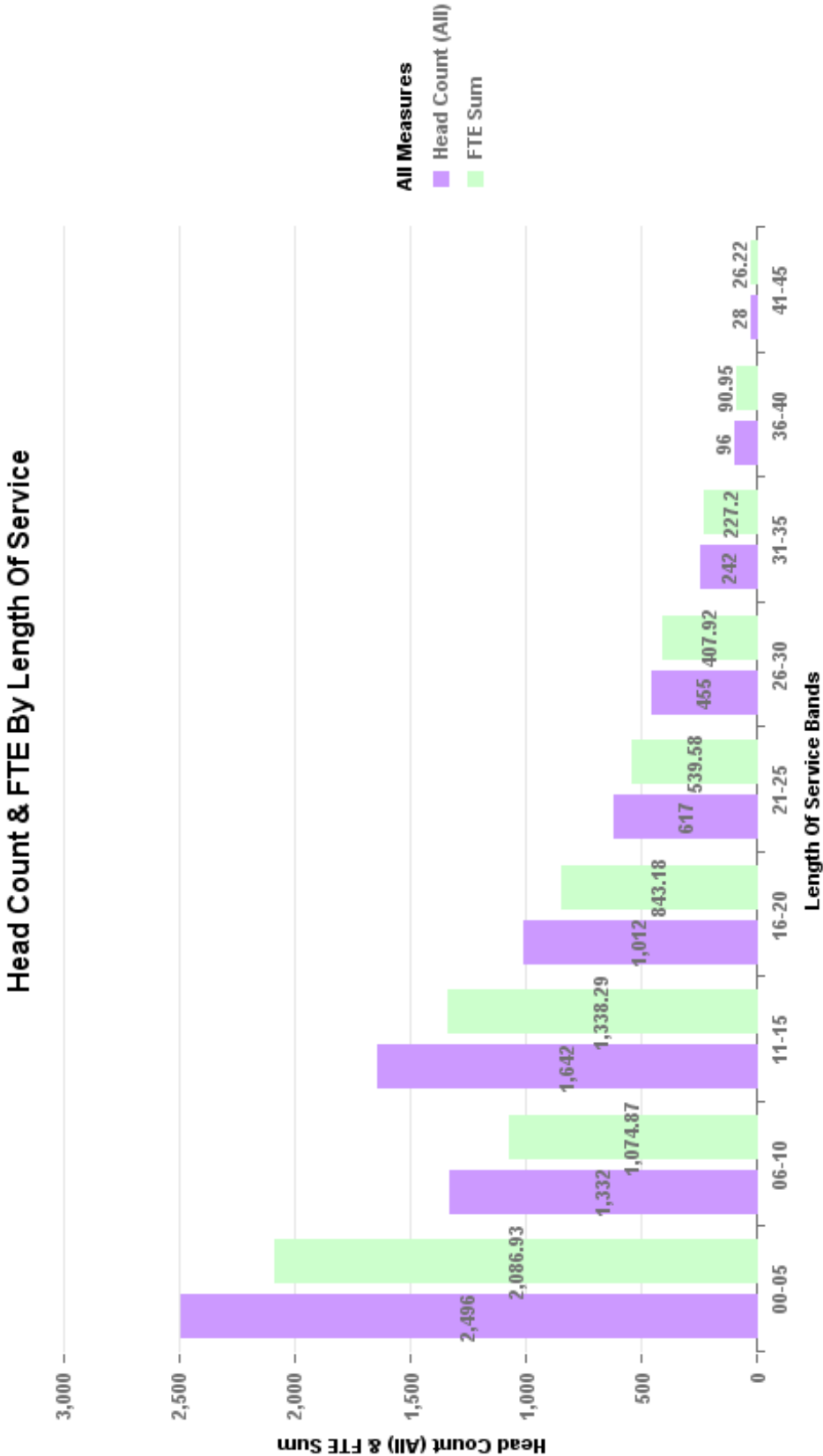


Figure 26: Renfrewshire Council Employee Headcount & FTE by Length of Service

Length Of Service Bands	Head Count (All)	FTE Sum
00-05	2496	2086.93
06-10	1332	1074.87
11-15	1642	1338.29
16-20	1012	843.18
21-25	617	539.58
26-30	455	407.92
31-35	242	227.20
36-40	96	90.95
41-45	28	26.22
Grand Total	7920	6635.13

9. Turnover and Leavers

Turnover

Turnover for the Council for year 2016/2017 is 8.56%

This figure has decreased over the last 4 years.

Year	Turnover %
2013/2014	9.05%
2014/2015	9.50%
2015/2016	10.11%
2016/2017	8.56%

The reasons for leaving, included in turnover, are detailed in the table below.

Turnover within the Council has remained relatively stable, with an increase evident in 2015/2016. This increase was due to a group of employees being TUPE transferred to Renfrewshire Leisure, which is company limited by guarantee which also has a charitable status and provides leisure and cultural centres on behalf of Renfrewshire Council. Further analysis of turnover by service area, gender and age will be carried out within the next year to determine if there are any particular areas of concern.

Reasons for Leaving

We collect data about the reasons why people leave the organisation through resignation letters, exit questionnaires and interviews. The main aim of this is to gain a better

understanding of the reasons employees move jobs and to gather their views and insights into workplace issues which are vital to improve service delivery and address critical recruitment and retention issues.

Figure 27: Renfrewshire Council Employee Leaver Reason – 1 April 2016 to 31 March 2017

Leaving Reason Long	Leaver Head Count Between 01/04/2016 & 31/03/2017
Death In Service	10
Dismissal - Gross Misconduct	2
End of Temporary Contract	78
Lack of Capability	30
Redundancy	1
Resignation	401
Retirement (Age related)	54
Retirement (Early)	65
Retirement (Ill Health)	32
Total:	673

The table above provides the reasons for leaving the Council in 2016/2017. The principle reason is recorded as 'Resignation' for 60% of the leaver population. The second largest reason for leaving is 'End of Temporary Contract' at 12%. Further analysis needs to take place to determine reasons for resignation and if any service areas where there is a high leaver rate and the reasons for this.

10. Monitoring

We will continue to monitor trends across the workforce to inform future need. The current profile of our workforce

presents opportunities, such as, reviewing the use of temporary contracts, redesign of service structures, increasing flexibility of working patterns, flexible retirement options and improved diversity across the workforce. While this document has classed potential staff retireals as a risk to service delivery, it must also be noted that the resources which may be released by increased turnover of staff could also present opportunities in the context of change and transformation projects to facilitate the managed reduction in the workforce to release associated budget savings.

Leavers, resignations and retiral numbers will continue to be monitored in order to establish whether there is any discernible pattern which will assist in improving projection for work force planning purposes.

Appendix 3 The Council Workforce Plan Action Plan 2017- 2020

The following action plan highlights the 5 key workforce planning themes, priorities and outcomes, aligned to the achievement of the Better Council Change Programme Priority 9 – Supporting our Employees.

Workforce Planning Theme 1 – A Modernised and Flexible Workforce			
Key Actions	Outcome	Timescale	Responsibility
Embed service workforce planning key themes into the service improvement planning process	<ul style="list-style-type: none"> Workforce planning is not seen as a standalone activity and progress can be monitored and reported through service improvement planning cycles Service workforce planning priorities are aligned to the Council's workforce planning outcomes 	December 2018/ quarterly	All Directors/ Head of HR & OD
<p>Review employment contracts with services in areas that are experiencing challenges</p> <p>Implement revised supporting HR & OD policies to support new ways of working</p> <p>Review and improve the Recruitment and Selection processes</p>	<ul style="list-style-type: none"> Flexible contracts are utilised to support different approaches to service delivery, reducing overtime and supporting attendance. People resources are deployed more effectively across services Employees are supported with learning and development to embrace new policy and practice Reduce the lead times within the recruitment and selection process from advert to candidates start date Ongoing compliance with employment legislation Managers are developed in line with the revised process and best practice The Council attracts and retains a diverse workforce 	June 2018/ quarterly	All Directors/ Head of HR & OD

Workforce Planning Theme 1 – A Modernised and Flexible Workforce			
Key Actions	Outcome	Timescale	Responsibility
Collate and review the process for creating job outlines, person specifications and adverts to support ongoing service reviews	<ul style="list-style-type: none"> New job outlines, person specifications and adverts attract and retain quality candidates ensuring consistency in approach across services 	September 2018/ quarterly	All Directors/ Head of HR & OD
Implement service redesigns in line with BCCP	<ul style="list-style-type: none"> New service operating models are implemented across the Council to support new and different ways of working and meet service and customer needs 	September 2018/ quarterly	All Directors/ Head of HR & OD
Review and implement a revised Pay and Grading model for Local Government Employees	<ul style="list-style-type: none"> A new pay and grading model will future proof the Council against future discrimination claims The new model to comply with equality legislation will integrate the Scottish Local Government Living Wage, remove overlaps in the pay grades, reduce the number of increments within each pay grade and re-establish differentials between grades The model will assist the Council to attract/retain the best workforce talent 	December 2018/ quarterly	All Directors/ Head of HR & OD
Review and implement a revised Terms and Conditions package for Local Government Employees	<ul style="list-style-type: none"> New terms and conditions package will help to maximise flexibility, further modernise services and contribute to the Council's sustained budget savings over the medium to long term The model will assist the Council to attract/retain the best workforce talent 	December 2018/ quarterly	All Directors/ Head of HR & OD

Workforce Planning Theme 2 – A Developing Workforce			
Key Actions	Outcome	Timescale	Responsibility
Deliver Leaders of the Future and ASPIRE development programme	<ul style="list-style-type: none"> Leaders and Managers will have their skills developed in the context of leadership, cultural change, workforce planning, commercial acumen The Council succession plans and develops its next generation of managers 	June 2017/ quarterly	All Directors/ Head of HR & OD
Review the current Learning and Development Strategy	<ul style="list-style-type: none"> A new People Development Strategy which supports all levels of the Council is implemented, incorporating a review of learn to ensure all learning and development interventions provide a return on investment 	March 2018/ quarterly	Head of HR & OD
Implement new Performance, Development and Review Policy	<ul style="list-style-type: none"> The new PDR Policy replaces MTIP/MDP. The policy supports performance and continuous improvement across all levels of the Council Managers and employees are developed on the new PDR Policy Business World is developed to support and collate data relevant to the PDR process 	October 2017/ quarterly	All Directors/ Head of HR & OD
Implement a Talent Planning approach across the Council	<ul style="list-style-type: none"> A Talent Planning Approach will support the management, maximisation and utilisation of the core skills and key strengths of our high performers A talent planning approach will establish effective succession planning and career pathways within services 	January 2018/ quarterly	Head of HR & OD/ ERP Team
Develop a coaching programme	<ul style="list-style-type: none"> A coaching approach will improve managers skills in leading their teams through change and support the creation of a high performance culture 	January 2018/ quarterly	All Directors/ HR & OD
		August 2017/ quarterly	Head of HR & OD

Workforce Planning Theme 3 – A Resilient Workforce			
Key Actions	Outcome	Timescale	Responsibility
Develop and implement an employee engagement and communication strategy	<ul style="list-style-type: none"> The Council communicates its vision and values to the workforce and engages regularly on employment matters 	April 2019/ quarterly	All Directors/ Head HR & OD/ Chief Executive
Develop and implement a succession planning approach	<ul style="list-style-type: none"> Managers are developed in the concept of succession planning ensuring resources are deployed effectively responding to the Councils change agenda 	September 2018/ quarterly	All Directors/ Head HR & OD
Develop an approach to career pathways	<ul style="list-style-type: none"> Employees see opportunities for career progression and understand the path to take and the support that is available 	January 2019/ quarterly	All Directors/ Head of HR & OD
Review and implement a revised Supporting Attendance policy	<ul style="list-style-type: none"> A renewed and proactive approach to supporting attendance will improve attendance levels across the Council and support a reduction in absence costs 	December 2018/ quarterly	All Directors/ Head of HR & OD
Implement positive health, safety and wellbeing initiatives across the Council	<ul style="list-style-type: none"> The approach will include preventive measures and employee support Employee health and well being is improved through education, new initiatives and revised policies. Accidents, incidents and corresponding absence will be reduced. 	September 2018/ quarterly	All Directors/ Head of HR & OD

Workforce Planning Theme 4 – A Skilled Workforce			
Key Actions	Outcome	Timescale	Responsibility
Identify a Council-wide skills gap analysis skills	<ul style="list-style-type: none"> A skills audit toolkit is developed and utilised by services to identify service wide skills gaps. A range of people development solutions and interventions are used to address identified gaps 	January 2018/ quarterly	All Directors/ Head of HR & OD
Review all people development solutions currently on offer across services	<ul style="list-style-type: none"> People development solutions offered by the Council will be targeted to priority areas in services A Union Learning Agreement will be implemented by the Council and the Trade Unions to promote and support the benefits of lifelong learning and development for employees. The agreement will provide a commitment and accessibility to learning and development opportunities for all employees regardless of their role, including life skills An evaluation strategy will be developed and implemented to demonstrate a return on investment for all people development 	December 2018/ quarterly	All Directors/ Head HR & OD
Comply with the Public Sector Equality Duty	<ul style="list-style-type: none"> Mainstreaming equality reports demonstrating compliance with the legislation will be submitted to the Council Board annually. As part of the report, statistical analysis is provided by protected characteristic for all employees participating in people development. This allows the Council to identify any underrepresented groups of employees who appear not to have the same accessibility to people development and put redress in place 	April 2018	Chief Executive/ All Directors/ Head of HR & OD

Workforce Planning Theme 5 – A Partnering Workforce			
Key Actions	Outcome	Timescale	Responsibility
Continue to foster and develop working relationships with strategic national partners and our community planning partners	<ul style="list-style-type: none"> • Closer joint working across the Council, its joint bodies and external partners will achieve improved outcomes for Renfrewshire 	September 2017/ quarterly	All Directors/ Head of HR & OD
Continue to build on and enhance our strong working relationships with our Health partners	<ul style="list-style-type: none"> • The path to integration of services supports the HSCP strategic objectives and closer working between both sets of workforces and trade unions 	September 2017/ quarterly	All Directors/ Head of HR & OD
Identify opportunities to work in partnership with neighbouring authorities and third sector employers	<ul style="list-style-type: none"> • Existing networks are further developed and new networks explored with a view to sharing knowledge, skills, experience and resource to achieve common goals 	September 2017/ quarterly	All Directors/ Head of HR & OD
Continue to engage and consult trade unions on all employment related matters	<ul style="list-style-type: none"> • Strong working relationships between the Council and trade unions continues with the aim of promoting a healthy working environment for employees. A collaborative approach to addressing future workforce challenges whilst meeting the Council's strategic objectives will result in positive outcomes being achieved for the workforce and the Council's service users 	September 2017/ quarterly	All Directors/ Head of HR & OD



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Chief Executive

Heading: Chief Executive's Service Health and Safety – Annual Report 2016/17 and Action Plan 2017/18

1. Summary

- 1.1 The Council's Health and Safety Policy requires each service to submit an annual report and an annual Health and Safety plan to the relevant Policy Board.
 - 1.2 The Chief Executive's Service annual report is attached as Appendix 1. It sets out the arrangements for the management of health and safety within the service, demonstrates the service's commitment to continuous improvement in health and safety performance and summarises the achievements to 31 March 2017. The associated action plan for 2016/2017 is also attached at Appendix 2 and the new action plan for 2017/2018 is attached at Appendix 3.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - i) note the content of the report at Appendix 1; and
 - ii) approve the health and safety action plan for 2017/18 at Appendix 3.
-

3. Background

- 3.1 The Chief Executive's Service is made of two Divisions, Policy and Commissioning and Communication and Marketing. The principle role, purpose and activities of the Chief Executive's Service are to:

- **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 Tackling Poverty Programme;
- Lead on the development of the Better Council Strategic Change Programme and the provision of effective programme and project management support and benefits realisation processes;
- 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;
- Lead on the provision of internal and external communications, media and public relations services.

3.2 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.

3.3 The annual report provides information on the implementation of Chief Executive's Health and Safety policy and identifies areas for future and continued action, such as regular checks of the first aid kits. These actions are identified in the Health and Safety action plan 2017/2018 which is included as appendix 3 to this report. The action plan will be monitored six monthly by the Service's Health and Safety committee and an annual progress report will be presented to the Finance, Resources and Customer Services Policy Board in Spring 2018.

3.4 The creation of this annual report has been supported by the corporate health and safety section.

Implications of the Report

1. **Financial** – *none*
2. **HR & Organisational Development** – *none*
3. **Community Planning** – *none*
 - Children and Young People** – *none*
 - Community Care, Health & Well-being** - *none*
 - Empowering our Communities** - *none*
 - Greener** - *none*
 - Jobs and the Economy** - *none*
 - Safer and Stronger** - *none*
4. **Legal** – *none*
5. **Property/Assets** - *none*
6. **Information Technology** - *none*
7. **Equality & Human Rights** - *The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.*
8. **Health & Safety** - The report supports and demonstrates Chief Executive's commitment to ensuring effective Health & 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

Chief Executive's Service

Annual Health and Safety Report

2016/2017

1. Introduction

- 1.1 This annual report has been prepared by the Chief Executive's Service in accordance with Renfrewshire Council's Health and Safety Policy and Plan, the purpose of which is to evaluate the health and safety performance of the service and set future health and safety objectives. The Health and Safety action plan for 2016/2017 with completed actions is attached in Appendix 2 and action plan for 2017/2018 with current actions is attached in Appendix 3.

2. Management of health and safety within the service

- 2.1 The Chief Executive's Service Health and Safety Policy has been in place since November 1997 and is reviewed and updated regularly in accordance with corporate guidance.
- 2.2 The current policy outlines the organisational responsibilities of the Chief Executive, Fire Wardens, First Aiders and other employees with regard to health and safety. Details of the health and safety arrangements within the service, as well as specific information regarding health and safety advice and training, how to raise health and safety concerns and how to report an accident are also included.
- 2.3 The policy is available for employees to read within the service. While the Chief Executive has overall responsibility for the implementation of the policy, the Senior Management Team has a general responsibility to ensure that safe conditions of work apply at all times.
- 2.4 The service's strategy aims to ensure that health and safety is an integral part of the overall management of the service and the service continually seeks ways to ensure a safe workplace for all employees.

3. Arrangements for implementing health and safety management

- 3.1 The Chief Executive's Service Strategic Planning and Policy Development Manager has overall responsibility for co-ordinating health and safety issues within the service and any areas of concern can be raised directly. This ensures that health and safety remains a high profile issue within the service and are dealt with at a senior level. Health and safety issues can also be raised at regular senior management team meetings and passed on to the health and safety co-ordinator to action.
- 3.2 The service's health and safety co-ordinator is a member of the Corporate Health and Safety Committee. Details of any health and safety issues relevant to the service discussed at the regular meetings of the committee are circulated to officers in the service by: e-mail (being office based all employees have access to e-mail); Health and Safety newsflash; discussed at team meetings; and posted on the internal notice board. Health and safety is a standing item at team meetings.

- 3.3 These arrangements help promote the communication of health and safety information within the service, provide an opportunity for all officers to bring any health and safety issues to the attention of their line manager and/or health and safety co-ordinator while at the same time they contribute to ensuring that health and safety retains its high profile within the service.
- 3.4 With the expansion of the service and the relocation of the Marketing to Paisley High Street, a health and safety working group was established to ensure we are mitigating any health and safety risks. A full audit and inspection of Paisley High Street office has taken place and Health & Safety officers are providing ongoing support.

4. Planning and setting standards

- 4.1 The service works with Corporate Health and Safety officers to identify any potential occupational health risks within the service. Three particular areas have been identified as potential hazards in an office environment and ongoing monitoring and evaluation ensures improvement actions are being taken where required:
- Display Screen Equipment
 - Musculoskeletal hazards
 - Ergonomics
- 4.2 Arrangements are in place to ensure that all new employees undertake the display screen equipment e-learning training course on Renfo and a display screen equipment assessment is carried out for all new employees. These assessments ensure that all VDUs and workstations within the service comply with best practice. New and expectant mother risk assessments are carried out and lone working risk assessments are carried out for any officers who are classified as 'lone workers'.

5. Measuring Performance

- 5.1 Due to the particular nature of the working environment in the Chief Executive's Service, the likelihood of an accident taking place is relatively small, so it is not possible to utilise accident statistics to identify and implement prevention programmes.

6. Review of Health and Safety Management

- 6.1 The Service has made good progress towards achieving health and safety objectives and a number of these will be continued into next year.
- 6.2 The service's induction arrangements includes Emergency Evacuation Procedures for the Headquarters complex, Health and Safety Arrangements, Fire Wardens, First Aid Arrangements, General Safety Policy Statement, Chief Executive's Service Health and Safety Policy, Security, Guidance on Fire Precautions for Renfrewshire Council Premises, Occupational Health Services, Stress Information Booklet and Tobacco Policy: Guidance for employees.

- 6.3 Corporate Communications officers regularly liaise with the Corporate Health Improvement Group providing the group with advice and assistance in the development of publication materials.

7. Conclusion

- 7.1 Health and safety remains a high profile and important activity within the Chief Executive's Service. Health and safety is viewed as the responsibility of all employees and information, training, advice and guidance is provided on this basis. The involvement and support of all employees is sought in ensuring the working environment is safe and secure for all employees and visitors.

Chief Executive's Service Health and Safety Action Plan update

2016 - 2017

Action Title	Due Date	Status	Progress Bar	Latest Status Update
Establish a Chief Executive's Service health and safety working group.	30-Sept -2016	Completed	<div><div>100%</div></div>	Group established December 2016.
Undertake a review the Chief Executive's health and safety procedures	31-Oct-2016	Continued	<div><div>100%</div></div>	Ongoing.
Initial communication briefing to the service on who the first aiders and fire wardens are for each of the locations, as well as regular health and safety information being available on Renfo.	31-Oct-2016	Completed	<div><div>100%</div></div>	Ongoing dissemination of information has been taking place. A Health & Safety News Flash was emailed to all Chief Executives employees March 2017.
Audit and inspection of new 2021 office by corporate health and safety officers.	31-Oct-2016	Completed	<div><div>100%</div></div>	Audit and inspection completed March 2017, Health & Safety officers providing ongoing support.
Ensure all officers are aware of the Display Screen Equipment Awareness policy and carry out self-assessment	31-Mar-2017	Continued	<div><div>100%</div></div>	Information and links to the DSE assessment included in the Health & Safety News Flash emailed to all employees.
Ensure line managers include health and safety as part of induction process	31-Mar-2017	Continued	<div><div>100%</div></div>	Induction packs include up to date health and safety information and managers follow the appropriate induction process.
Contribute to initiatives to promote better health of council employees	31-Mar-2017	Continued	<div><div>100%</div></div>	Chief Executive's representative attends Corporate Health Improvement Group regularly and circulates information about any upcoming events and initiatives to all CE employees.
Regularly check/ update the service first aid kit	31-Mar-2017	Continued	<div><div>100%</div></div>	First aid kit checks have been carried out regularly.

Chief Executive's Service Health and Safety Action Plan

2017 - 2018

Action Title	Due Date	Status
Undertake a review the Chief Executive's health and safety procedures	31-Mar-2018	In Progress
Ensure all officers are aware of the Display Screen Equipment Awareness policy and carry out self-assessment	31-Mar-2018	In Progress
Ensure line managers include health and safety as part of induction process	31-Mar-2018	In Progress
Contribute to initiatives to promote better health of council employees	31-Mar-2018	In Progress
Regularly check/ update the service first aid kit	31-Mar-2018	In Progress
Ongoing Corporate Health and Safety support for the Paisley High street office	31-Mar-2018	In Progress



To: Finance, Resources & Customer Services Policy Board

On: 30 August 2017

Report by: Director of Finance & Resources

Heading: Public Holidays for Renfrewshire Council Employees 2018

1. Summary

- 1.1 In accordance with established practice, the Council approves the dates for 12 public holidays for Council employees. These holidays, which have followed a set pattern for several years, are normally determined on an annual basis.
 - 1.2 In line with the Council's statement of particulars of employment for local government employees, employees shall be granted 12 public holidays and one day of no work requirement per annum.
-

2. Recommendations

- 2.1 That the public holidays and day of no work requirement for Renfrewshire Council employees for 2018, as detailed in the appendix be approved.
-

3. Background

- 3.1 The day of no work requirement between Christmas and New Year came into effect in October 2009 following the implementation of new terms and conditions. The Council closes for all non-essential services for 3 days between the Christmas and New Year public holidays. Employees are required to retain and use two days of their annual leave to cover the first two days of closure with the third day allocated as a day of no work requirement. The day of no work requirement will vary each year but is normally the work day preceding New Year's Day.

- 3.2 The Board is asked to approve the proposed public holidays for 2018 as set out in the appendix to this report.
-

Implications of the Report

1. **Financial** – none.
 2. **HR & Organisational Development** – approval of these public holidays will assist with diary arrangements and allow Council services to plan staff cover well in advance to ensure that essential services continue to be provided over public holiday periods.
 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. 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** – n/a
-

List of Background Papers – none.

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RENFREWSHIRE COUNCIL

PUBLIC HOLIDAYS FOR EMPLOYEES 2018

Holiday	2018
New Year	Monday, 1 January 2018 Tuesday, 2 January 2018 Wednesday, 3 January 2018
Good Friday	Friday, 30 March 2018
Easter Monday	Monday, 2 April 2018
May Day	Monday, 7 May 2018
Queen's Birthday	Monday, 28 May 2018
Fair Holiday	Monday, 6 August 2018
Autumn Holiday	Friday, 21 September 2018 Monday, 24 September 2018
Christmas	Tuesday, 25 December 2018 Wednesday, 26 December 2018
Day of no work requirement	Monday, 31 December 2018

Non-teaching staff in schools

Children's Services will issue a separate list of school holidays for term time staff.



To: Finance, Resources & Customer Services Policy Board

On: 30 August, 2017

Report by: Director of Finance & Resources

Heading: Civic Hospitality

1. Summary

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

- a) Email correspondence was received from Father Edward Cameron in relation to the Volunteer International Development Education Salesian UK week (Vides UK). This programme is open to children from Primary 5 through to pupils in 2nd year at High School with St Peter's Church helping to facilitate this programme for five years. To launch their week long activities programme Father Cameron requested some civic hospitality to accompany their opening ceremony.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to host a civic reception at St Peter's Church Hall in the form of a barbeque for approximately 200 people at a cost of £1000. The Board is asked to homologate the action taken.

- b) Correspondence was received from the Lapwing Lodge Management Board to advise that Lapwing Lodge were hosting a visit of a scout group of Renfrewshire's twin town of Gladsaxe. As part of this visit they were planning a mini highland games at Lapwing Lodge on 6th July 2017 and requesting if consideration could be given to providing some form of civic hospitality.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to host a small civic reception for approximately 50 people in the afternoon of 6th July at Lapwing Lodge at a cost of £250. The Board is asked to homologate the action taken.

- c) A request was received from Children's Services for a civic reception to accompany the formal unveiling of artwork by a group of accommodated young people and a plaque to commemorate former Councillor Jimmy Mitchell.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to host a small civic reception for approximately 30 people in the afternoon of 4th September at the St James Street Office a cost of approximately £400. The Board is asked to homologate the action taken.

- d) On 13th September 2017, following discussion with the Provost, it is proposed that there is an official unveiling of the Workers' Memorial Cairn within Robertson Park in Renfrew and that some civic hospitality in the form of tea, coffee, biscuits be given to accompany this official ceremony.

It is proposed that the Board agree to provide civic hospitality for approximately 35 people within the McMaster Centre at a cost approximately £250 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- e) A letter has been received from Erskine Hospital in relation to their annual charity ball. They have requested that the Council consider hosting a table of 10 at a cost of £1000.

Following discussion with the Provost, it is proposed that the Council be represented at the Ball on 6th October 2017 by up to five elected members and partners and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

- f) An email has been received from the local coordinator for the Singing Children of Africa requesting some civic hospitality prior to a concert they are holding within Paisley Town Hall on Sunday 17th September 2017. They have requested a civic reception in the form of a finger buffet for approximately 60 people.

Following discussion with the Provost, it is proposed that the Board agrees to provide civic hospitality at the cost of approximately £1,250 within the North Minor, Paisley Town Hall and that it be delegated to the Director of Finance & Resources

in consultation with the Provost to make the necessary arrangements.

- 1.2 The budget provision for 2017/18 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed the remaining balance would be approximately £35,070

2. Recommendations

- 2.1 That the Board agrees to: (a) provide civic hospitality to the opening of the Workers Memorial Cairn and consider taking a table at Erskine's Military Ball and (b) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.
- 2.2 That the Board homologate the action taken in respect of the civic receptions for VIDES UK, Gladsaxe Scout Visit and Children's Services request.

Implications of the Report

1. **Financial** – The costs of the request from civic hospitality will be met from the current budget
2. **HR & Organisational Development** – None
3. **Community Planning** – Civic receptions provide recognition of the contributions made by individuals and organisations to the fabric of life in Renfrewshire.
4. **Legal** - none.
5. **Property/Assets** - none.
6. **Information Technology** – none
7. **Equality & Human Rights**

(a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none
9. **Procurement** - none
10. **Risk** – none

11. **Privacy Impact - none.**

List of Background Papers

- (a) Background Paper 1 – Correspondence by email in relation to the VIDES UK Programme.
- (b) Background Paper 2 – Correspondence by email from Lapwing Lodge Management Committee.
- (c) Background Paper 3 – Correspondence by email from Children’s Services in relation to the Jimmy Mitchell Plaque unveiling.
- (d) Background Paper 4 – Correspondence from Erskine Hospital in relation to the Erskine Military Ball .
- (e) Background Paper 5 – Correspondence from Educate the Kids in relation to the Singing Children of Africa

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: 30 August 2017

Report by: Chief Executive and the Chief Officer Renfrewshire Health & Social Care Partnership

Heading: Contract Authorisation Report: Contract for the Provision of Adaptations and Small Repair Services for Renfrewshire Council

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 Provision of Adaptations and Small Repair Services to Bridgewater Housing Association Limited for an initial period of two (2) years, with the option to extend the Contract for up to one (1) year. The anticipated commencement date of this contract is the 1st November 2017. The Council, in collaboration with East Renfrewshire, has a current contract with Bridgewater Housing Association Limited, for the provision of these services, which is due to end on 31 October 2017.
 - 1.2 The procurement exercise has been conducted by Renfrewshire Council, as the lead Council in collaboration with East Renfrewshire Council, in accordance with the 'above EU Threshold Open Procedure (Services)' and Renfrewshire Council's Standing Orders Relating to Contracts 2017.
 - 1.3 A Contract Strategy for the collaborative tender was approved by the Strategic Commercial and Procurement Manager and Director of Community Resources in June/July 2017 respectively and a Collaboration Agreement was entered into between Renfrewshire Council and East Renfrewshire Council on 24 July 2017.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - 2.1.1 Authorise the Head of Corporate Governance to award the Contract for the Provision of Adaptations and Small Repair Services for Renfrewshire Council to Bridgewater Housing Association Limited.
 - 2.1.2 Note that the total contract value across both Councils will be £1,095,000, excluding VAT, including the maximum option period, with spend pertaining to Renfrewshire Council being £630,000, excluding VAT.
 - 2.1.3 The Contract is anticipated to commence on 1 November 2017 for a period of two (2) years with the Council's option to extend the Contract for up to one (1) year. The actual date of commencement will be stated in the Council's Letter of Acceptance.
-

3. Background

- 3.1 From April 2009, under regulations in The Housing (Scotland) Act 2006, Local Authorities have had a duty to provide financial assistance to owner occupiers with a disability to enable the owner occupier to have adaptations carried out to their home to support and make them more accessible. The Duty applies where individual owner occupier's needs have been assessed, and the Council has deemed it a priority for those owner occupier's needs to be met and, after assessment adaptations are agreed as the best way to meet these needs. The financial assistance from the Council is offered through grants.
- 3.2 Renfrewshire Council presently provides support and assistance to eligible owner occupiers and private landlords who are deemed eligible for grant assistance, to apply for grants and to provide appropriate support to assist them in having the necessary adaption works carried out in an acceptable and cost effective manner.
- 3.3 Additionally Renfrewshire Council provides a Small Repairs Service, including a Handyperson Service, for owner occupiers, private landlord tenants and local authority Registered Social Landlords (Handyperson service only). This provides support to carry out minor repairs and assistance to eligible individuals.
- 3.4 Since 1 November 2012 this service has been provided to both Renfrewshire Council and East Renfrewshire Council, under a collaborative Contract, with Bridgewater Housing Association Limited which ends on 31 October 2017.

- 3.5 As there is a continuing requirement for the services an Invitation to Tender was published on Public Contracts Scotland-Tenders using the Open Procurement Procedure, for an above EU threshold, for Services, in accordance with the Council's Standing Orders Relating to Contracts 2017. A Contract Notice advertising the opportunity was sent to the Public Contracts Scotland Portal and the Official Journal of the European Union (OJEU) on 20 June 2017. Tender documentation was available for immediate download through the online e tender system.
- 3.6 Eleven (11) organisations noted an interest of which one (1) tender submission was received by the closing date for the receipt of tender submissions at Noon on 27 July 2017.
- 3.7 As only one (1) tender was received the tender response was considered against a test of the effectiveness of the Invitation to Tender exercise, acceptability of the tenderer organisation and the tender proposals received. The Tender submission was assessed by representatives from the Corporate Procurement Unit, Health & Safety, Corporate Risk, Renfrewshire Housing & Health and Social Care Partnership and East Renfrewshire personnel and is deemed acceptable on both Commercial and Technical grounds subject to minor clarifications and subject to the Health and Safety and Insurance proposals being deemed acceptable.
- 3.8 The tenderer offered community benefits as follows;
- i. organisations participation in Community events ;
 - ii continuing links with other community organisations including the Community Council and Community Action for Erskine, Engage Renfrewshire while the Chief Executive sits on Renfrewshire Council's Empowering Communities Board and Social Care Strategic Planning Group ;
 - iii. the organisation will continue its registration as a Community Jobs Scotland (CJS) employer;
 - iv employment of at least 1 person per year through the Renfrewshire Employer Recruitment Initiative;
 - v. provision of employment to, and assistance to seek employment, under Capability Scotland's Work Choice initiative;
 - vi. commitment to provide a minimum of 2 work placements per year for pupils from Park Mains and Trinity High Schools;
 - vi the establishment of cross referral relationships with other organisations to improve clients' wellbeing and social connections, safety and security and the provision of assistance and advice with other tasks not included in the Contract.
-

Implications of the Report

1. **Financial** - The financial status of Bridgewater Housing Association has been assessed and it is confirmed that the company satisfies the Council's requirements
2. **HR & Organisational Development** – None to the Council as this is a new Contract with the incumbent provider. In the circumstances there are no TUPE issues.
3. **Community Planning** – Bridgewater Housing Association has committed to delivering a number of Community Benefits as detailed in Paragraph 3 .8 above.
4. **Legal** - The procurement procedures were in accordance with Renfrewshire Council's Standing Orders relating to Contracts for above EU Threshold Services Contracts and the requirements of the Public Contracts (Scotland) Regulations 2015.
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 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** – the submission received was assessed by Renfrewshire Council's Health and Safety Officers. The recommended Provider's Health and Safety policy and procedures are considered to meet the necessary requirements.
9. **Procurement** – The procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government
10. **Risk** – Bridgewater Housing Association Limited's submission has been assessed by Renfrewshire Council's Risk Officer and is considered acceptable.
11. **Privacy Impact** – None
12. **Cosla Policy Position** -None

List of background papers - None

Author: Alexandra Donaldson, *Acting Strategic Commercial Category Manager*
(0141 618 6760)



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

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

Heading: Contract Authorisation Report: Provision of Community Based Transitional Employment Training

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 Contract for the Provision of Community Based Transitional Employment Training.
 - 1.2 The procurement exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts and the above EU Threshold Open Procedure for Services.
 - 1.3 A contract strategy document was prepared by the Corporate Procurement Unit and was approved by the Head of Regeneration, the Strategic Commercial Category Manager and the Head of Policy and Commissioning in June 2017.
-

2. Recommendations

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

- 2.1.1 Award a multi-supplier Framework Contract for the Provision of Community Based Transitional Employment Training to the parties noted in the table below:

Lots	Recommended Tenderer
Lot 1 – Construction	1. Linstone Housing Association Limited
Lot 2 – Landscaping	1. Linstone Housing Association Limited 2. Barnardo's
Lot 4 – Creative Industries	1. Impact Arts (Projects) Limited

- 2.1.2 The Framework Contract is intended to commence on 23 September 2017, or alternatively, the date confirmed in the Letter of Acceptance, and end on 30 September 2018.
- 2.1.3 The cumulative spend under this Framework Contract will be up to the value of £594,446.88 excluding VAT.
- 2.1.4 Any call offs awarded through this Framework Contract will be subject to Council Standing Orders Relating to Contracts.

3. Background

- 3.1 Renfrewshire Council has been awarded funding from European Grants which will be matched by core budget and Invest in Renfrewshire Project funding to support this Framework Contract.
- 3.2 The Framework Contract will target those furthest from the labour market and with multiple barriers to employment. It will provide them with a period of paid work experience (at Scottish Living Wage rates), training and qualifications to enable them to progress to sustainable employment or self-employment.
- 3.3 The Framework Contract was tendered as an above EU Threshold Services Contract in accordance with the Open Procedure.
- 3.4 A Contract Notice was published on the Public Contracts Scotland portal on 26 June 2017 with the tender documents available for downloading from the Public Contracts Scotland – Tender website.
- 3.5 Thirty (30) organisations expressed an interest in participating in the tender process. By the closing date set for return of electronic tenders, 3pm on 28 July 2017, seven (7) companies submitted a response and twenty three (23) did not reply.

- 3.6 Of the seven (7) organisations who submitted a tender, one (1) failed to submit a commercial response to any of the Lots and could not be evaluated.
- 3.7 The remaining six (6) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the Corporate Procurement Unit, Health and Safety and Risk against pre-determined criteria which assessed competence and expertise. All tenderers met the minimum requirements.
- 3.8 Bids were then evaluated against a set of Award Criteria which was based on a price/quality ratio of 30%/70%. The quality score was further split into a technical score of 65% and workforce matters score of 5%. The price score for each Lot was combined with the quality score to give an overall total.
- 3.9 The quality weighting at this stage of the evaluation considered the methodology and approach to delivering the type of services required under this Framework Contract, including workforce matters.
- 3.10 The scores relative to the Award Criteria for each tenderer in respect of the individual Lots are as follows:

Lot 1 – Construction				
Supplier	Final Commercial Score	Final Technical Score	Final Workforce Matters Score	Total Score
Linstone Housing Association Limited	20.40%	62.50%	3.75%	86.65%
Employment Enterprise Consultancy Ltd	27.25%	25.00%	3.75%	56.00%
GTG Training Limited	30.00%	10.00%	3.75%	43.75%

Lot 2 - Landscaping				
Supplier	Final Commercial Score	Final Technical Score	Final Workforce Matters Score	Total Score
Linstone Housing Association Limited	30.00%	62.50%	3.75%	96.25%
Barnardo's	27.25%	60.00%	3.75%	91.00%

Lot 3 – Childcare				
Supplier	Final Commercial Score	Final Technical Score	Final Workforce Matters Score	Total Score
Employment Enterprise Consultancy Ltd	30.00%	27.50%	3.75%	61.25%
Ycare Training Ltd	22.28%	12.50%	2.50%	37.28%

Lot 4 – Creative Industries				
Supplier	Final Commercial Score	Final Technical Score	Final Workforce Matters Score	Total Score
Impact Arts (Projects) Ltd	30.00%	48.75%	3.75%	82.50%

3.11 Following evaluation, places on the Framework Contract are being awarded as follows:

- Lot 1 to the top ranked supplier, Linstone Housing Association Limited;
- Lot 2 to both suppliers, Linstone Housing Association Limited and Barnardo's; and
- Lot 4 to Impact Arts (Projects) Ltd.

No award is being made on Lot 3 as it did not represent best value.

3.12 Due to the nature of the Framework Contract, no Community Benefits were sought. However, Barnardo's have committed to supporting third sector

organisations and Linstone Housing Association Ltd will engage in short-term creative projects with support from project and work experience staff as part of this Framework Contract.

Implications of the Report

1. Financial

The financial stability of the each recommended tenderer has been assessed as part of the evaluation procedure and met with the Council's minimum requirements for this Framework Contract and each respective Lot.

2. HR & Organisational Development

Not applicable.

3. Community Planning

Not applicable.

4. Children and Young People

This Framework Contract will help young people into sustainable employment.

5. Community Care, Health & Well-being

This Framework Contract will help improve the self-esteem of clients of Invest in Renfrewshire by giving them work based experience and a qualification.

6. Empowering our Communities

Not applicable.

7. Greener

The projects proposed by the recommended tenderers in Lot 2 – Landscaping will involve works in the Renfrewshire area.

8. Jobs and the Economy

This Framework Contract will create additional employment opportunities.

9. Safer and Stronger

Not applicable.

10. Legal

The tendering procedures for the establishment of this Framework Contract were in accordance with Renfrewshire Council's Standing Orders Relating to Contracts for over EU Threshold Services contracts.

11. Property/Assets

Not applicable.

12. Information Technology

Not applicable.

13. 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.

14. Health & Safety

All tenderers being awarded a place on the Framework Contract have had their health and safety submissions evaluated by Corporate Health and Safety and meet the minimum requirements regarding health and safety.

15. Procurement

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

16. Risk

All tenderers being awarded a place on the Framework Contract have had their insurances assessed and evaluated to confirm that they meet the minimum requirement regarding risk.

17. Privacy Impact

A privacy impact assessment was conducted while preparing the Invitation to Tender. No risk relating to data was identified.

18. Cosla Policy Position

Not applicable.

List of Background Papers

None

Author: Laura Gillan, Strategic Commercial and Category Manager,
laura.gillan@renfrewshire.gov.uk



To: Finance, Resources and Customer Services Policy Board

On: 30th August 2017

Report by: Chief Executive and the Director of Children's Services

Heading: Contract Authorisation Report: Provision of an Early Level Transition Programme

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 Provision of an Early Level Transition Programme for a period of 12 months. The anticipated commencement date of this Contract is the 11th September 2017.
 - 1.2 A Request to Negotiate a Contract was approved by the Strategic Commercial and Procurement Manager in June 2017.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
 - 2.1.1 The Head of Corporate Governance to award the Contract for the Provision of an Early Level Transition Programme to Barnardo's.
 - 2.1.2 The Contract value of £181,665.00 excluding VAT.
 - 2.1.3 The Contract is anticipated to commence on 11th September 2017 for a period of 12 months. The actual date of commencement will be stated in the Council's Letter of Acceptance.
-

3. Background

3.1 Renfrewshire Council is strongly committed to improving outcomes for children, young people and their families. This Contract will support the Council to close the educational attainment gap by providing support to children and their families as they transition through the key stages of the curriculum, increasing family engagement in the curriculum and building a home – school connection.

3.2 The procurement exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts and The Public Contracts (Scotland) Regulations 2015. The Request to Negotiate was given under The Public Contracts (Scotland) Regulations 2015;

32(2)(b) where the works, supplies or services can be supplied only by a particular economic operator for any of the following reasons;- (ii) competition is absent for technical reasons

3.4 The Invitation to Tender documentation was issued to Barnardo's through the Public Contract Scotland portal on 4th July 2017 and their tender submission was received on 14th July 2017.

3.5 The Tender submission was assessed by representatives from the Corporate Procurement Unit and Children's Services and, following clarifications and revision, was considered acceptable on both technical and commercial grounds.

Implications of the Report

1. **Financial** - The financial status of the recommended Provider has been assessed and satisfies the Council's requirements

2. **HR & Organisational Development** – None

3. **Community Planning**

Young Adults in Renfrewshire – the Service aims to close the attainment gap, and should help to increase the opportunities available to children as they become young adults.

Community Care, Health & Well-being – this service will help to deliver positive outcomes for children and their families

4. **Legal** - The procurement procedures were conducted in accordance with Renfrewshire Council's Standing Orders relating to Contracts and the requirements of The Public Contracts (Scotland) Regulations 2015.

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 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** – the submission received was assessed by Renfrewshire Council's Health and Safety Officers. The recommended Provider's Health and Safety policy and procedures are considered to meet the necessary requirements.
9. **Procurement** – The procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government
10. **Risk** – Barnardo's submission will be assessed by Renfrewshire Council's Risk Officer to ensure it meets the necessary requirements prior to award.
11. **Privacy Impact** – In consultation with the Council's Information Governance Officers, Barnardo's confirmed compliance with the relevant procedures.
12. **Cosla Policy Position** – None.

List of background papers - None

Author: Alexandra Donaldson, *Acting Strategic Commercial Category Manager*
(0141 618 6760)



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Chief Executive and the Director of Community Resources

Heading: Contract Authorisation Report for Development/Upgrade of Glasgow Airport Cycle Route

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 NEC3 Engineering and Construction Short Contract for the Development/Upgrade of Glasgow Airport Cycle Route.
 - 1.2 This procurement exercise was conducted as a Quick Quote in accordance with the Council's Standing Orders Relating to Contracts for below EU Threshold and below Regulated Procurement Thresholds for Works.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:-
 - 2.1.1 Award the Contract for the Development/Upgrade of Glasgow Airport Cycle Route to Luddon Construction Limited;
 - 2.1.2 The contract sum for the works is £184,532.24, excluding VAT, plus 10% contingency for any unforeseen works;
 - 2.1.3. The contract start date is anticipated to be 11 September 2017 and the completion date will be 10 weeks from the date of

commencement. The actual start date will be confirmed in the Council's Letter of Acceptance.

3. Background

- 3.1 One of the main outcomes of the 'Renfrewshire Community Plan 2013-2023' under jobs and the economy is to be the best connected local economy in Scotland, internationally, nationally and regionally. Renfrewshire Council seeks to address this outcome through developing the Glasgow Airport investment zone and other strategic economic investment locations, delivering the efficient road links and effective public transport essential to ensure continued growth at the airport and in the local economy.
- 3.2 The proposed improvement to the Glasgow Airport Cycle Route supports this improvement plan and the overall strategic vision of Renfrewshire. This Contract is for the refurbishment and provision of hard surfacing to over 2km of cycleway south of Glasgow Airport.
- 3.3 The Works were estimated to cost approximately £120,000 and a Quick Quote was undertaken in accordance with the Council's Standing Orders Relating to Contracts and the below EU Threshold Open Procedure for Works.
- 3.4 Four (4) organisations were invited to quote via the Quick Quote process through the Public Contract Scotland website and by the closing date and time of 12 noon on Friday 26th May 2017, one (1) tenderer submitted a response, two (2) declined and one (1) did not respond.
- 3.5 The single tenderer met the Qualification Criteria. The tender submission was then evaluated against a set of Award Criteria which were based on a Price/Quality ratio of 70%/30%. The scores relative to the Award Criteria are as follows:

	Price (%)	Quality (%)	Total (%)
Luddon Construction Limited	70%	20%	90%

- 3.6 All costs in respect of this Contract will be met by grant funding from Sustrans and Glasgow Airport.
-

Implications of the Report

1. Financial

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

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

Due to the short-term nature of the contract no community benefits were sought as part of this Quick Quote process.

4. Legal

The procurement of this contract has been conducted as a Quick Quote process in accordance with the Council's Standing Orders Relating to Contracts for below EU Threshold and below Regulated Procurement Thresholds for Works.

5. Property/Assets

In carrying out the work involved within the contract, this shall provide walking and cycling facilities to the Airport from Paisley. It also helps to develop the cycling network within Renfrewshire.

6. Information Technology

No Information Technology implications have arisen or are anticipated

7. Equality & Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health & Safety

Luddon Construction Limited's Health and Safety submission was evaluated by the Council's Corporate Health and Safety and meet the minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

Luddon Construction Limited insurances have been assessed and evaluated to confirm they meet the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

List of Background Papers

(a) None

Author: Lauren Lochhead, Procurement Assistant, Corporate Procurement Unit, Tel. 0141 618 6194

Endorsed Karen Thomson, Strategic Commercial Category Manager, Tel: 0141 618 7466



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

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

Heading: Contract Authorisation Report: Delegated Approval for the Procurement of Johnstone Castle Demolition Works

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to agree the award of multiple work packages for required demolitions to enable the Regeneration of the Johnstone Castle Area via the undertaking of separate mini competitions under the Scotland Excel Demolition Services framework agreement (contract reference: 1115)
 - 1.2 This authorisation is requested to allow acceleration and continuity of the award of work packages following the completion of mini competition from this pre-approved Scotland Excel Framework.
 - 1.3 With future construction work to enable the Regeneration of the Johnstone Castle Area procured and programmed to commence within specific timescales, any delay in the vacating of properties and subsequent delay in awarding demolition package order thereafter risks accruing substantial costs to the Council for delays in the main construction contract.
 - 1.4 A contract strategy was approved by the Head of Property Services and the Strategic Commercial and Procurement Manager on 23 May 2017 to utilise the Scotland Excel Demolition Services framework agreement for various projects and requirements including the Regeneration of the Johnstone Castle Area.
-

2. Recommendations

- 2.1 That the report be noted and that authority be delegated to the Head of Policy and Commissioning to decide upon and authorise the appointment of contractors via a number of mini competitions utilising the Scotland Excel Demolition Services framework agreement (contract reference: 1115), Lot 2 – Demolition Works in respect of demolitions works required as part of the Regeneration of the Johnstone Castle Area until the expiry of said Demolition Services framework on the 31 January 2020.
-

3. Background

- 3.1 To enable the Regeneration of the Johnstone Castle Area, Property Services on behalf of Development & Housing Services, will be required to arrange demolition works of various buildings and structures over the following periods

Financial Year 17/18 – The total estimated cost for proposed demolition works is £624,000, excluding VAT.

Financial Year 18/19 and 19/20 – The total estimated cost for proposed demolition works is £585,000, excluding VAT.

The total estimated cost for demolition works noted above is approximately £1.2M. In the event of any unplanned works, a provisional sum of £300K has been included in the requested limit of approval.

- 3.2 Part of the Regeneration of the Johnstone Castle Area includes demolition and removal of residential properties as part of the ongoing regeneration of the area, and arrangements for individual demolition work packages cannot be awarded until properties are vacated.

With future construction work procured and programmed to commence within specific timescales, any delay in the vacating of properties and subsequent delay in awarding demolition package order thereafter risks accruing substantial costs to the Council for delays in the main construction contract.

- 3.3 Scotland Excel has a framework agreement for Demolition Services (contract reference: 1115) which was awarded on 13 December 2016 and commenced 04 January 2017. The framework agreement is for a period of 18 months expiring on 31 July 2018 however there is a Scotland Excel option to extend it for a further 24 months until 31 July 2020. The framework agreement has three lots (Lot 1 – Demolition Works up to £50,000, Lot 2 – Demolition Works over £50,000 and Lot 3 – Emergency Demolition requirements).

For the purposes of this request, all work packages will be procured via separate mini competitions from Lot 2 – Demolition Works over £50,000.

- 3.4 There are 23 contractors on Lot 2 and all will be invited to participate in mini competitions conducted under this Lot by the Council.

- 3.5 Following each mini competition, the work package will be awarded to the most economically advantageous tender with the existing Scotland Excel framework agreement Quality Scores being utilised for Lot 2 under the proposed delegated power per Recommendation 2.1.
- 3.6 A Report will be submitted to the Finance, Resources and Customer Services Policy Board closest to the end of the financial year summarising the relevant procurement processes, outcomes and respective values.
-

Implications of the Report

1. Financial

The financial stability of the Demolition Services framework agreement contractors has been assessed by Scotland Excel as part of their procurement of the Framework Agreement and satisfies the Council's requirements. The financial stability of Tenderers on the framework shall also be monitored by Scotland Excel on an ongoing basis.

2. HR & Organisational Development

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

3. Community Planning

The work packages awarded will deliver against a number of themes linked to the Council Plan priorities and will result in a number of positive outcomes being achieved such as energy savings, potential financial savings and community benefits. The Contract Authorisation Report submitted to the Finance, Resources and Customer Services Policy Board closest to the end of each financial year will detail the community benefits agreed for each mini competition within this term.

4. Legal

All mini competitions will be carried out on accordance with the Competitive Selection Procedures under the Scotland Excel Demolition Services framework agreement (contract reference: 1115) and in accordance with the requirement under the Council Standing Orders Relating to Contracts.

5. Property Assets

The majority of buildings to be demolished as part of the Regeneration of the Johnstone Castle Area are now empty. However, there are a couple of properties still occupied by tenants which until they are decanted may delay certain demolition works.

6. Information Technology

No Information Technology implications have arisen or are anticipated.

7. Equality and Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health & Safety

All contractors awarded places on the Scotland Excel Framework Agreement for Demolition Works have passed the Health and Safety assessment included within the qualification stage of the original tender process. As part of the mini competition processes the Council will undertake, Contractors will be required to satisfy the Council's minimum health and safety requirements.

9. Procurement

All mini- competitions will be carried out on accordance with the procedures under the Scotland Excel Demolition Services framework agreement (contract reference: 1115) and in accordance with the requirement under the Council Standing Orders Relating to Contracts.

10. Risk

All contractors awarded onto the Scotland Excel Framework have passed the Insurance assessment included within the qualification stage of the original tender process. As part of the mini competition processes the Council undertake, contractors will be required to satisfy the Council's minimum insurance requirements .

11. Privacy Impact

It is not anticipated that a Privacy Impact Assessment will be required when undertaking any mini competition

12. Cosla Policy Position

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers

(a) None

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

To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

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

Heading: Contract Authorisation Report: 2017 Door Replacement Programme – Phase 2

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award the Contract for the 2017 Door Replacement Programme – Phase 2 in the form of an SBCC Standard Building Contract with Quantities for Use in Scotland (MTC/Scot), 2011 Edition.
 - 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 and the below EU Threshold Open Procedure for Works.
 - 1.3 A contract strategy was approved by the Head of Property Services and the Strategic Commercial and Procurement Manager on Tuesday 13 June 2017.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
 - (a) the Head of Corporate Governance to award the Contract for 2017 Door Replacement Programme – Phase 2 to Sidey Solutions Ltd.
 - (b) at the Contract Sum of £723,030.20 excluding VAT; and.
 - (c) for a total period of twenty (20) weeks with the initial proposed date of possession scheduled to be on Monday 09 October 2017 and the estimated completion date being Friday 23 February 2018. Confirmation of the actual timescales and dates will be confirmed in the Council's letter of Acceptance.

3. Background

- 3.1 The Council's Property Services is responsible for providing effective and best practice estate management services which ensure that the Employer's landlord obligations are met and the needs of the tenants are also met.

As part of the programme to bring Renfrewshire Council properties up to Scottish Housing Quality Standard compliance, the Council requires a contractor to execute the replacement of 758 existing flat entrance doors to tenement blocks with new doors, frames and facings, together with any required ancillary works or surveys in connection to these replacements.

- 3.2 The Council's 2017 Door Replacement Programme is to be completed in multiple phases. The Contract to be awarded following this procurement process is for Works Phase 2. Phase 1 of the programme was approved at the Finance, Resources and Customer Services Policy Board on 21 June 2017 with works currently ongoing. A subsequent report for any future phases of the programme will be presented to Finance, Resources and Customer Services Policy Board where required.
- 3.3 A contract notice was published on the Public Contract Scotland advertising portal on Tuesday 13 June 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender website. During the tendering period twenty-one (21) companies expressed an interest in the Contract. By the closing date set for return of electronic tenders, 12 noon on Tuesday 11 July 2017, seven (7) companies submitted a response.
- 3.4 All seven tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.5 All seven submissions confirmed compliance with the minimum criteria of the ESPD and were evaluated against a set of award criteria which were based on 30% Technical (Quality) and 70% Commercial (Price).
- 3.6 The scores relative to the award criteria of the tenderers are noted below:

		Technical (30%)	Commercial (70%)	Total (100%)
1	Sidey Solutions Ltd	25.75	70.00	95.75
2	Keepmoat Regeneration Ltd	25.76	68.88	94.64
3	Anglian Building Products a division of Anglian Windows Ltd	26.28	66.37	92.65
4	Sovereign Group Ltd	22.95	68.42	91.37

5	CCG (Scotland) Ltd	24.56	59.18	91.37
6	Mears Ltd	18.28	58.68	76.96
7	City Gate Construction Ltd	18.45	55.85	74.30

- 3.7 The evaluation of tender submissions received identified that the submission by Sidey Solutions Ltd was the most economically advantageous tender.
- 3.8 A capital budget of £990,000 was made available for this contract. Based on the costs submitted by Sidey Solutions Ltd this represents a non-cashable saving of approximately £270,000 for the contract.
- 3.9 Community Benefits were requested as part of the procurement process and Sidey Solutions Ltd advised within their tender submission that the following Community Benefits would be available:

Community Benefit Description	No of People / Activity
New Entrant - minimum of 12 weeks with no relevant experience prior to employment	2
School Visits	5

Implications of the Report

1. Financial

The financial status of Sidey Solutions Ltd was assessed on Tuesday 11 July 2017 by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

Sidey Solutions Ltd 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 has been conducted as an open tender procedure in accordance with the Council's Standing Orders relating to Contracts for a contract below the EU threshold for Works Contracts

5. Property Assets

In carrying out the replacement of 758 doors across the council's Council House Estate it fulfils the Council's requirement to bring properties up to Scottish Housing Quality Standard and ensures the Council's landlord obligations are met.

6. Information Technology

No Information Technology implications have arisen or are anticipated.

7. Equality and Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health & Safety

Sidey Solutions Ltd health and safety submission was evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. Procurement

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

10. Risk

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

11. Privacy Impact

A full Privacy Impact Assessment has been completed by Legal Services (Information Governance). As some Personal Data will be transferred for the purposes of the contract, a Data Processor Agreement will be put in place with Sidey Solutions Ltd prior to the commencement of the Contract.

12. Cosla Policy Position

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers

- (a) Contract Authorisation Report - Door Replacement Programme 2017 Phase 1 (Dated 21 June 2014)
-

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



To: Finance, Resources and Customer Services Policy Board

On: 30th August 2017

Report by: Chief Executive and the Director of Community Resources

Heading: Contract Authorisation Report: Festive Lighting 2017 up to 2021

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 NEC3 Term Service Short Contract for Festive Lighting 2017 up to 2021.
 - 1.2 This procurement exercise has been tendered in accordance with Renfrewshire Council's Standing Orders Relating to Contracts and the above EU Threshold Open Procedure for Services.
 - 1.3 A Contract Strategy was prepared by the Corporate Procurement Unit and was approved by the Director of Community Resources and Strategic Commercial and Category Manager.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance:
 - a) To award the Contract for Festive Lighting 2017 up to 2021 to Field and Lawn Limited

- b) to award the contract for 3 years with the option (at the discretion of the Council) to extend for up to 12 months. The starting date is anticipated to be 26th September 2017 with the contract duration running until 25th September 2020 with an option to extend up to 25th September 2021. The exact dates will be confirmed in the letter of award.
 - 2.2 It is recommended that the Finance, resources and Customer Services Policy Board authorise a spend of:
 - a) The contract value for three years is £366,588.50, excluding VAT
 - b) and the contract value should the extension option be taken is £485,377.00, excluding VAT
-

3. **Background**

- 3.1 Community Resources has a budget allocation for festive lighting, this includes; the installation, maintenance, repairs, removal and storage of festive lighting at various locations throughout the Renfrewshire Council boundary area.
- 3.2 The festive lighting installation will meet key objectives of the Community Resources Service Improvement Plan 2016-2019.
- 3.3 A contract notice advertising the opportunity was published on the Official Journal of the European Union (OJEU) on 29th June 2017. Tender documentation was available for immediate download through the Public Contracts Scotland – Tender system.
- 3.4 During the tender period, thirteen (13) companies expressed an interest in the contract. By the closing date set for return of electronic tenders of 31st July 2017, three (3) companies had submitted a response.
- 3.5 The three (3) tender submissions were initially evaluated against a set of predefined bid selection criteria in the form of the European Single Procurement Document (ESPD) by representatives from Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety. One (1) submission failed as they did not participate in National Sector Scheme for Quality Management in Highway Work Scheme 8 which was a mandatory requirement for this contract.
- 3.6 The two (2) tenderers that met the minimum selection criteria were then evaluated against a set of award criteria which was based on 30% Technical and 70% Commercial.
- 3.7 The scores relative to the award criteria of the 4 tenderers are noted below:

	Price (%)	Quality (%)	Total (%)
Field and Lawn Limited	70.00	27.30	97.30
Power 1 Electrical Contractors Ltd	47.29	25.80	73.09

- 3.8 The evaluation of tenders received identified that the tender submitted by Field and Lawn Limited is the most economically advantageous.
- 3.9 Community benefits were sought as part of this Contract and Field and Lawn Limited advised within their tender submission that the following Community Benefits would be delivered:
- 5x S/NVQ (or equivalent) for an existing employee
 - 1x Supply Chain Briefings with SME's
 - 4x Financial support for a Community Project

Implications of the Report

1. **Financial** - The financial status of Field and Lawn Limited was assessed by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated
3. **Community Planning** – The community benefits submitted under this contract are listed within section 3.9 of this report
4. **Legal** – The procurement of this contract has been conducted in accordance with the Council's Standing Orders relating to Contracts using the above EU open tender procedure for Services.
5. **Property/Assets** – None
6. **Information Technology** - None.
7. **Equality & Human Right** -
 - (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** – There are no health and safety implications associated with the award of the contract
9. **Procurement** - The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Field and Lawn Limited's insurances meet the requirements of the tender process.
11. **Privacy Impact** - No Privacy Impact Assessment requirements were identified within this procurement.
12. **Cosla Policy Position** – n/a

List of Background Papers

- (a) None

Author: Graeme Clark, Procurement Advisor, 0141 618 7189

Endorsed: Laura Gillan, Strategic Commercial Category Manager, 0141 618 7464



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Chief Executive and the Director of Community Resources

Heading: Contract Authorisation Report: Vehicle Replacement Programme 2017/18

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 purchase of 6 refuse collection vehicles under the Council's Vehicle Replacement Programme for 2017/2018.
 - 1.2. A contract strategy document was approved by the Head of Procurement and Business Support and the Director of Community Resources on 20 September 2013 which covered the vehicle replacement programmes from 2013/14 to 2017/18.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:-
 - 2.1.1 Award a contract for the supply and delivery of 6 refuse collection vehicles to Volvo Truck and Bus Centre (Scotland) Limited.
The value of this contract will be £944,200 excluding VAT.
 - 2.1.3 The delivery dates for the vehicles are detailed within Appendix 1.
-

3 Background

- 3.1. Scotland Excel has established a Framework Agreement for Heavy Vehicles and Municipal Vehicles (ref: 02/13). All 32 Local Authorities in Scotland have the opportunity to utilise this Framework Agreement. Scotland Excel advertised the requirement for the framework agreement in the Official Journal of the European Union through Public Contracts Scotland portal.
- 3.2. The procurement processes undertaken to establish the Framework Agreement was the open tender procedure and were conducted in compliance with the Public Contracts (Scotland) Regulations 2012. The Framework Agreement allows for "Direct Awards" to be utilised as the Selection Procedure where the Council can demonstrate best value for money.
- 3.3. The Council's direct awards under the framework was conducted in accordance with the Council's Standing Order Relating to Contracts and in accordance with the requirements under the Framework Agreement for Heavy Vehicles and Municipal Vehicles (ref: 02/13).
- 3.4. Analysis of the Suppliers on the relevant Lots of the Scotland Excel Framework Agreement for Heavy and Municipal Vehicles (ref: 02/13) was undertaken. The analysis demonstrated that best value for money could be achieved by making direct awards for the vehicles as detailed in Appendix 1. This analysis took into consideration the benefits of continuity of fleet following an investment in training & maintenance equipment, delivery timescales and whole life costing from all suppliers able to meet the minimum requirements under the Framework Agreement.
- 3.5. The costs for these contracts will be met from the Community Resource's Capital budget allocation for the Vehicle Replacement Programme for financial year 2017/18.
- 3.6. Community and additional benefits were requested on a voluntary basis with the following commitments provided from Volvo Truck and Bus Centre (Scotland) Limited:

Volvo Truck and Bus Centre (Scotland) Limited:

- Talks in Renfrewshire schools with a Volvo Truck present, to advise on trucks and their safety features.
- Attendance at career days to promote the Industry and the benefits working in the industry can bring.

Implications of the Report

1. Financial

The contract will be funded from the Community Resource's Capital budget allocation for the Vehicle Replacement Programme for financial year 2017/18.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

Volvo Truck and Bus Centre (Scotland) Limited have committed to the delivery of the community benefits as outline detailed at point 3.6 of this report.

4. Legal

The purchase of the heavy vehicles was carried out in accordance with Renfrewshire Council's Standing Orders Relating to Contracts for direct awards under an existing framework, Contract Standing Order 29.5 and in accordance with the requirements under the Heavy Vehicles and Municipal Vehicles (ref: 02/13)

5. Property Assets

None

6. Information Technology

No Information Technology implications have arisen or are anticipated.

7. Equality and Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health & Safety

Volvo Truck and Bus Centre (Scotland) Limited health and safety tender submission was evaluated by Scotland Excel at the time of awarding a place onto the Framework Agreement and was deemed to meet the minimum requirements.

9. Procurement

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

10. Risk

Volvo Truck and Bus Centre (Scotland) Limited Insurance submissions were evaluated by Scotland Excel at the time of awarding places to the Framework Agreement and were deemed to meet the minimum requirements.

11. Privacy Impact

No Privacy Impact Assessment requirements were identified within this procurement.

12. Cosla Policy Position

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers

None

Author: *Graeme Beattie, Senior Procurement Specialist, Corporate Procurement Unit, Tel. 0141 618 4710.*

Appendix 1

Supplier	Vehicle Requirement	Manufacturer	Model Number	Quantity	Scotland Excel Framework Agreement Utilised	Contract Value	Vehicle Delivery By
Volvo Truck and Bus Centre (Scotland) Limited	RCV 26 tonne bin lifters – full vehicle	Volvo	Volvo FE 6x2 including Farid RCV Body & Terberg Bin Lifter	4	Framework Agreement for Heavy Vehicles (02/13) (Lot1)	£625,000	March 2018
Volvo Truck and Bus Centre (Scotland) Limited	RCV 26 tonne bin lifters – full vehicle	Volvo	Volvo FE 6x2 including Faun Rotopress RCV Body & Zoeller Bin Lifter	2	Framework Agreement for Heavy Vehicles (02/13) (Lot 1)	£319,200	March 2018



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

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

**Heading: Contract Authorisation Report: Upgrade to Middleton Road Waste
Transfer Station**

1. Summary

- 1.1. The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract for the Upgrade of Middleton Road Waste Transfer Station.
 - 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 and the below EU Threshold Open Procedure for Works.
 - 1.3 A contract strategy was approved by the Head of Property Services and the Strategic Commercial and Procurement Manager in June 2017.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:
 - 2.1.1 Award the contract for the Upgrade of Middleton Road Transfer Station to Noel Regan & Sons Building & Civil Engineering Contractors UK Ltd.

- 2.1.2 Authorise a spend of the Contract Sum of £295,336.70 excluding VAT.
- 2.1.3 Authorise to spend up to an additional 10% of the Contract Sum as risk allowance for any unforeseen works.
- 2.2 The Finance, Resources and Customer Services Policy Board should note that the starting date is anticipated to be 18 September 2017 and the completion date is anticipated to be 9 April 2018 however these dates shall be confirmed in the Council's Letter of Acceptance.
-

3. Background

- 3.1 The Council's Property Services is responsible for providing effective and best practice estate management services. The Council has a requirement to carry out upgrade works to Middleton Road waste transfer station as part of the Clyde Valley project. The works involve:

Work to the main shed comprising repair works to concrete slab and concrete retaining walls, servicing, cleaning and renewal of roller shutter doors, repair to wall cladding, repairs to gate posts, new vehicle bump stops and replacement gates, electrical works to the main board and roller shutters, works to the existing weighbridges and installation of a new weighbridge, fencing works, remedial works to gates, groundworks and drainage.

- 3.2 A contract notice was published on the Public Contract Scotland advertising portal on Thursday 13 July 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender website. During the tendering period nine (9) companies expressed an interest in the contract. By the closing date set for return of electronic tenders of 12 noon on Monday 31 July 2017, three (3) companies submitted a response.
- 3.3 The three tender submissions were initially evaluated against a set of predefined bid selection criteria in the form of the European Single Procurement Document (ESPD) by representatives from Corporate Procurement Unit, Corporate risk and Corporate Health & Safety.
- 3.4 One (1) Tenderer failed to submit a Declaration page therefore their bid was deemed non-compliant and rejected on this basis.
- 3.5 The remaining two (2) Tenderers confirmed compliance with the minimum criteria of the ESPD and were then evaluated against a set of award criteria which was based on 70% Technical (Quality) and 30% Commercial (Price).
- 3.6 The scores relative to the award criteria of the tenderers are noted below:

	Quality (70%)	Price (30%)	Total (100%)
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Noel Regan & Sons Building & Civil Engineering Contractors UK Ltd	48.50	30.00	78.50
Barhale Plc	50.85	25.61	76.46

- 3.7 The evaluation of tender submissions received identified that the submission by Noel Regan & Sons Building & Civil Engineering Contractors Ltd was the most economically advantageous.
- 3.8 Based on the costs submitted by Noel Regan & Sons Building & Civil Engineering Contractors Ltd, this is within budget
- 3.9 Community Benefits were requested as part of the procurement process and Noel Regan & Sons Building & Civil Engineering Contractors Ltd, confirmed within their tender submission that the following Community Benefits would be available:

Community Benefit Description	No of People / Activity
Work Experience Placements (16 + years of age)	1
School Visits	1
Career Event	1
Meet the buyer events	1
Financial Support for a Community Project	1

Implications of the Report

1. Financial

The financial status of Noel Regan & Sons Building & Civil Engineering Contractors Ltd was assessed by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

The community benefits submitted under this contract are listed within section 3.9 of this report.

4. Legal

The tendering procedures for the establishment of this Contract were in accordance with Renfrewshire Council's Standing Orders Relating to Contracts for below EU Threshold Works contracts.

5. Property Assets

In carrying out the work involved within the contract, it shall improve the waste transfer station at Middleton Road.

6. Information Technology

None

7. Equality and Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health & Safety

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

9. Procurement

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

10. Risk

Noel Regan & Sons Building & Civil Engineering Contractors Ltd insurances have been assessed and evaluated to confirm they meet the minimum requirements regarding risk.

11. Privacy Impact

No Privacy Impact Assessment requirements were identified within this procurement.

12. Cosla Policy Position

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers

(a) None

Author: *Laura Gillan, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel. 0141 618 7464*



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Chief Executive and the Director of Community Resources

Heading: Contract Authorisation Report: Traffic Management Works

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award a Framework Contract with a number of suitably qualified and experienced Suppliers for Traffic Management Works which was tendered in the form of a NEC3 Engineering and Construction Short Contract (June 2013 edition).
- 1.2 The procurement exercise which was conducted as a Regulated Procurement in accordance with the Council's Standing Orders Relating to Contracts and the below EU Threshold Open Procedure for Works.

A contract strategy document was prepared by the Corporate Procurement Unit and was approved by the Strategic Commercial & Procurement Manager and Director of Community Resources on 31 January 2017.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:-
 - 2.1.1 Award a multi supplier Framework Contract for Traffic Management Works and any subsequent call-off (Package Orders) contracts per specific Lot as follows:

Traffic Management Works	Recommended Tenderer	Ranking
Lot 1 – Road Markings	1. Finco Contracts Ltd	1
	2. Markon Limited	2

	3. WJ North Ltd Trading as WJ Scotland	3
Lot 2 – Minor Traffic Improvement Works	1. Finco Contracts Ltd	1
	2. WI & A Gilbert Ltd	2
	3. Newlay Civil Engineering Limited	3

2.1.2 The cumulative spend made under this Framework Contract and any related Package Orders will be up to the maximum value of £2,200,000 excluding VAT.

2.1.3 The Framework Contract is intended to commence on 18th September 2017 or alternatively, the date confirmed in the Letter of Acceptance and will be for a period of four calendar years.

3. Background

- 3.1 Community Resources are responsible for the management and maintenance of all roads, excluding trunk roads, within the Council's boundaries.
- 3.2 Capital investment was announced at the Council budget meeting on 16 February 2017, announcing the largest single investment for maintenance of Renfrewshire's road network with £6.7million for key routes to keep Renfrewshire's economy moving freeing up extra resource for residential roads for 2017/2018.
- 3.3 This Framework Contract includes Traffic Management Works for the Council's Road Resurfacing Programme.
- 3.4 The Framework Contract was tendered as two lots based on the nature of the requirements. Lot one consisted of road markings and Lot two consisted of minor traffic improvement works. The tender stipulated that the Council reserved the right to award the Framework Contract to one supplier or three or more suppliers per Lot.
- 3.5 A contract notice was published on the Public Contract Scotland advertising portal on Tuesday 14 June 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender website. During the tendering period eight (8) companies expressed an interest in the Framework Contract. By the closing date set for return of electronic tenders, 12 noon on Wednesday 12 July 2017, all eight (8) companies submitted a response.
- 3.6 All eight (8) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.7 All eight (8) submissions confirmed compliance with the minimum criteria of the ESPD and were evaluated against a set of award criteria which were based on 25% Technical (Quality) and 75% Commercial (Price).

- 3.8 Following the outcome of this evaluation, it was determined that one tenderer had failed to submit a technical and commercial envelope and therefore their offer was deemed non compliant.
- 3.9 The scores relative to the Award Criteria for each tenderer in respect of each of the aforementioned lots are as follows:

Lot 1:- Road Markings			
Supplier	Commercial Score	Technical Score	Total Score
Finco Contracts Ltd	75.00%	25.00%	100.00%
Markon Limited	50.64%	21.50%	72.14%
WJ North Ltd Trading as WJ Scotland	40.09%	21.25%	61.34%
Mainline Roadmarking Ltd	35.13%	22.50%	57.63%

Lot 2:- Minor Traffic Improvement Works			
Supplier	Commercial Score	Technical Score	Total Score
Finco Contracts Ltd	75.00%	25.00%	100.00%
WI & A Gilbert Ltd	41.80%	22.50%	64.30%
Newlay Civil Engineering Limited	37.96%	23.25%	61.21%
Lochwynd Ltd	20.59%	25.00%	45.59%

- 3.10 Following evaluation, places on the Framework Contract are being awarded as follows:
- Lot 1 to the top three (3) Suppliers; and
 - Lot 2 to the top three (3) Suppliers.
- 3.11 Award of Package Orders under the Framework Agreement will be made by Direct Award, where the Supplier ranked 1st will be offered the Package Order. Should the 1st ranked Supplier reject the offer, the 2nd ranked Supplier will be offered the Package Order and so on until the Package Order has been awarded.
- 3.12 The value of any Package Order raised under this Framework Contract is not envisaged to exceed £75,000.
- 3.13 The recommended tenderers have offered Community Benefits and these are shown in Appendix 1. The Community Benefits will be achieved as a direct result of Package Orders being awarded through the Framework Contract.

Implications of the Report

1. Financial

The financial stability of each recommended tenderer has been assessed as part of the evaluation procedure and met with the Council's minimum requirements for this Framework Contract and each respective Lot.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

The recommended Suppliers detailed within 2.1.1 of this report have committed to deliver a number of Community Benefits as detailed within section 3.13 and Appendix 1 of this report.

4. Legal

The procurement of this Framework Contract has been conducted as an open tender procedure in accordance with the Council's Standing Orders relating to Contracts for a Regulated Procurement for below the EU threshold for Works Contracts

5. Property Assets

In carrying out the work under Package Orders from the Framework Contract, it shall prepare the road network for surface treatment works that will ultimately improve council maintained roads and transport infrastructure.

6. Information Technology

No Information Technology implications have arisen or are anticipated.

7. Equality and Human Rights

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health & Safety

All tenderers being awarded a place on the Framework Contract have had their health and safety submissions evaluated by Corporate Health and Safety and meet the minimum requirements regarding health and safety.

9. Procurement

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

10. Risk

All tenderers being awarded a place on the Framework Contract have had their insurances assessed and evaluated to confirm that they meet the minimum requirement regarding insurable risk.

11. Privacy Impact

No Privacy Impact Assessment requirements were identified within this procurement.

12. Cosla Policy Position

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers

Non Housing Capital Investment Programme 2017/18 – 2019/20 – Agenda Item 2

Author: *Graeme Beattie, Senior Procurement Specialist, Corporate Procurement Unit, Tel. 0141 618 4710.*

Appendix 1 – Community Benefits Offered

Finco Contracts Ltd (Lot 1 and Lot 2)	
Description of Community Benefit Offered	Number of People/Activity
New Entrant - Minimum of 12 weeks.	2
Graduates - New Start	1
Apprenticeship – New Start	1
Work Experience Placements (16 + years of age) - Minimum of 4 weeks for an unemployed person	2
Work Experience Placements (14-16 years of age) – Minimum of 5 days placement	2
Skills and Training – Schools Visits	1
Skills and Training – S/NVQ (or equivalent) for an existing employee	2
Skills and Training – S/NVQ (or equivalent) for a new employee	1
Supply Chain Development – Supply Chain Briefings with SME's	2
Skills and Training – Meet the Buyer Events	2
Community Engagement – Financial Support for a Community Project	2
Community Engagement – Non Financial Support for a Community Project	2

Markon Limited (Lot 1)	
Description of Community Benefit Offered	Number of People/Activity
New Entrant - Minimum of 12 weeks.	1
Work Experience Placements (16 + years of age) - Minimum of 4 weeks for an unemployed person	1
Work Experience Placements (14-16 years of age) – Minimum of 5 days placement	1

WJ North Ltd Trading as WJ Scotland (Lot 1)	
Description of Community Benefit Offered	Number of People/Activity
Work Experience Placements (16 + years of age) - Minimum of 4 weeks for an unemployed person	1
Work Experience Placements (14-16 years of age) – Minimum of 5 days placement	1
Skills and Training – Schools Visits	1
Skills and Training – Career Events	1
Skills and Training – Meet the Buyer Events	2
Community Engagement – Non Financial Support for a Community Project	1

WI & A Gilbert Ltd (Lot 2)	
Description of Community Benefit Offered	Number of People/Activity
New Entrant - Minimum of 12 weeks.	1
Indirect New Entrant - Recruited from sub contractor	1
Skills and Training - Further Education Visits	1
Skills and Training - Mentoring/ business support for a third sector organisation	1
Community Engagement – Financial Support for a Community Project	1
Community Engagement – Non Financial Support for a Community Project	1

Newlay Civil Engineering Limited (Lot 2)	
Description of Community Benefit Offered	Number of People/Activity
New Entrant - Minimum of 12 weeks.	1
Skills and Training – Schools Visits	1
Skills and Training – S/NVQ (or equivalent) for a new employee	1
Skills and Training – S/NVQ (or equivalent) for an existing employee	1
Skills and Training – Meet the Buyer Events	1
Community Engagement – Non Financial Support for a Community Project	1



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

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

Heading: Contract Authorisation Report: Integrated Customer Portal and Customer Relationship Management (CRM) Solution

1. Summary

- 1.1. The purpose of this report is to request the Finance, Resources and Customer Services Policy Board to authorise the Head of Corporate Governance to enter into a contract for an Integrated Customer Portal and Customer Relationship Management (CRM) Solution, reference RC/FA/135/18.
 - 1.2. The procurement exercise was conducted in accordance with the Call Off Contract requirements under Lot 1 of the Scotland Excel Framework Agreement for Customer Service Platform (0415) and the Council's Standing Orders Relating to Contracts clause 29.5 use of existing Framework Agreement
 - 1.3. A contract strategy was approved by Head of Customer and Business Services and the Strategic Commercial Category Manager on the 4th July 2017.
-

2. Recommendations

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

- a. The Head of Corporate Governance to award the contract for the Integrated Customer Portal and Customer Relationship Management (CRM) Solution to Firmstep Limited
 - b. The total contract value is £344,178 excluding VAT, this value includes the extension periods
 - c. The contract is for a initial period of 3 years with the option to extend for a further 2 occasions, each for a 12 month period. The Contract will commence on 2nd October 2017 or the date stated in the Letter of Acceptance.
-

3. Background

- 3.1 The Council has identified the need to develop a programme of change to meet its strategic objectives and create a modern, prosperous and fair Renfrewshire. "A better future, A better Council" programme has been developed to enable the Council to deliver the actions and improvements for the Councils citizens, make better use of processes and technology, smarter use of assets and improve communication.
- 3.2 The Council have taken the decision to migrate the existing Customer Portal (CP) and the Customer Relationship Management (CRM) solution into a single secure integrated solution in order to manage all customer contact and deliver all online services. This will ensure better digital access for customers and will allow the Council to develop new ways of delivering better customer services and the demand for digital access for services will be met.
- 3.3 The procurement exercise was tendered as a mini competition under the Scotland Excel Framework Agreement for Customer Service Platform Lot 1 Hosted Solution (0415). The procurement exercise was conducted in accordance with the further competition requirement under the Scotland Excel Framework Agreement for Customer Service Platform and the Council's Standing Orders Relating to Contracts 29.5 use of existing Framework Agreement.
- 3.4 The two (2) Suppliers on Lot 1 were invited to participate in this mini competition. The deadline for tender submissions for this mini competition was 12 noon on the 13th July 2017. Both suppliers made a tender submission.
- 3.5 Both suppliers' tender submissions in relation to qualification were evaluated by Scotland Excel at the time of awarding places to onto the Framework Agreement and were deemed to meet the minimum requirements. Quality scores was not restricted to the Scotland Excel Framework therefore this enabled Renfrewshire to apply specific scoring for the methodology and approach to the migration of the Customer Portal (CP) and the Customer Relationship Management (CRM) systems.
- 3.6 Both tender submissions were evaluated against a set of award criteria which was based on a quality / price ratio of 60% / 40%. The scores relative to the award criteria of each tenderer are as follows:

Tenderer Name	Quality Score (60%)	Price Score (40%)	Total Score (100%)
Firmstep Ltd	44.45%	30.55%	75.00%
Netcall Telecom Ltd	31.55%	40.00%	71.55%

- 3.7 It is recommended that the Contract is awarded to Firmstep Ltd, who based on evaluation, have provided the most economically advantageous tender.
- 3.8 Firmstep Ltd have committed to deliver the following community benefits as a result of delivery of this contract:
- 7 x Work placements (16 + years of age)
 - 1 x Further Education visits
 - 3 x Work Experience Placements (14-16 years of age)
 - 1 x S/NVQ (or equivalent) for an existing employee
 - Will provide non financial support for a Community Project

Implications of the Report

1. Financial

All suppliers' tender submissions in relation to financial stability were evaluated by Scotland Excel at the time of awarding places to onto the Framework Agreement and were deemed to meet the minimum requirements

The implementation costs will be covered by the Better Council Change Programme resources and that future revenue costs will met from the release of efficiencies.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated

3. Community Planning –

Empowering our Communities – Improving customer experience and provide easy access to the solution which can be accessed through different channels i.e. smart phone, tablet or PC

The community benefits submitted under this contract are listed within section 3.7 of this report

4. **Legal –**

The procurement exercise was conducted in accordance with the requirements for further competition for Scotland Excel Framework Agreement for Customer Service Platform (0415), and the Council's Standing Orders Relating to Contracts 29.5 use of existing Framework Agreement.

5. **Property/Assets –**

No property/asset implications have arisen or are anticipated

6. **Information Technology –**

The implementation of an integrated CRM/CP provision is aligned with the strategic direction of ICT and the Council's Digital Strategy.

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 -**

All suppliers' tender submissions in relation to health and safety were evaluated by Scotland Excel at the time of awarding places to onto the Framework Agreement and were deemed to meet the minimum requirements

9. **Procurement –**

The procurement exercise was conducted in accordance with the requirements for further competition for Scotland Excel Framework Agreement for Customer Service Platform (0415) and the Council's Standing Orders Relating to Contracts 29.5 use of existing Framework Agreement.

10. **Risk -**

All suppliers' tender submissions in relation to insurance risk were evaluated by Scotland Excel at the time of awarding places onto the

Framework Agreement and were deemed to meet the minimum requirements

11. **Privacy Impact –**

Following initial discussion with the Council's Information Governance team, a Data Processor Agreement (DPA) was agreed and will be formalised with Firmstep Limited.

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, 0141 618 7042



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

Report by: Chief Executive and Director of Finance and Resources

Heading: Contract Authorisation Report: George Street Decommissioning

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to authorise the Head of Corporate Governance to enter into a negotiated contract for the decommissioning of boiler plant from seven boiler houses (incorporating asbestos removal and associated works), the removal of 160 water tanks and the timber lining of cupboards within 317 domestic properties at George Street, Paisley.
 - 1.2 A Contract Strategy was prepared by the Corporate Procurement Unit and approved by the Strategic Commercial and Procurement Manager and the Housing Asset and Investment Manager on the 10 April 2017.
 - 1.3 The recommendation to award is made, following a procurement process which was conducted in accordance with the Council's Standing Orders Relating to Contracts and the below EU Threshold Open Procedure for Works where only one bid was received and additional asbestos removal works was identified after the tender submission deadline.
-

2. Recommendations

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

- 2.1.1 The Head of Corporate Governance to award the Contract for George Street Decommissioning to Advanced Energy Management Services Limited.
 - 2.1.2 The Contract Sum for the Works is to a maximum of £345,290.35, excluding VAT.
 - 2.1.3 The proposed Date for Commencement of the Works is early September 2017 with a contract duration of 2 years, which allows for any issues which may arise regarding gaining access to the properties. The actual Date of Commencement will be confirmed in the Letter of Acceptance.
-

3. Background

- 3.1 Renfrewshire Council has recently completed a project to install gas fired central heating systems into properties previously supplied by a central boiler plant. Following the removal of the district heating scheme within the George Street area of Paisley, the Council now requires a Contractor to decommission the existing boiler plant from seven boiler houses, the removal of 160 water tanks and the distribution pipework from the 317 domestic properties previously part of the George Street district heating scheme. A Health and Safety survey carried out by the Council's Property Services, after the contract notice was published, identified the presence of Asbestos in the boiler houses and potential contamination of the equipment such as, but not limited to, electrical cables, lights and pipework.
- 3.2 A contract notice was published on the Public Contracts Scotland advertising portal on 31 March 2017. Three suppliers expressed an interest in the tender but only one response was received by the deadline for submissions of 12 noon on 20 April 2017.
- 3.3 The one bid received could meet the specification and met all the Bid Selection Criteria. However, after the tender submission date a survey carried out by Property Services, after the contract notice was published, identified that asbestos is present in the boiler houses.

In accordance with the terms of clause 14 of the Councils Standing Orders Relating to Contracts an approval to negotiate a Contract for these Works was signed by HOPAC on 27th July 2017 and the Council entered into negotiations with Advanced Energy Management Services Limited as the only Tenderer who submitted a response to the initial tender process.

- 3.5 It is recommended that the Contract be awarded to Advanced Energy Management Services Limited.

- 3.6 Community benefits were sought as part of this procurement exercise and Advanced Energy Management Services Limited has committed to the delivery of the following community benefits:

Description	Quantity
Work Experience Placements (16+ years)	1
Further Education Visits	5
School Visit	1
Supply chain Briefings with SMEs	4
Mentoring/business support for a third sector organisation	1
Non financial support for a Community Project Business Mentoring for an SME	3

Implications of the Report

1. Financial

The Council is satisfied that Advanced Energy Management Services meet the tender requirements in relation to financial stability.

2. HR & Organisational Development

N/A

3. Community Planning

Advanced Energy Management Services Limited has committed to deliver a number of community benefits for each of the contracts as detailed in section 3.6 of this report.

4. Legal

The tendering procedures for the establishment of this Contract were in accordance with Renfrewshire Council's Standing Orders Relating to Contracts for below EU Threshold Works contracts.

5. Property Assets

In carrying out the work involved with the Contract, the redundant plant will be removed from the 7 boiler houses at George Street following the removal of the district heating scheme.

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

Advanced Energy Management Services Limited's health and safety submission was evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. Procurement

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

10. Risk

Advanced Energy Management Services Limited's insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. Privacy Impact

N/A

List of background papers

(1) None

Author: *Joanna Lindsay, Senior Procurement Specialist, Corporate Procurement Unit, Tel. 0141 618 6906*

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



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

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

Heading: Contract Authorisation Report: Provision of Energy Efficiency Works (HEEPS ABS)

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award work packages for the Provision of Energy Efficiency Works (HEEPS ABS) – Year One in the form of NEC3 Engineering and Construction Short Contracts (April 2013).
- 1.2 Energy Efficiency Works within the Council's Home Energy Efficiency and Carbon Reduction Programme 2017/2018 are split over three similar phases in terms of scope and are part funded by the Scottish Government via the HEEPS ABS Grant. A condition of the Grant is that the Council is required to ensure all projects are at tender stage by the end of September 2017.

It is proposed that the Contractor awarded the work package for Phase One will also be awarded the remaining two phases. This would allow the Council to appoint a single Contractor to undertake all energy efficiency works required for 2017/2018 based solely on the works within phase 1 thus comply with grant conditions to tender works by the required date.

- 1.3 The recommendation to award work packages for 2017/2018 follows a procurement exercise which was conducted via a scheme development mini competition under the Scotland Excel Energy Efficiency Contractors Framework Contract (Reference 09/13) in accordance with further competition procedures made under this Scotland Excel Framework Contract and Renfrewshire Council's Standing Orders Relating to Contracts.

- 1.4 A contract strategy was approved by the Head of Planning and Housing and the Strategic Commercial and Procurement Manager on 11 July 2017.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
- (a) the Head of Corporate Governance to award all required 2017/2018 work packages for the Provision of Energy Efficiency Works (HEEPS ABS) to Everwarm Ltd.
 - (b) at a cumulative value for all three phases of no more than £4,500,000 excluding VAT for required works within 2017/2018.
 - (c) with the scheduled date for phase one being commencement on Monday 25 September 2017 with all works within the three phases of 2017/18 being completed by Thursday 31 May 2018.

All three phases are required to be completed by no later than 31 May 2018 as required by the HEEPS Grant. In accordance within the HEEPS ABS Grant Conditions, the Phase One package order starting date of 25 September 2017 or as stated in the letter acceptance will ensure that the contract has commenced by the end of September as required within the Grant Conditions

3. Background

- 3.1 For the past three years, the Council's Home Energy Efficiency Programme for Scotland Area Based Schemes (HEEPS ABS) has been focused on reducing fuel poverty and carbon emissions and ran separately from the Council's External Works Programmes which focussed on meeting the requirements of the Scottish Housing Quality Standard (SHQS).

The Housing Capital Investment Plan 2017/18 to 2019/20 sets out the requirement to ensure all housing stock achieves the minimum energy rating under the Energy Efficiency Standard for Social Housing (EESH) by the first milestone of 31 December 2020. Accordingly, the focus of the planned investment programme is external improvements which contribute to the achievement of EESH.

The Council's position is that EESSH will be achieved through the capital funding plans for planned investment programmes, together with Government sourced supplementary funding such as HEEPS ABS, which will help to encourage private homeowners to participate in common works and ensure projects to improve energy efficiency can proceed.

The key objective of HEEPS ABS is to target residential areas at the lower end of the Scottish Index of Multiple Deprivation (SIMD) and achieve reductions in fuel poverty and carbon emissions, whilst demonstrating an appropriate strategic fit and approach to improving energy efficiency.

The Council therefore developed a strategy to target mixed tenure blocks as well as wholly owned Council blocks, utilising the Council's own Capital budget, HEEPS ABS grant funding and also contributions from individual homeowners to deliver a varying package of works which will reflect the requirements of each block.

The main element of works will be the installation of External Wall Insulation, however, the Council will also seek to install ventilation systems, renew roofs, windows and doors where this is identified as being required on a block by block basis.

- 3.2 Scotland Excel established a Framework Contract for Energy Efficiency Contractors in 2017 with all 32 Scottish local authorities being named parties.

The procurement process to establish the Framework Contract was undertaken via the open procurement procedure and was conducted in compliance with the EU Procurement Legislation.

The Framework Contract offers access to a range of energy efficiency construction related works including Energy Assessments, External Wall Insulation, Cavity Wall Insulation, Loft / Rafter Insulation, Internal Wall Insulation, Windows and Doors, Heating Systems and Solar Panels. The Framework Contract is specifically designed for mixed tenure Council / HEEPS ABS Works requirements.

The Further Competition Procedures under the Framework Contract has three options; Direct Package Order, Mini Competition and Scheme Development Mini Competition which was selected by the Council for this process.

- 3.3 Works within the 2017/2018 programme are split over three similar phases in terms of scope. A condition of the HEEPS ABS grant is that the Council is required to ensure all projects are at tender by the end of September 2017.

In accordance with the Scotland Excel Energy Efficiency Contractors Framework Contract Conditions (Work Package Award Procedures), the Council undertook a scheme development mini competition to appoint a Contractor to undertake Works required within the three phases of the Year One programme. This would allow the Council to appoint a single Contractor to undertake energy efficiency works required for all of 2017/2018 based on the Works of Phase One and to comply with Grant conditions to tender works by 30th September 2017.

3.4 Only Contractors appointed to both Lots 2.1 (External Wall Insulation) and 2.8 (Windows and Doors) of the Scotland Excel Framework Contract could participate in the scheme development mini competition, with submissions received from the companies as stated below:-

- A.C. Whyte & Co Ltd
- E.ON Energy Solutions Ltd
- Everwarm Ltd

3.5 Tender documents for the scheme development mini competition were released via the Public Contracts Scotland – Tender website on Wednesday 05 July 2017 with the deadline for submissions being set at 12 noon, Tuesday 18 July 2017.

3.6 Tender submissions received were evaluated against a set of award criteria which was based on 40% Technical (Quality) and 60% Commercial (Price).

For the purposes of this mini competition, the Quality score achieved by each Tenderer for lot 2.1 – External Wall Insulation of the Scotland Excel Energy Efficiency Contractors Framework Contract was utilised.

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

		Technical (40%)	Commercial (60%)	Total (100%)
1	Everwarm Ltd	36.00	56.26	92.26
2	E.ON Energy Solutions Ltd	31.40	60.00	91.40
3	A.C. Whyte & Co Ltd	29.60	57.94	87.54

3.7 The evaluation of tender submissions received identified that the submission by Everwarm Ltd was the most economically advantageous tender.

3.8 A budget of £4,500,000 was made available for the 2017/2018 programme, which includes £2.5m of Council Capital funding, £1.1m Scottish Government HEEPS ABS grant funding and £900K owner occupier contribution.

3.9 Community Benefits were requested as part of the original Scotland Excel Framework Contract procurement.. For the Works required within Year One of the programme, Everwarm Ltd has advised the following Community Benefits will be made available:

Community Benefit Description	No of People / Activity
Job Opportunities	3
Education Support Initiatives for Schools or Colleges	1

Implications of the Report

1. Financial

The financial status of Everwarm Ltd was assessed as part of their appointment to the Scotland Excel Energy Efficiency Contractors Framework Contract

An additional Dun and Bradstreet assessment of the company was conducted by the Council and confirmed that the company satisfied the Council's requirements in relation to financial stability.

The Year One programme is dependent on the Scottish Governments HEEPS Grant as well as Capital funding and owner occupier contributions therefore the Council is required to comply with the strict conditions under the Grant. Failure to meet the Grant Conditions may impact the level of future Grants made available to the Council.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

Everwarm Ltd has committed to deliver a number of Community Benefits as detailed within section 3.9 of this report.

4. Legal

The procurement of this work package has been conducted via a mini- competition from the Scotland Excel Energy Efficiency Contractors Framework Contract (Reference 09/13) in accordance with further competition procedures made under this Scotland Excel Framework Contract and Renfrewshire Council's Standing Orders Relating to Contracts.

5. Property Assets

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

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

Roofworks will improve the building envelope, vastly improving the roof condition, which will help guard against water penetration and increase the life span of the roof for years to come.

Other improvement measures include mechanical ventilation (which will counter dampness/condensation) where required.

6. Information Technology

No Information Technology implications have arisen or are anticipated.

7. **Equality and Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety**

Everwarm Ltd health and safety submission was evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

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

11. **Privacy Impact**

A full Privacy Impact Assessment has been completed by Legal Services (Information Governance). As some Personal Data will be transferred for the purposes of the work package, a Data Processor Agreement will be put in place with Everwarm Ltd prior to the commencement of the work package.

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 and Category Manager, Corporate Procurement Unit, Tel. 0141 618 7464*



To: Finance, Resources and Customer Services Policy Board

On: 30 August 2017

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

Heading: Contract Authorisation Report: Framework Contract for Banking Services

1. Summary

- 1.1. The purpose of this report is to request the Finance, Resources and Customer Services Policy Board to authorise the Head of Corporate Governance to enter into a Framework Contract for General Banking Services, reference RC/FA/138/17 on behalf of Renfrewshire Council and Associate Bodies Lot 1 and Renfrewshire Leisure Limited, Lot 2.
 - 1.2. The procurement exercise was conducted in accordance with the above EU Threshold Open Procedure for Services and the Council's Standing Orders Relating to Contracts.
 - 1.3. A contract strategy for General Banking Services was approved by the Head of Finance and the Strategic Commercial Category Manager in April 2017.
-

2. Recommendations

- 2.1. It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
 - a. The Head of Corporate Governance to conclude the award of the single source Framework Contract for General Banking Services to Clydesdale Bank Plc;
 - b. The Framework Contract is for a 4 year period.

- c. The Framework Contract consists of 2 Lots: Lot 1 Renfrewshire Council General Banking Services and Lot 2 Renfrewshire Leisure Limited General banking Services. Any Call Off Contracts up will be issued by the respective contracting body under the relevant Lot.
- d. Prices will be fixed for the Framework Contract in accordance with the Pricing Schedule submitted by the Clydesdale Bank Plc;
- e. Once the Framework Contract is operational to thereafter give delegated authority to the Director of Finance and Resources and the Head of Policy and Commissioning to approve the award of any direct Call Off Contract made under Lot 1 for Renfrewshire Council;
- f. The ceiling value of all Call Off Agreements made under both Lots of this Framework Contract will be up to the value of £247,765.

3. Background

- 3.1 The Council contract for General Banking Services with Clydesdale Bank Plc expires on 30th September 2017 and a replacement service required to be tendered. At the same time, the Renfrewshire Leisure Limited contract also expires. A collaborative procurement was agreed with the intention of Renfrewshire Leisure achieving the same pricing as the Council by creating a single supplier Framework Contract.
- 3.2 Renfrewshire Council also provides a number of services to associated bodies The Renfrewshire Valuation Joint Board, The Clyde Muirshiel Park Authority, The Glasgow and Clyde Valley Strategic Development Planning Authority and Scotland Excel and their requirements were listed alongside the Council requirements as part of Lot 1 and Renfrewshire Leisure's individual requirements form Lot 2.
- 3.3 Five suppliers noted an interest of which three tender submissions were received by the closing date for the receipt of tender submissions at noon, on 22nd May 2017. All three Tenderers were evaluated against a set of pre-determined criteria in the form of an European Single Procurement Document (ESPD) and compliance with the terms and conditions published with the ITT.
- 3.4 One tenderer was compliant with the bid selection requirements and their tender submission was then evaluated against a set of Award Criteria which was based on a quality / price ratio of 40%/60%.
- 3.5 As part of the tender process Tenderers were asked to complete a Pricing Schedule which collected the requirements for both Lots. The Prices provided in the Pricing Schedule would be fixed for the Framework Period, apart from credit, debit and interest rates as they are linked to Bank of England interest rates. The Price for evaluation purposes was based on the total of both the Council and Associated Bodies and Renfrewshire Leisure Limited

requirements for a five (5) year period and included a cost of change calculation if applicable.

The scores relative to the award criteria of each tenderer are as follows:

Tenderer Name	Quality Score (40%)	Price Score (60%)	Total Score (100%)
Clydesdale Bank Plc	29.75	60	89.75

- 3.6 It is recommended that the Single Source Framework Contract is awarded to Clydesdale Bank Plc, who based on evaluation, have provided the most economically advantageous tender.

- 3.7 Clydesdale Bank Plc have committed to deliver the following community benefits as a result of delivery of this contract:

To work in partnership with a range of organisations to deliver community benefits, supporting people and businesses around financial capability and creating a positive impact that addresses the challenges of financial pressures.

- 3.8 The current Council contract for Banking Services expires on 30th September 2017 and operational reasons to ensure continuity of banking services, delegated authority is requested to allow the Director of Finance and Resources and the Head of Policy and Commissioning to make any future direct awards under Lot 1 of the Framework Contract.

Implications of the Report

1. Financial

The financial status of the recommended Provider has been assessed and satisfies the Council's requirements. Financial costs will be met by the Finance Loans Funds.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated

3. Community Planning

None

4. Legal –

The procurement exercise for these Services was conducted in accordance with the Public Contract (Scotland) Regulations 2015 Open Procedure, and the Council's Standing Orders Relating to Contracts.

5. **Property/Assets**

None

6. **Information Technology –**

ICT have been consulted providing input to the tender process.

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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 -**

Health and Safety were consulted and have advised that there is no impact to this contract.

9. **Procurement –**

The procurement exercise for these Services was conducted in accordance with the Public Contract (Scotland) Regulations 2015 Open Procedure, and the Council's Standing Orders Relating to Contracts.

10. **Risk -**

The recommended tenderer has been assessed and evaluated to confirm that they have met the minimum requirements regarding risk.

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement

12. **Cosla Policy Position –**

Not applicable

List of Background Papers

(a) None

Author: Suzanne Gibb, Procurement Operations Manager, 0141 618 7042



To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

On: 30 AUGUST 2017

Report by: DIRECTOR OF COMMUNITY RESOURCES

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

1. Summary

- 1.1 Community Resources 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 Community Resources over the first 3 periods of 2017/2018 (1 April 2017 to 23 June 2017).
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2. Recommendations

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

3. Operational Updates

3.1 Facilities Management - Hard Services

Scottish Housing Quality Standards (SHQS) / Investment

- 3.1.1 Building Services carried out some additional investment work to tenanted houses as identified by Development & Housing Services. Currently, these tenanted houses identified for improvement works have previously not had any upgrade works carried out. Noting that the main extent of the Council's SHQS works are now complete.

- 3.1.2 The type of works carried out can include the complete rewire of a house, installation of a new kitchen, installation of a bathroom and upgrade or renewal of the central heating system. In the period April to June Building Services undertook a total of 29 tenanted house upgrades, all being completed, within the target timescale.

Voids

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

Month	Returns	Completion within timescale
April	66	33% (due to public holidays)
May	109	59%
June	62	78%
Totals	237	57% average

Compliance Update

- 3.1.5 The Repairs and Maintenance section, within Hard Services, has completed a full and extensive review of all compliance across the Council, in accordance with the Council's revised guidance. This review established that there are 20 specific areas of compliance that have to be reviewed, monitored and audited moving ahead.
- 3.1.6 The Council has a duty, as a landlord, to maintain the level of compliance in accordance with the legislation within their premises. All compliance work is certified and these certificates must be readily available to the building user and enforcing authorities such as the Care Commission, HSE etc.
- 3.1.7 CAMIS (Central Asset Management Information System) is the focal point for driving the compliance programme and the service continues to invest time and resources in ensuring that all relevant information feeds back to this key electronic system.

Street Lighting Repairs

- 3.1.8 The Council's street lighting maintenance and repair service was brought in-house in February, 2016. Since then there has been significant improvement in performance in responding to dark lamps and effecting repairs.
- 3.1.9 Building Services undertake the repairs and maintenance of the existing street lighting network within Renfrewshire area. The type of maintenance works undertaken include:

Reactive work:

- Dark Lamps – street lights reported as not illuminating;
- 24 hr Burners – street lights which do not switch off.

Planned work:

- Planned Maintenance (PM) – this is bi annual inspection and maintenance of each individual column;
- Civils Work – this includes the replacement of damaged/missing columns and the replacement of damaged / missing underground cables (loops).

Street Lighting Emergencies:

- Dark areas – an area reported to have 6 or more dark Lamps;
- Doors Off – a lighting column with the door removed/missing thus exposing live cables;
- Struck Columns – a street lighting column which has been knocked down or damaged, normally by vehicular collision;
- There is also a 24/7 emergency standby service which enables us to make safe and carry out essential repairs were necessary.

3.1.10 Street Lighting maintenance figures April to June.

BUILDING SERVICES Street Lighting Summary April - June 2017	Qty	Comments
Jobs completed in period total this financial year.	596	525 Reactive Repairs & Emergencies 71 Backlog Repairs
Jobs programmed within the next 2 months	21	Underway
Jobs to be planned and programmed.	37	Currently being surveyed, priced and PU's applied for
Planned maintenance carried out in last 2 months.	2,232	

3.2 Facilities Management - Soft Services**Tackling Poverty****3.2.1 Morning Clubs**

Morning clubs continue to be delivered in 9 primary schools and 1 secondary school, providing pupils with a healthy breakfast and a programme of activities. Over 70,000 breakfasts were served over the school year 2016/17. Plans are already underway for the continued provision of the 10 Morning Clubs from August 2017. The University of West of Scotland is currently carrying out a formal evaluation of the morning clubs to ensure that the outcomes and objectives of the project are being delivered. The full report will be completed in early autumn and its findings will be reported to a future meeting of this Policy Board.

Families First Clubs

- 3.2.2 Families First Clubs operate in 12 locations throughout Renfrewshire during the school summer and Christmas holiday periods, providing activities and healthy meals to pupils who are entitled to a free school meal, children who attend additional support needs schools and also to children under five who attend a Council pre-five centre during school holidays.

Street Stuff, Hot Meals Division

- 3.2.3 Soft Services will continue to deliver healthy meals over the summer holiday period in 6 locations across Renfrewshire as part of the wider Street Stuff programme of activities. Healthy hot food is served at St Mirren Football Club, McMaster Centre, Glenburn Community Centre, Bargarran Community Centre, Hunterhill Community Centre and Knockhill Park.
- 3.2.4 The University of the West of Scotland also undertook an independent evaluation of the Street Stuff programme over two weeks in June 2017. Their full report including both Early Morning Clubs and Street Stuff will be completed in early autumn and its findings will be reported to the appropriate Policy Board.

4. Service Specific Projects Update

4.1 Facilities Management - Hard Services

Community Halls & Centres Programme

- 4.1.1 Currently, Building Services is delivering the capital upgrade and refurbishment works within 6 Renfrewshire Community Halls & Centres, at a total project cost of £2.75m. The works mainly consist of external render repairs, roof upgrades and full internal rewiring.
- 4.1.2 The first centres completed were Johnstone Castle & Ralston Community Centres which have been well received by the communities they serve. Works are currently on site in Glenburn Community Centre and will be completed end July/August 2017.
- 4.1.3 Gallowhill & Foxbar Community Centres have undergone asbestos removal works in preparation of internal rewiring which commenced week commencing the 10th July 2017. The roof upgrades to Gallowhill & Foxbar Community Centres are progressing well and are due to complete by the end of July/early August 2017. Cargill Hall rewire and roofing works are complete and the final Scottish Power switch over is completed. The window upgrade in the centres are complete in Glenburn Community Centre, & Gallowhill and in progress in Foxbar and Cargill Hall.

General Capital Programme, Update

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

Project	Type of Work	Site Progress	Contract Value
Spinners Gate, Adult Training Centre	Refurbishment	Works Ongoing	£315K
Anchor Centre, Adult Training Centre	Refurbishment	Works Ongoing	£380K
Neilston Road High flats	Fire Encapsulation	Works Ongoing	£30K
Lochwinnoch Primary School	Ceiling Encapsulation Decoration	Works Programmed – July 2017	£210K
St John Ogilvie Primary School	Minor Works	Works Programmed – July 2017	£30K

General Responsive Repairs Update

- 4.1.5 Repairs and maintenance results, for Building Services, for May 2017 detail 3,377 individual responsive repairs requested across all trades, Building Services attended to 99% within the time category allowed. Within the Responsive Repairs work types there are various categories of repairs, these reflect a mix of service requirements. The times in each category are shown below:

- Emergency - 4hr,
- Emergencies - 24hr,
- Repairs with appointments, qualifying repairs - 1-3 days depending on category,
- Urgent repairs - 7days.

The categories shown below are the formal specific Performance Indicators (PIs) for repairs as required by the Scottish Housing Regulator.

Category	Monthly					Current Target
	January 2017	February 2017	March 2017	April 2017	May 2017	
	Value	Value	Value	Value	Value	
Total Repairs Completed	4,725	4,626	5,149	4,037	4,220	n/a
% Overall Repairs Completed Within Target	91%	93%	95%	95%	95%	84%
% Emergency Repairs completed within target	97%	98%	99%	99%	98%	99%
% Routine repairs completed within target	83%	88%	91%	91%	91%	97%
% Programmed repairs completed within target	100%	99%	100%	100%	100%	97%
% Right to Repair Qualifying repairs completed within target	96%	98%	99%	99%	100%	100%

4.2 Facilities Management - Soft Services

Partnership Working with the Soil Association

Food for Life Served Here

- 4.2.1 Soft Services are working with The Soil Association to extend our Food for Life Served here (Bronze Award) in Primary Schools into Care Homes and Extra Care Homes. The Soil Association Food for Life Served here provides an independent endorsement that food providers are taking steps to improve the food they serve, using fresh ingredients which are free from trans fats and harmful additives and better for animal welfare. Soft Services are regularly audited to ensure we meet high standards of provenance and traceability and meals are freshly prepared using environmentally-sustainable and seasonal ingredients.

Sustainable Food Cities

- 4.2.2 The Sustainable Food Cities (SFC) Network is a growing movement of 44 towns, cities, boroughs and counties who share a belief in the power of food as a vehicle for driving positive change. The Network helps people and places to share challenges, explore practical solutions and develop best practice in all aspects of sustainable food.
- 4.2.3 The SFC model and key food issues outlined above fit very well with Renfrewshire's Sustainable Food Strategy. The Soil Association have been very positive in this regard and believe Renfrewshire is already some way toward becoming a Sustainable Food City.
- 4.2.4 The Soil Association has offered to facilitate a seminar of elected members, key officers within Renfrewshire Council and local partners, to refresh the Food Strategy and outline and link to the SFC approach. Much of the groundwork has already been carried as part of the development of the Food Strategy in terms of engaging with key stakeholders and mapping out the key food issues. It is clear there is an appetite for this approach to food within Renfrewshire. Arrangements for the seminar will be made over the summer period with a planned date during Autumn.

5. Workforce Development

5.1 Facilities Management - Hard Services

- 5.1.1 There are currently 15 trade apprentices progressing through their training programmes both at college and on site. Quarterly reviews are carried out by Managers and the Training Coordinator to monitor progress and of the 15 apprentices due to complete their apprenticeships in August 2017, 5 have had an offer of temporary employment extended to them.
- 5.1.2 Within building services 8 employees have completed a National Certificate course in preparation for future continued education. A further 8 employees have completed a 2 year course Higher National Certificate in Construction Management.

- 5.1.3 STEM (Science, Technology, Engineering & Maths) is a work experience programme for schools to attract young people into these careers. Renfrewshire Council's Building Services is also working in partnership with West College Scotland in order to attract young women into STEM career pathways.
- 5.1.4 Building Services provided the opportunity for 10 pupils from local schools to visit the depot for the day to learn about different apprenticeships within the construction industry. The pupils also participated in practical exercises in electrical, joinery, painting and decorating, led by the assistance and guidance from existing Building Services apprentices.

5.2 Facilities Management - Soft Services

- 5.2.1 Soft Services has worked with the British Institute of Cleaning Sciences (BICS) on the delivery of a Cleaning Skills Train the Trainer course for eight cleaning staff. These internal trainers will now roll-out the BICS training modules to cleaning staff on a site-by-site basis in the new school term.
- 5.2.2 A training in-service day for over 30 Catering Managers took place in May. Training was delivered on child protection, food allergens, portion control as well as a presentation and question and answer session on school food from the Scottish Government.
- 6.2.3 Four members of the Soft Services management team have started the new Leadership Development programme delivered by the Council. These programmes aim to develop our leaders by focusing on enhancing skills, knowledge and competency in key leadership areas and strengthening capacity to lead and deliver change effectively.
- 5.2.4 Soft Services continues to support employability programmes through the Project Search and Traineeship programmes participating in workplace opportunities across the catering and janitorial service. As part of our partnership with Project Search, nine young people with learning difficulties or autism have gained invaluable work experience during the first half of 2017 in schools, care homes and Renfrewshire House.
- 5.2.5 The students gained experience in a kitchen environment, working with older people in Care Homes, supporting janitors, serving in The Atrium Cafe and assisting our Facilities Team in Renfrewshire House. One Project Search placement has gained permanent employment within the Soft Services team and another has secured a six month traineeship in Renfrewshire House assisting in the mailroom. Soft Services are working with Project Search team for the next intake in Autumn 2017. In addition, the Facilities Housekeeper in Montrose Care Home was awarded the Project Search Mentor of the Year in June 2017 due to her work with young people.
- 5.2.6 Soft Services has continued to work in partnership with West College Scotland on the provision of a bespoke Cooking Skills Development Course for catering staff. A third 10-week programme, was completed in June 2017 providing a further 14 catering

employees with the opportunity to obtain a college qualification on a day release basis. This course is now sought after by our catering staff with a fourth programme commencing in August 2017.

- 5.2.7 As part of the partnership with West College Scotland, eight work experience placements were provided in school kitchens to catering students from the Paisley Campus. The students gained invaluable experience in a real kitchen environment enabling them to achieve completion of their module on Industrial Experience in the Hospitality Industry. Work experience placements with West College Scotland are planned to continue in 2018.

6. Performance Update – Indicators and Targets

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

Target for 2017/18	Target to Period 3	Actual to Period 3	Comments
A Better Future – People			
1. % uptake of free school meals in primary and secondary schools			
75%	75%	72%	School meal uptake at the end of Period 3 was 72%. This is slightly below the target of 75%. For the first time pupil absence is now taken into account when calculating school meal uptake. This provides a more accurate record of actual meal uptake. However comparisons with historic uptake is now not possible as the data is not like for like.
A Better Council			
2. % of front line resolutions dealt with within timescale			
i) Community Resources			
100%	100%	86%	Community Resources has received 1,444 front line resolutions in the first 3 periods of 2017/18, of which 1,240 (86%) were responded to within timescale.
ii) Facilities Management (Hard & Soft Services)			
100%	100%	94%	Over the same period Facilities Management received 32 front line resolutions of which 30 (94%) were responded to within timescale.

Target for 2017/18	Target to Period 3	Actual to Period 3	Comments
3. % of complaint investigations dealt with within timescale			
i) Community Resources			
100%	100%	91%	Community Resources has dealt with 7 complaint investigations in the first 3 periods of 2017/18, 5 (91%) of which were dealt with within the agreed timescale.
ii) Facilities Management (Hard & Soft Services)			
N/A	N/A	N/A	There were no complaint investigations for Facilities Management in the first 3 periods of 2017/18.
4. % of Freedom of Information requests completed within timescale			
Community Resources			
100%	100%	100%	All FOIs were responded to on time, achieving the annual target. 112 FOI requests were received, 84 of which were departmental specific and the other 28 were cross-departmental.
5. % of reported street lighting faults which were attended within the 7 day timescale			
95%	95%	99%	99% of reported street lighting repairs were attended to within the 7 day timescale at the end of period 3. 95% of these were fixed on first visit. The operational performance has improved continuously since the service was brought in house in February 2016.
6. Overtime as a % of total employee costs			
i) Community Resources			
6%	6%	6.5%	The level of overtime across Community Resources , in the first 3 periods of 2017/18, was slightly above target.
ii) Facilities Management (Hard & Soft Services – excluding trading services)			
6%	6%	10.8%	The level of overtime for Facilities Management (Soft Services) was 10.8% at the end of period 3, above 6% target. Additional overtime was used to deliver two elections in the reporting period with all cost recoverable. FM (Hard Services) overtime is reported within the Building Services Trading Report.

Target for 2017/18	Target to Period 3	Actual to Period 3	Comments
7. Sickness Absence Figures:			
i) Community Resources			
4%	4%	6.9%	<p>The absence level at the end of period 3 was 6.9% compared to the target of 4%</p> <p>The absence level of 6.9% is due to a number of long term absences, with the overall absence rate consisting of:</p> <ul style="list-style-type: none"> - 79.9% long-term absences - 20.1% short-term absences. <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
ii) Building Services			
4%	4%	5.1%	<p>The absence level at the end of period 3 for Building Services was 5.1% This was made up of:-</p> <ul style="list-style-type: none"> - 74.3% long term absences - 25.7% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
iii) School Catering			
4%	4%	6.5%	<p>Absence levels for School Catering employees was 6.5% at the end of period 3. This was made up of:</p> <ul style="list-style-type: none"> - 77.9% long term absences - 22.1% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>

Target for 2017/18	Target to Period 3	Actual to Period 3	Comments
iv) Building Cleaning			
4%	4%	7.9%	<p>Absence levels for Building Cleaning employees was 7.9% at the end of period 3. This was made up of:</p> <ul style="list-style-type: none"> - 85.4% long term absences - 14.6% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
v) Housekeeping			
4%	4%	12%	<p>Absence levels for Housekeeping employees was 12% at the end of period 3. This was made up of:</p> <ul style="list-style-type: none"> - 83.9% long term absences - 16.1% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
vi) School Janitorial			
4%	4%	4.6%	<p>Absence levels for School Janitorial employees was 4.6% at the end of period 3. This was made up of:</p> <ul style="list-style-type: none"> - 78.9% long term absences - 12.1% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
vii) School Crossing Patrol			
4%	4%	5.5%	<p>Absence levels for School Crossing Patrol employees was 5.5% at the end of period 3. This was made up of:</p> <ul style="list-style-type: none"> - 88.9% long term absences - 11.1% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>

Target for 2017/18	Target to Period 3	Actual to Period 3	Comments
8. Building Services - % of overall repairs completed within target			
95%	95%	95%	95% of overall repairs were completed within target at the end of 2016/17.

6.2 Hard Services Customer Satisfaction Performance results for Q1 2017/18

Appointments

- 6.2.1 As part of the Housing Customer Satisfaction survey required to be carried out by the Scottish Housing regulator the following specific questions are directed at the service provided by Building Services. During the first quarter of 2017/18, 1,386 surveys were carried out with 96% of tenants satisfied with overall housing repair service including customer contact centre and housing repairs services.

Appointments	Yes	No
If you were given an appointment for your repair, was the appointment kept?	99.6% (1,376)	0.4% (6)
When the operative(s) arrived, did he/she show you their identification?	99.5% (1,367)	0.5% (7)
Was your repair completed on the day of your appointment?	98.5% (1,353)	1.5% (21)
If your repair was not completed on the day of appointment, were you advised of the reasons and/or when your repair would be completed?	65.4% (17)*	34.6% (9)

* Of the 21 repairs not completed on the day of appointment, 17 (65.4%) customers were advised of the reasons why it was not completed or advised when it would be.

Repair Experience

- 6.2.2 This question is designed to ascertain the care that the tradesmen are taking when carrying out work.

Repair Experience	Yes	No
Did the tradesperson leave your home clean and tidy?	99.6% (1,320)	0.4% (5)

Repair Satisfaction

- 6.2.3 This measures how satisfied tenants were with the workmanship and attitude of the tradesmen that attended their repair.

Repair Satisfaction	Satisfied or V Satisfied	Neither/ Nor	Dissatisfied or V Dissatisfied
How satisfied were you with the overall quality of the workmanship in your home?	96.2% (1,275)	2.8% (37)	1.0% (13)
How satisfied were you with the attitude of the tradesperson whilst in your home?	96.6% (1,279)	2.6% (35)	0.8% (10)

Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning**

Children and Young People – the Catering Service promotes the uptake of healthy and nutritious school meals.

Community Care, Health & Well-being – the service promotes healthy eating through school meal and has achieved the Food for Life Served Here bronze award

Empowering our Communities – Facilities Management is actively working with parent groups to encourage participation to help improve local communities and services.

Greener – Facilities Management encourages and promotes waste minimisation through reducing, reusing and recycling. Recycling is actively encouraged in schools. Reducing carbon emissions, through the maintenance of LED streetlights and electric and low carbon vehicle charging points within the council fleet.

Jobs and the Economy – Facilities Management is actively involved in the Invest in Renfrewshire scheme.

Safer and Stronger - by working with the local community and through enforcement activities, to improve the appearance of local areas and to help reduce anti-social behaviour.

4. **Legal** – None.

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

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