

Notice of Meeting and Agenda Finance & Resources Policy Board

Date	Time	Venue
Wednesday, 16 March 2016	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

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

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

Members of the Press and Public

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

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

- | | | |
|----------|---|----------------|
| 1 | PROCUREMENT SUB-COMMITTEE | 5 - 12 |
| | Minutes of the meetings of the Procurement Sub-Committee held on 27 January and 17 February 2016. | |
| 2 | JOINT CONSULTATIVE BOARD (NON-TEACHING) | 13 - 16 |
| | Minute of the meeting of the Joint Consultative Board (Non-Teaching) held on 10 February 2016. | |
| 3 | REVENUE BUDGET MONITORING TO 8 JANUARY 2016 | 17 - 28 |
| | Joint report by the Chief Executive and the Director of Finance & Resources. | |
| 4 | REVENUE BUDGET MONITORING - COUNCIL OVERVIEW TO 8 JANUARY 2016 | 29 - 42 |
| | Report by the Director of Finance & Resources. | |
| 5 | CAPITAL BUDGET MONITORING TO 8 JANUARY 2016 | 43 - 48 |
| | Report by the Director of Finance & Resources. | |
| 6 | CAPITAL BUDGET MONITORING - COUNCIL OVERVIEW TO 8 JANUARY 2016 | 49 - 56 |
| | Report by the Director of Finance & Resources. | |
| 7 | REVENUES COLLECTION STATEMENT | 57 - 60 |
| | Report by the Director of Finance & Resources. | |
| 8 | BENEFITS ADMINISTRATION - WELFARE REFORM AND PERFORMANCE STATEMENT | 61 - 66 |
| | Report by the Director of Finance & Resources. | |

9	SUNDRY DEBTORS - ACCOUNTS FOR WRITE OFF	67 - 70
	Report by the Director of Finance & Resources.	
10	FINANCE & RESOURCES - SERVICE IMPROVEMENT PLAN 2016/19	71 - 102
	Report by the Director of Finance & Resources.	
11	CHIEF EXECUTIVE'S - SERVICE IMPROVEMENT PLAN 2016/19	103 - 124
	Report by the Chief Executive.	
12	RENFREWSHIRE COUNCIL CITIZENS FUND	125 - 128
	Report by the Director of Finance & Resources.	
13	CIVIC HOSPITALITY	129 - 132
	Report by the Director of Finance & Resources.	

Minute of Meeting Procurement Sub-Committee

Date	Time	Venue
Wednesday, 27 January 2016	14:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

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

CHAIR

Councillor Holmes, Convener, presided.

IN ATTENDANCE

S MacDougall, Director of Community Resources; D Amos, Head of Policy & Commissioning, F Hughes, Procurement Manager, L Gillan, Senior Procurement Specialist, D Taggart Procurement Category Manager and K Thomson, Assistant Category Manager (all Chief Executive's); and K Graham, Head of Corporate Governance, J Lynch, Head of Property Services and D Low, Senior Committee Services Officer (all Finance & Resources).

DECLARATIONS OF INTEREST

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

1(a) CONTRACT AUTHORISATION REPORT: THE CONSTRUCTION OF A NEW BUILD SCHOOL- ST FERGUS' PRIMARY SCHOOL

There was submitted a joint report by the Chief Executive and the Director of Children's Services relative to entering into a Standard Building Contract with Quantities for use in Scotland (SBC/Q/Scot (2011 edition)) for The Construction of a New Build School- St Fergus' Primary School RC1506_4334(ITT9000) which formed part of the work detailed in the School Estate Management Plan (SEMP 2014).

The report advised that at the deadline for the return of tenders two bids had been received. The bids were evaluated against a set of award criteria which was based on capacity, experience and track record and their technical and financial capabilities. Details of the scores relative to the award criteria of each tenderer were contained within the report.

DECIDED:

(a) That the Head of Corporate Governance be authorised to award the contract for The Construction of a New Build School- St Fergus' Primary School RC1506_4334(ITT9000) to Clark Contracts Limited;

(b) That it be noted that the estimated contract value was £4,106,329.68 excluding VAT; and

(c) That it be noted that it was anticipated that the contract would commence on 15 February 2016, or alternatively on the date confirmed in the Council's Letter of Acceptance and run for a period of 157 weeks.

SEDERUNT

Councillor Harte entered the meeting during consideration of the following item of business.

1(b) STREET LIGHTING MAINTENANCE AND REPAIRS AWARD - UPDATE

There was submitted a joint report by the Chief Executive and the Director of Community Resources, together with an addendum to the report, relative to recent developments in relation to the award of Street Lighting Maintenance and Repairs contract RC1509_4636 (MC_9698) under the terms of Renfrewshire Council's Framework for Street Lighting Maintenance, Repairs, Improvements & Developments, Lot 1 maintenance and repairs of street lighting R1111026690 which had been approved at the meeting of this Sub-Committee held on 19 October 2015.

The report detailed the circumstances which had resulted in the Council raising adjudication proceedings in consequence of a contract dispute with Lightways Contractors Limited in respect of the Street Lighting Maintenance and Repairs contract reference RC1509_4636 (MC_9698). The addendum to the report intimated that the Adjudicator had found in favour of the Council and considered the Council's contract to be robust.

Councillor Holmes, seconded by Councillor Grady, moved:

(i) That the circumstances resulting in the Council raising adjudication proceedings in consequence of a contract dispute with Lightways Contractors Limited in respect of the Street Lighting Maintenance and Repairs contract reference RC1509_4636(MC_9698) be noted;

(ii) That it be noted that due to the result of the adjudication being published after the date of publication of the Sub-Committee agenda, the outcome of the adjudication would be provided separately to the Sub-Committee; and

(iii) That (as detailed in the addendum to the report) it be noted that the Adjudicator had found in favour of the Council and considered the Council's contract to be robust.

Councillor Lawson, seconded by Councillor K MacLaren moved as an amendment that in addition the Sub-Committee instructs the Director of Community Resources to convene an inquiry into this situation and prepare a detailed progress report to the Council meeting on the 25th of February. The report to include an action plan to address, as soon as possible, the large backlog of street lamp repairs including, if required, the use of alternative contractors, and an ongoing strategy to ensure that the current unacceptable situation does not reoccur.

On the roll being called, the following members voted for the amendment: Councillors Audrey Doig, Lawson, Mack, K MacLaren, M MacLaren and Noon.

The following members voted for the motion: Councillors Bibby, Gilmour, Grady, Harte, Henry, Holmes, Murrin and Williams.

6 members having voted for the amendment and 8 members having voted for the motion, the motion was accordingly declared carried.

DECIDED:

(i) That the circumstances resulting in the Council raising adjudication proceedings in consequence of a contract dispute with Lightways Contractors Limited in respect of the Street Lighting Maintenance and Repairs contract reference RC1509_4636(MC_9698) be noted;

(ii) That it be noted that due to the result of the adjudication being published after the date of publication of the Sub-Committee agenda, the outcome of the adjudication would be provided separately to the Sub-Committee; and

(iii) That (as detailed in the addendum to the report) it be noted that the Adjudicator had found in favour of the Council and considered the Council's contract to be robust.

1(c) STRATEGIC REVIEW OF STREET LIGHTING – LED LANTERN REPLACEMENT 2016/2017 - RE-TENDER

Under reference to the Minute of meeting of this Sub-Committee held on 11 November, 2015, there was submitted a joint report by the Chief Executive and the Director of Community Resources relative to the award to Lightways Contractors Limited of the contract for the Strategic Review of Street Lighting - LED Lantern Replacement 2016/17, RC1509_4859_ITT10106.

The report intimated that post tender negotiations with Lightways Contractors Limited had been unsuccessful and that in these circumstances the report suggested that the contract be re-tendered.

DECIDED:

(i) That the tender procedure to award a contract for the Strategic Review of Street Lighting-LED Lantern replacement 2016/17, reference RC1509 _ 4859_ ITT 10106 referred to in the report to the Sub-Committee on 11 November 2015 be terminated;

(ii) That the authorisation to the Head of Corporate Governance to award the contract in that tendering procedure to Lightways Contract Limited be withdrawn; and

(iii) That a new tendering procedure for the LED Lantern Replacement 2016/2017 contract be commenced using revised tender documents.

1(d) STATUTORY GUIDANCE ON THE SELECTION OF TENDERERS AND AWARD OF CONTRACTS, ADDRESSING FAIR WORK PRACTICES, INCLUDING THE LIVING WAGE, IN PROCUREMENT

There was submitted a report by the Chief Executive relative to the publication by the Scottish Government of statutory guidance on addressing 'Fair Work Practices, including the Living Wage, in Procurement' under Section 29 of the Procurement Reform (Scotland) Act 2014.

The report intimated that Renfrewshire Council, as a contracting authority, was compelled to have due regard to the statutory guidance and in this connection the recommended question to evaluate fair working practices, as detailed in the appendix to the report, had been incorporated into the Invitation to Tender document.

DECIDED:

(a) That it be noted that Renfrewshire Council, as a contracting authority, must have due regard to statutory guidance;

(b) That it be noted that, in line with the requirements of the statutory guidance, the template question for use within the Invitation to Tender was attached as the appendix to the report; and

(c) That it be noted that an update on the outcomes that were being achieved from the fair working practices by those delivering contracts awarded by Renfrewshire Council would be provided to the Sub-Committee by June 2016.

Minute of Meeting

Procurement Sub-Committee

Date	Time	Venue
Wednesday, 17 February 2016	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

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

CHAIR

Councillor Holmes, Convener, presided.

IN ATTENDANCE

D Amos, Head of Policy & Commissioning, F Hughes, Procurement Manager, L Leitch, Senior Procurement Specialist, D Taggart, Procurement Category Manager and C Laughlan, Assistant Category Manager (all Chief Executive's); and J Lynch, Head of Property and P Shiach, Committee Services Officer (both Finance & Resources).

DECLARATIONS OF INTEREST

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

1(a) CONTRACT AUTHORISATION REPORT: DESIGN AND BUILD - RACKING AND SHELVING CONTRACT AT NEW MUSEUM STORE

There was submitted a joint report by the Chief Executive and the Director of Finance & Resources relative to the award of a Standard Building Contract Design and Build for use in Scotland (SBC/DB/Scot (2011 edition)) for a Design and Build - Racking and Shelving contract at New Museum Store RC/OC/112/16 which formed part of the work detailed in the Paisley Heritage Asset Strategy.

The report advised that at the deadline for the return of tenders two bids had been received. The bids were evaluated against a set of award criteria which was based on a price/quality ratio of 55:45. Details of the scores relative to the award criteria of each tenderer were contained within the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the contract RC/OC/112/16 for the Design and Build – Racking and Shelving contract at New Museum Store to Rackline Limited;

(ii) That it be noted that the estimated contract value was £380,906.00 excluding VAT; and

(iii) That it be noted that the contract was anticipated to commence on or around 9 March 2016 or from the date stated in the Letter of Acceptance subject to the conclusion of the lease, for a total term of 66 weeks, as detailed in the report.

1(b) CONTRACT AUTHORISATION REPORT - CO-MINGLED FOOD AND GARDEN WASTE

There was submitted a joint report by the Chief Executive and the Director of Community Resources relative to the award of a contract for the treatment of co-mingled food and garden waste.

The report advised that Scotland Excel had established a framework agreement for the treatment of organic waste. The agreement incorporated three lots including the Treatment of Food Waste (Lot 1), the Treatment of Segregated Garden Waste (Lot 2) and the Treatment of Co-mingled Food and Garden Waste (Lot 3).

Following evaluation of offers by Scotland Excel, 12 suppliers were awarded onto the Framework Agreement across the three lots. Details of the procurement process undertaken to establish the Framework were contained within the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the contract for the Treatment of Co-mingled Food and Garden Waste under Lot 3, Model B of the Scotland Excel Framework Agreement for the Treatment of Organic Waste to GP Plantscape Limited;

(ii) That it be noted that the spend on the contract would be up to £1,295,000.00 over the maximum three-year duration of the contract; and

(iii) That it be noted that the contract would cover the period from 1 October 2016 to 31 March 2018 with an option to extend for up to 12 months.

1(c) CONTRACT AUTHORISATION REPORT - ICT HOSTING PARTNER

There was submitted a joint report by the Chief Executive and the Director of Finance & Resources relative to the award of a contract for an ICT hosting Partner.

The report indicated that a procurement exercise had been undertaken as a mini-competition under the Scottish Government's Hosting Services Framework. At the deadline for submissions, five framework suppliers' bids had been received. The bids were evaluated against a set of award criteria which was based on a price/quality ratio of 20:80. Details of the scores relative to the award criteria of each tenderer were contained within the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the contract for an ICT Hosting Partner to Pulsant Limited;

(ii) That it be noted that the duration of the contract was three years, with the Council having the option to extend for a period of 12 months on two separate occasions; and

(iii) That it be noted that the estimated value of the contract was £4,006,350.80, rising to £5,470,446.80 if the extension periods were utilised.

1(d) CONTRACT AUTHORISATION REPORT - MEASURED TERM CONTRACT FOR THE PLANNED PREVENTATIVE MAINTENANCE AND REACTIVE REPAIRS OF LAUNDRY EQUIPMENT

There was submitted a joint report by the Chief Executive and the Director of Development & Housing Services relative to the award of measured term contract for the planned preventative maintenance and reactive repairs of laundry equipment.

The report advised that at the deadline for the return of tenders one bid had been received. The bid was evaluated against a set of award criteria which was based on a price/quality ratio of 80:20. Details of the scores relative to the award criteria were contained within the report.

The report indicated that for the maintenance element of the tender, common items were specified. An evaluation of market rates for these items identified that the tender submitted by Electrolux Professional Limited was economically advantageous.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the Measured Term Contract (MTC) for the Planned Preventative Maintenance and Reactive Repairs of Laundry Equipment to Electrolux Professional Limited;

(ii) That it be noted that the value of the contract was £68,232.94 excluding VAT for the servicing element, and that the reactive repairs element of the MTC was estimated to be approximately £40,000 per year which could be met from the approved budget; and

(iii) That it be noted that the contract was anticipated to commence on 27 February 2016, or alternatively, the date as specified in the letter of acceptance, for a period of four years.

1(e) CONTRACT AUTHORISATION REPORT - PROVISION OF A WIDE AREA NETWORK

There was submitted a joint report by the Chief Executive and the Director of Finance & Resources relative to the award of a contract for the provision of a wide area network.

The report advised that the procurement exercise was tendered as a mini-competition under the Crown Commercial Services (CCS) Network Services Framework utilising Lot 1 – Data Access Services.

The report advised that at the deadline for the return of tenders two bids had been received. The bids were evaluated against a set of award criteria which was based on a price/quality ratio of 30:70. Details of the scores relative to the award criteria of each tenderer were contained within the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the contract for the Provision of a Wide Area Network, reference RC/RC/104/16 to Virgin Media Business Limited under Lot 1 of the CCS Network Services Framework RM1045;

(ii) That it be noted that the duration of the contract was four years with an option to extend on two separate occasions for a further period of 12 months, and that the contract was anticipated to commence on 6 May 2016; and

(iii) That it be noted that the value of the contract was £2,158,648.14, rising to £3,052,012.71 if the extension periods were utilised.

Minute of Meeting

Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 10 February 2016	15:00	CMR 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

Representing Renfrewshire Council Management - Councillors Glen, Harte and Noon
 Representing Trade Unions - J Boylan, M Ferguson and S Hicks (UNISON); S McAllister, (UNITE); and C McLeod and J McMenemy, (GMB).

IN ATTENDANCE

G McKinlay, Head of Schools (Children's Services); F Carlin, Head of Planning & Development (Development & Housing Services); K Anderson, Amenity Services Manager - Waste (Community Resources); and S Fanning, Senior Health & Safety Officer; R Laouadi, Human Resources Manager, R Cree, Principal HR Advisor, M Armstrong, Senior Human Resource Advisor and P Shiach, Committee Services Officer (all Finance & Resources).

APPOINTMENT OF CHAIRPERSON FOR THE MEETING

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

DECIDED: That J Boylan chair the meeting.

APOLOGIES

Councillors Audrey Doig and Williams.

1 **MINUTE OF PREVIOUS MEETING**

There was submitted the Minute of the meeting of the Joint Consultative Board: Non-Teaching held on 10 December 2015.

DECIDED: That that Minute be noted.

2 **MATTERS ARISING**

(i) Protective Clothing

The Amenity Services Manager – Waste referred to item 5 of the previous meeting and indicated that all refuse collection operatives had been issued with proper footwear and clothing. She further advised that all members of staff with one exception had been contacted with regard to the proposed changes in terms of the civic amenity sites.

DECIDED: That the information be noted.

(ii) Agency Workers

Councillor Harte sought clarification with regard to the status of agency workers. The Human Resources Manager indicated that all agency workers were employed through an agreed framework, and that in terms of manual and craft workers these were mainly recruited in a manner similar to an internal agency.

DECIDED: That the information be noted.

3 **DEVELOPMENTS IN HEALTH AND SAFETY**

There was submitted a report by the Head of HR, Organisational Development & Workplace Strategy relative to developments with regard to health and safety issues. The report detailed policies and guidance that were currently being revised and outlined training courses which had been undertaken since the last meeting of the Board. In particular, it was noted that policies and guidance in relation to control of contractors; risk assessments; statutory inspections; manual handling operations; and the tobacco/smoke free policy were being revised.

The report further indicated that in terms of CMD 2015, the final draft was ready for issue for consultation across the appropriate Services and Trades Unions; meetings were underway with Community Resources and Property Services in relation to Control of Legionella Bacteria in Hot and Cold Water Systems; and the revised Risk Assessment Guidance had been agreed and would be issued imminently.

The report provided updates on training courses attended; the Healthy Working Lives Gold award; the development with the occupational health contractor of the electronic referral process; and support for external partners.

DECIDED: That the report be noted.

4 **AGENCY WORKERS**

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

DECIDED: That the report be noted.

5 **ABSENCE MANAGEMENT STATISTICS**

There was submitted a report by the Head of HR, Organisational Development and Workplace Strategy relative to the quarterly absence management statistics.

The report provided statistics on the number of employee days lost through absence by Department, and provided a comparison for the period from 23 June 2015 to 21 September 2015. Information was also detailed in relation to absence statistics by service and category of staff, together with comparisons on how services had performed against targets. An analysis of the reasons for absences during the period was also outlined in the report.

DECIDED: That the report be noted.

6 **DETAILS OF GRIEVANCES**

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

The report provided information on grievances at both the informal and formal stages and indicated that there were a total of seven grievances as at February 2016.

Concern was expressed with regard to grievances in the Community Health and Social Care Partnership, which appeared to have more grievances outstanding than other departments.

Concern was also expressed over complaints by Wardens with regard to performance indicators in terms of the number of parking tickets issued. The Amenity Services Manager – Waste undertook to bring these concerns to the attention of the Head of Public Protection. This was agreed.

DECIDED:

(a) That the Amenity Services Manager – Waste raise the concerns expressed with regard to complaints over the number of parking tickets issued in terms performance indicators with the Head of Public Protection; and

(b) That the information be otherwise noted.

ADDITIONAL ITEM

The Chair, being of the opinion that the following item was relevant and competent, agreed to its consideration at this time.

7 LOCAL GOVERNMENT GRANT SETTLEMENT

M Ferguson raised a number of issues in relation to the Local Government grant settlement. Councillor J Harte advised the Board that discussions were on-going with the Deputy First Minister and Cabinet Secretary for Finance, Constitution and Economy.

DECIDED: That the information be noted.

8 DATE OF NEXT MEETING

It was noted that the next meeting of the JCB Non-Teaching would be held at 3 pm on Wednesday 27 April 2016.



To: Finance and Resources Policy Board

On: 16 March 2016

Report by: Chief Executive and Director of Finance and Resources

Heading: Revenue Budget Monitoring to 8 January 2016

1. Summary

- 1.1 Gross expenditure is £147,000 (0.5%) under budget and income is in £231,000 (8.8%) more than anticipated resulting in a **net underspend position** for the services reporting to this Policy Board. This is summarised over the relevant services in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Finance and Resources	£133,000 Underspend	0.6%	£97,000 Underspend	0.5%
Chief Execs.	£89,000 Underspend	3.2%	£54,000 Underspend	2.5%
Miscellaneous	£156,000 Underspend	2.8%	Breakeven	-

2. Recommendations

- 2.1 Members are requested to note the budget position
- 2.2 Members are requested to note that since the last report there have been net budget realignments of (£23,735) primarily related to the realignment of Advice Works budgets partially offset by the transfer of Business Support staff from Social Work and the allocation of previously to agreed savings.
-

3. **Finance and Resources**

Current Position:	Net underspend £133,000
<i>Previously Reported:</i>	<i>Net underspend £97,000</i>

The underspend has arisen due to levels of staff turnover and an over-recovery of licensing income.

3.1 **Projected Year End Position**

It is anticipated that Finance and Resources will achieve an underspend of £175,000 by the year end due to levels of staff turnover and an over-recovery of licensing income.

4. **Chief Executive**

Current Position:	Net underspend £89,000
<i>Previously Reported:</i>	<i>Net underspend £54,000</i>

The underspend has arisen due to levels of staff turnover.

4.1 **Projected Year End Position**

It is anticipated that the Chief Executive's will achieve an underspend of £115,000 by the year end due to levels of staff turnover.

5. **Miscellaneous Services**

Current Position:	Net underspend £156,000
<i>Previously Reported:</i>	<i>Breakeven</i>

The underspend has arisen due to additional one-off income.

5.1 **Projected Year End Position**

It is anticipated that Miscellaneous Services will achieve an underspend of £200,000 by the year end due to additional one-off income.

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

Author: David Forbes, Extension 6424

POLICY BOARD : FINANCE AND RESOURCES

Bottom Line Position to 08 January 2016 is an underspend of	378	1.3%
Anticipated Year End Budget Position is an underspend of	490	1.3%
	£000's	

RENFREW SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : FINANCE AND RESOURCES : FINANCE AND RESOURCES

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		26,965	19,299	20,926	(1,685)	19,241	58	0.3%
Property Costs		1,952	(6)	72	(78)	(6)	0	0.0%
Supplies & Services		2,301	755	1,719	(964)	755	0	0.0%
Contractors and Others		271	378	520	(142)	378	0	0.0%
Transport & Plant Costs		29	22	24	(2)	22	0	0.0%
Administration Costs		8,890	1,959	1,852	107	1,959	0	0.0%
Payments to Other Bodies		2,243	1,454	1,694	(240)	1,454	0	0.0%
CFCR		0	0	0	0	0	0	0.0%
Capital Charges		1,961	32	0	32	32	0	0.0%
GROSS EXPENDITURE		44,612	23,893	26,807	(2,972)	23,835	58	0.2%
Income		(38,453)	(2,466)	(2,201)	(340)	(2,541)	75	3.0%
NET EXPENDITURE		6,159	21,427	24,606	(3,312)	21,294	133	0.6%

£000's

Bottom Line Position to 08 January 2016 is an underspend of 0.6%
Anticipated Year End Budget Position is an underspend of 2.8%

RENFREW SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : FINANCE AND RESOURCES : FINANCE AND RESOURCES

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Finance		(114)	2,722	2,893	(171)	2,722	0	0.0%
Development		690	12,515	14,734	(2,277)	12,457	58	0.5%
Cost of Collection of Rates		98	44	(15)	59	44	0	0.0%
Cost of Collection of Council Tax		1,152	737	309	428	737	0	0.0%
Private Sector Housing Benefit		1,724	635	1,351	(716)	635	0	0.0%
Finance Miscellaneous		742	654	994	(340)	654	0	0.0%
Personnel Services		(222)	1,153	1,225	(72)	1,153	0	0.0%
Legal and Democratic Services		811	2,009	2,046	(112)	1,934	75	3.7%
TOTAL FINANCE AND RESOURCES		4,881	20,469	23,537	(3,201)	20,336	133	0.6%
Joint Valuation Board		1,278	958	1,069	(111)	958	0	0.0%
NET EXPENDITURE		6,159	21,427	24,606	(3,312)	21,294	133	0.6%
								underspend

£000's

0.6%

Bottom Line Position to 08 January 2016 is an underspend of

133

2.8%

Anticipated Year End Budget Position is an underspend of

175

RENFREW SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : FINANCE AND RESOURCES : CHIEF EXECUTIVES

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		3,027	2,278	2,100	89	2,189	89	3.9%
Property Costs		63	3	3	0	3	0	0.0%
Supplies & Services		154	109	111	(2)	109	0	0.0%
Contractors and Others		15	18	18	0	18	0	0.0%
Transport & Plant Costs		0	1	1	0	1	0	0.0%
Administration Costs		128	22	25	(3)	22	0	0.0%
Payments to Other Bodies		685	442	466	(24)	442	0	0.0%
CFCR		0	0	0	0	0	0	0.0%
Capital Charges		0	0	0	0	0	0	0.0%
GROSS EXPENDITURE		4,072	2,873	2,724	60	2,784	89	3.1%
Income		(2,476)	(110)	(116)	6	(110)	0	0.0%
NET EXPENDITURE		1,596	2,763	2,608	66	2,674	89	3.2%
								underspend
								underspend

£000's

3.2%

Bottom Line Position to 08 January 2016 is an underspend of

89

7.2%

Anticipated Year End Budget Position is an underspend of

115

RENFREW'SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : FINANCE AND RESOURCES : CHIEF EXECUTIVES

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	%
Core Activities		(212)	1,184	1,095	0	1,095	89	7.5%
CE Funded Projects		727	446	446	0	446	0	0.0%
Policy and Commissioning		1,081	1,133	1,067	66	1,133	0	0.0%
NET EXPENDITURE		1,596	2,763	2,608	66	2,674	89	3.2%
								underspend
								breakeven
								breakeven
								underspend

£000's

Bottom Line Position to 08 January 2016 is an underspend of
Anticipated Year End Budget Position is an underspend of

3.2%
7.2%

89
115

RENFREW SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : FINANCE AND RESOURCES : MISCELLANEOUS

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
	£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs	8,555	3,353	1,245	2,108	3,353	0	0.0%
Property Costs	2,689	737	271	466	737	0	0.0%
Supplies & Services	105	510	510	0	510	0	0.0%
Contractors and Others	10,870	200	200	0	200	0	0.0%
Transport & Plant Costs	0	0	0	0	0	0	0.0%
Administration Costs	7,369	308	308	0	308	0	0.0%
Payments to Other Bodies	292	438	699	(261)	438	0	0.0%
CFCR	2,880	0	0	0	0	0	0.0%
Capital Charges	(1,215)	15	15	0	15	0	0.0%
GROSS EXPENDITURE	31,545	5,561	3,248	2,313	5,561	0	0.0%
Income	(1,412)	(60)	(401)	185	(216)	156	260.0%
NET EXPENDITURE	30,133	5,501	2,847	2,498	5,345	156	2.8%
							underspend

£000's

Bottom Line Position to 31 January 2014 is breakeven of 2.8%
Anticipated Year End Budget Position is breakeven of 0.7%

RENFREW SHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : FINANCE AND RESOURCES : MISCELLANEOUS

Description (1)	£000's	Revised Annual Budget (2)	£000's	Revised Period Budget (3)	£000's	Actual (4)	£000's	Adjustments (5)	£000's	Revised Actual (6) = (4 + 5)	£000's	Budget Variance (7)	
												£000's	%
Corporate & Democratic Core		28,273		1,464		(1,457)		2,765		1,308		156	10.7%
Central Overheads		4,600		3,155		3,422		(267)		3,155		0	0.0%
Capital Accounting		(1,440)		(45)		(45)		0		(45)		0	0.0%
Welfare Fund Grants		112		917		917		0		917		0	0.0%
Community Infrastructure		0		10		10		0		10		0	0.0%
Temporary Interest		(1,412)		0		0		0		0		0	0.0%
NET EXPENDITURE		30,133		5,501		2,847		2,498		5,345		156	2.8%
													underspend

£000's

156
200

Bottom Line Position to 08 January 2016 is an underspend of
Anticipated Year End Budget Position is an underspend of

2.8%
0.7%



To: Finance and Resources Policy Board

On: 16 March 2016

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring – Council Overview to 8 January 2016

1. Summary

1.1 This report provides an overview of the budget performance for all Services for the period to 8 January 2016.

1.2 The report confirms an overall budget underspend for all services of £0.378m (0.2%). This is summarised over General Fund Services, and the Housing Revenue Account in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
General Fund Services	£378,000 Underspend	0.2%	£151,000 Underspend	0.1%
HRA	Breakeven	-	Breakeven	-

1.3 The budget performance to date suggests a projected year end underspend of £1.182m (0.3%) which is summarised in the table below:

Division / Department	Anticipated Year End Position	% variance	Previously Reported Position	% variance
General Fund Services	£1,182,000 Underspend	0.3%	£1,182,000 Underspend	0.3%
HRA	Breakeven	-	Breakeven	-

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

Current Position: **Breakeven**

Previously Reported: ***Breakeven***

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

- The overspend of £78,000 within Central Admin relates to additional staffing costs.
- £77,000 of an overspend in Additional Support for Learning relates to additional staffing costs.
- £214,000 of an underspend in Pre Fives relates to staffing costs and payments to partner nurseries.
- £352,000 of an overspend in Primary Schools is related to overspends on teachers' salaries and maintenance works partly offset by an underspend in transport.
- £368,000 of an underspend in Secondary Schools is mainly due to underspends in transport costs and teachers' salaries.

- £83,000 of an overspend in Special Schools relates to teachers' salaries including the central cover budget.

Projected Year End Position

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

3.4

Leisure Services

Current Position: Breakeven

Previously Reported: Breakeven

There are no significant variances to report.

Projected Year End Position

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

3.5

Community Resources (*Environment Policy Board*)

Current Position: Breakeven

Previously Reported: Breakeven

The breakeven position at this stage in the year relates mainly to lower income from trade waste, special uplifts and recreational and cemetery income offset by underspends on transport costs across the services.

Projected Year End Position

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

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

Current Position: Breakeven
Previously Reported: Breakeven

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

Projected Year End Position

It is anticipated at this stage that the Other Housing year end position will be an underspend of £292,000 as a result of an improved outturn position on the Council's Housing Benefit subsidy position and reduced Housing Strategy costs.

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

Current Position: Breakeven
Previously Reported: Breakeven

The Planning Division account reflects a breakeven position with no significant variances to report on any of the budget categories.

Projected Year End Position

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

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

Current Position: Breakeven
Previously Reported: Breakeven

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

Projected Year End Position

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

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

Current Position: Breakeven

Previously Reported: Breakeven

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

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

Projected Year End Position

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

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

Current Position: Breakeven

Previously Reported: Breakeven

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

- The net overspend of £6,000 within Older People services is due to significant pressures within the care at home service which are mitigated by an underspend in the external care home placement budget reflecting higher than anticipated turnover levels.

In addition to pressures within the care at home service, there is an under recovery of income from the Council's residential Care Homes reflecting occupancy levels throughout this financial year.

- £60,000 of an overspend in Physical Disabilities is due to increases in the purchase of equipment to support service users to stay in their own homes reflecting the shift in the balance of care to the community and their associated needs.
- An underspend of £163,000 within Learning Disabilities is mainly due to the time taken to recruit to new posts within the Learning Disability day services along with vacancies due to staff turnover. In order to ensure minimum delays in filling vacant posts, as soon as managers become aware that a member of staff is leaving, the post will actively be recruited. However, due to the nature of the service, turnover of staff is high for a variety of reasons.

This underspend offsets an overspend on the Adult Placement budget reflecting increased changes in the budget profile in relation to the funding of SDS packages.

- £97,000 of an overspend in Addictions relates to higher than anticipated payroll costs.

Projected Year End Position

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

3.11

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

Current Position:	Net underspend £133,000
<i>Previously Reported:</i>	<i>Net underspend £97,000</i>

The underspend has arisen due to levels of staff turnover and an over-recovery of licensing income.

Projected Year End Position

It is anticipated that Finance and Resources will achieve an underspend of £175,000 by the year end due to levels of staff turnover and an over-recovery of licensing income.

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

Current Position:	Net underspend £89,000
<i>Previously Reported:</i>	<i>Net underspend £54,000</i>

The underspend has arisen due to levels of staff turnover.

Projected Year End Position

It is anticipated that the Chief Executive's will achieve an underspend of £115,000 by the year end due to levels of staff turnover.

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

Current Position:	Net underspend £156,000
<i>Previously Reported:</i>	<i>Breakeven</i>

The underspend has arisen due to additional one-off income.

Projected Year End Position

It is anticipated that Miscellaneous Services will achieve an underspend of £200,000 by the year end due to additional one-off income.

It is anticipated that Council Tax income for 2015-16 will be over recovered by £400,000 against budget due to increased yield.

3.14 **Trading Operations**

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

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

Current Position: **Breakeven**

Previously Reported: **Breakeven**

The current breakeven position principally reflects underspends in the expenditure categories of Employee Costs, Property Costs, Payments to Other Bodies and Capital Charges which have been offset by an increase in CFCR (Property Costs) and lower income levels as detailed below.

The increase in Capital Funded from Current Revenue (CFCR) to offset underspends is in line with the agreed strategy of using underspends within the HRA and Capital from Current Revenue to reduce new debt and to smooth debt repayments to support the sustainability of the HRA.

Employee Costs

The current underspend within Employee Costs represents vacancies which have occurred in the service over the course of the financial year to date.

Property Costs

The additional expenditure in Property Costs relates to CFCR and is in line with the agreed strategy of using underspends within the HRA to reduce new debt and to smooth debt repayments. Utilities costs within Property Services are underspent due to the new biomass heating systems becoming operational during the year.

Payments to Other Bodies

The underspend mainly reflects lower than expected levels of irrecoverable rent and voids. The underspend of in irrecoverable rent is as a result of the pressures expected as a result of the implementation of Universal Credit not materialising as quickly as anticipated. The Bad Debt Provision continues to be updated to ensure that the forecast remains up to date, whilst maintaining a prudent approach. The underspend in voids reflects the lower turnaround times resulting from the continuous improvement in the management of voids.

Capital Charges

The underspend is due to the capital charges being lower than projected.

Income

The under-recovery mainly reflects the reduced income levels from charges associated with the implementation of the new biomass heating systems as referenced in Property Costs.

Projected Year End Position

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

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

Author: David Forbes, Extension 6424

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		234,531	167,842	167,198	427	167,625	217	0.1%
Property Costs		102,722	74,911	73,752	2,317	76,069	(1,158)	-1.5%
Supplies & Services		17,273	12,883	15,004	(1,652)	13,352	(469)	-3.6%
Contractors and Others		101,355	62,706	62,428	211	62,639	67	0.1%
Transport & Plant Costs		13,184	9,801	9,237	351	9,588	213	2.2%
Administration Costs		67,127	5,955	4,448	1,497	5,945	10	0.2%
Payments to Other Bodies		55,751	35,385	35,487	(654)	34,833	552	1.6%
CFCR		2,880	1	25	(24)	1	0	0.0%
Capital Charges		51,679	16,350	25	15,671	15,696	654	4.0%
GROSS EXPENDITURE		646,503	385,834	367,604	18,144	385,748	86	0.0%
Income		(266,600)	(150,404)	(142,671)	(8,025)	(150,696)	292	0.2%
NET EXPENDITURE		379,902	235,430	224,933	10,119	235,052	378	0.2%

£000's

0.2%

Bottom Line Position to 08 January 2016 is an underspend of

378

0.3%

Anticipated Year End Budget Position is an underspend of

1,182

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW

Description (1)	£000's	Revised Annual Budget (2)	£000's	Revised Period Budget (3)	£000's	Actual (4)	£000's	Adjustments (5)	£000's	Revised Actual (6) = (4 + 5)	£000's	Budget Variance (7)	
												£000's	%
Education and Children		200,950		110,919		111,046		(127)		110,919		0	0.0%
Leisure Services		12,665		7,065		7,067		(2)		7,065		0	0.0%
Environmental Services		59,657		35,228		35,908		(680)		35,228		0	0.0%
Finance & Resources		5,962		22,509		25,614		(3,238)		22,376		133	0.6%
Other Housing		5,735		3,939		4,154		(215)		3,939		0	0.0%
Planning & Economic Development		8,457		4,597		8,493		(3,896)		4,597		0	0.0%
Chief Executives		1,596		2,763		2,608		66		2,674		89	3.2%
Miscellaneous		30,132		5,501		2,847		2,498		5,345		156	2.8%
Social Work Adult Services		55,830		47,348		47,348		0		47,348		0	0.0%
Trading Accounts (Surplus)/Deficit		(1,082)		(1,205)		486		(1,691)		(1,205)		0	0.0%
SUB -TOTAL GENERAL SERVICES		379,902		238,664		245,571		(7,285)		238,286		378	0.2%
Housing Revenue Account (HRA)		0		(3,234)		(20,638)		17,404		(3,234)		0	0.0%
NET EXPENDITURE		379,902		235,430		224,933		10,119		235,052		378	0.2%

Bottom Line Position to 08 January 2016 is an underspend of	£000's
Anticipated Year End Budget Position is an underspend of	378
	1,182

0.2%
0.3%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

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		12,483	9,556	9,027	452	9,479	77	0.8%
Property Costs		683	516	361	143	504	12	2.3%
Supplies & Services		5,533	4,196	4,494	(285)	4,209	(13)	-0.3%
Contractors and Others		3,152	2,278	2,462	(146)	2,316	(38)	-1.7%
Transport & Plant Costs		2,702	2,000	1,749	235	1,984	16	0.8%
Administration Costs		2,083	1,618	322	1,296	1,618	0	0.0%
Payments to Other Bodies		7	5	(15)	20	5	0	0.0%
CFCR		0	0	0	0	0	0	0.0%
Capital Charges		241	185	0	185	185	0	0.0%
GROSS EXPENDITURE		26,884	20,354	18,400	1,900	20,300	54	0.3%
Income		(27,965)	(21,559)	(17,914)	(3,591)	(21,505)	(54)	-0.3%
NET EXPENDITURE		(1,081)	(1,205)	486	(1,691)	(1,205)	0	0.0%

Bottom Line Position to 08 January 2016 is breakeven of 0.0%

Anticipated Year End Budget Position is breakeven of 0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2015/2016
1st April 2015 to 08 January 2016

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	(360)	1,144	(1,504)	(360)	0	0.0%
Catering Trading		(451)	(339)	(254)	(85)	(339)	0	0.0%
Transport Trading		(505)	(413)	(594)	181	(413)	0	0.0%
Roads Trading		(125)	(93)	190	(283)	(93)	0	0.0%
NET EXPENDITURE		(1,082)	(1,205)	486	(1,691)	(1,205)	0	0.0%

£000's

Bottom Line Position to 08 January 2016 is breakeven of

0.0%

Anticipated Year End Budget Position is breakeven of

0.0%



To: FINANCE & RESOURCES POLICY BOARD

On: 16 MARCH 2016

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 8th January 2016 totals £0.644m compared to anticipated expenditure of £0.640m 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 (Non Property)	£0.004m o/spend	1% o/spend	£0.014m o/spend	3% o/spend
Total	£0.004m o/spend	1% o/spend	£0.014m o/spend	3% o/spend

- 1.2 The expenditure total of £0.644m represents 49% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.
-

2. Recommendations

- 2.1 It is recommended that Members note this report.

3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 8th January 2016, and is based on the Capital Investment Programme which was approved by members on 12th February 2015, adjusted for movements since its approval.

4. **Budget Changes**

- 4.1 Since the last report there have been budget changes totalling £0.944m reflecting budget being re-profiled from 2015/16 to 2016/17:
- ICT Corporate Change Programme (£0.927m) which reflects an adjustment to the timing of costs for the Enterprise Resource Planning programme.
 - Renfrewshire Valuation Joint Board (£0.017m) reflecting a change in timescales relating to the council's share in the board.

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.

List of Background Papers

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

The contact officers within the service are:

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

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

Appendix 1

CAPITAL PROGRAMME 2015/16 - BUDGET MONITORING REPORT TO 8 JANUARY 2016 (£000s)

POLICY BOARD Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 8-Jan-16	Spent to 8-Jan-16	Variance to 8-Jan-16	% variance	Unspent Cash Flow For Year	% Cash Spent
Finance & Resources Corporate Projects (Non Property)	3,945	1,304	1,304	640	644	-4	-1%	660	49%
TOTAL	3,945	1,304	1,304	640	644	-4	-1%	660	49%



To: FINANCE & RESOURCES POLICY BOARD

On: 16 MARCH 2016

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 8th January 2016.

1.2 The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 12th February 2015 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by the Housing and Community Safety Policy Board on 10th March 2015. The Current Programme figures reflect adjustments to the approved Capital Programme since approval.

1.3 Members will be aware that from 1st April 2004, it is the duty of the Council, under s35 (1) of the Local Government (Scotland) Act 2003, to determine and keep under review the maximum amount which it can afford to allocate to capital expenditure. In addition, the Council must also keep under review its Capital Financing Requirement (CFR) i.e. the level of resources that are used to fund capital expenditure over the longer term (rather than at point of spend). It is also the duty of the Council to have regard to the Prudential Code in setting its capital expenditure limit and its capital expenditure requirement.

1.4 The limit on capital expenditure which the Council has set for 2015-16 is shown in the table overleaf. The limit is based on the resources available to fund the capital programmes, split between Housing and Non Housing Services, but excludes PSHG as this is not considered to be capital.

	Approved Limit £m	Actual Expenditure £m
Non Housing	42.092	22.701
Housing	14.385	9.906
Total	56.477	32.607

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

	Approved CFR to 31 March 2016 £m	Projected CFR to 31 March 2016 £m
Non Housing	211	198
Housing	154	154
Total	365	352

- 1.6 69% of the available resources for Housing and 54% for Non Housing have been spent to 8th January 2016. 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 8th January 2016 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

4. **Housing Services Programme**

4.1 The programme approved by Council on 12th February 2015 totalled £14.423m. The programme currently stands at **£14.385m**, reflecting resources brought forward from 2014/15 and subsequent re-profiling into 2016/17 based on planned expenditure timescales.

4.2 Capital expenditure at 8th January 2016 totals **£9.906m** compared to anticipated expenditure of £10.254m. The minor under-spend mainly relates to a timing issue in receipt of professional fees with the programme still expected to remain within budget.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing Programme	£0.347m u/spend	3% u/spend	£0.534m u/spend	6% u/spend

4.3 The actual capital expenditure of **£9.906m** is 69% of the available resources, and compares with 71% for the equivalent time in 2014/15.

4.4 Capital income of £1.978m has been received in the period to 8th January 2016 representing 64% of the estimated capital income for the year. This compares with 97% in 2014/15.

5. Non Housing Services Programme

5.1 The programme approved by Council on the 12th February 2015 totalled £49.373m. The current programme totals **£42.092m**, a decrease of £7.281m, being the net effect of projects re-profiled from 2014/15 to 2015/16 of £8.060m, projects re-profiled from 2015/16 to 2016/17 of £19.815m and new funding in 2015/16 of £4.474m which primarily relates to grant funding anticipated to be received in 2015/16 for the Strathclyde Partnership for Transport programme.

5.2 Capital expenditure to 8th January 2016 totals **£22.701m** compared to anticipated expenditure of £22.633m, and therefore shows an over-spend of £0.068m.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Non Housing Programme	£0.068m o/spend	0% o/spend	£0.070m o/spend	0% o/spend

5.3 The actual cash spent to 8th January 2016 was **£22.701m**, or 54% of the available resources, and compares with a 57% spend for the equivalent time in 2014/15. It is anticipated that the available resources will be fully utilised by the 31 March 2016.

5.4 Capital income totalling £14.875m has been received to 8th January 2016. This represents 55% to date of the total anticipated income, and compares with 62% for the equivalent period in 2014/15. The outstanding income mainly relates to the balance of the general capital grant from the Scottish Government and grants from other bodies.

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 10th March 2015 was £2.766m. The programme currently stands at **£1.772m**; the decrease of £0.994 m primarily relates to the carry forward of budget from 2014/15 (£0.143m) and the re-profiling of budget from 2015/16 to 2016/17 (£1.137m).
- 6.3 Expenditure to 8th January 2016 totals **£0.655m** compared to anticipated expenditure of £0.676m, and therefore shows an over-spend of £0.021m. The remaining programme is expected to spend by 31 March 2016, 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.

List of Background Papers

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

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Appendix 1

CAPITAL PROGRAMME 2015/16 - BUDGET MONITORING REPORT TO 8 JANUARY 2016 (£000s)

POLICY BOARD	Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 8-Jan-16	Spent to 8-Jan-16	Variance to 8-Jan-16	% variance	Unspent Cash Flow For Year	% Cash Spent
Finance & Resources	Corporate Projects (Non Property) TOTAL	3,945	1,304	1,304	640	644	-3	-1%	661	49%
		3,945	1,304	1,304	640	644	-3	-1%	661	49%
Education	Education Services Social Work Services(Child Care & Criminal Justice) TOTAL	23,847	13,329	13,329	8,584	8,591	-7	0%	4,738	64%
		0	34	34	0	0	0	0%	34	0%
		23,847	13,362	13,362	8,584	8,591	-7	0%	4,771	64%
Social Work, Health & Well-Being	Social Work Services(Adult Social Care) TOTAL	0	119	119	10	10	0	0%	109	9%
		0	119	119	10	10	0	0%	109	9%
Housing & Community Safety	Housing & Property (Housing - HRA) Housing & Property (Housing - non HRA) TOTAL	14,423	14,385	14,385	10,254	9,906	347	3%	4,479	69%
		2,766	1,772	1,772	676	655	20	3%	1,117	37%
		17,189	16,157	16,157	10,929	10,562	367	3%	5,595	65%
Environmental	Community Resources	10,142	13,839	13,839	8,745	8,719	26	0%	5,120	63%
		10,142	13,839	13,839	8,745	8,719	26	0%	5,120	63%
Planning & Property	Development & Housing(THI/LGAN) Corporate Projects(Property) TOTAL	829	1,299	1,299	560	530	31	5%	769	41%
		4,830	4,851	4,851	3,316	3,246	70	2%	1,605	67%
		5,659	6,150	6,150	3,876	3,775	101	3%	2,375	61%
Sport, Leisure & Culture	Leisure Services TOTAL	2,938	4,799	4,799	0	175	-175	100%	4,623	4%
		2,938	4,799	4,799	0	175	-175	100%	4,623	4%
Economy & Jobs	Development & Housing Services TOTAL	2,843	2,518	2,518	777	786	-9	-1%	1,732	31%
		2,843	2,518	2,518	777	786	-9	-1%	1,732	31%
TOTAL ALL BOARDS		66,563	58,249	58,249	33,562	33,263	299	1%	24,986	57%
Made up Of:										
PSHG Non-Housing Programme PROGRAMME TOTAL	Housing Programme TOTAL	14,423	14,385	14,385	10,254	9,906	347	3%	4,479	69%
		2,766	1,772	1,772	676	655	20	3%	1,117	37%
		49,373	42,092	42,092	22,632	22,701	-68	0%	19,391	54%
		66,563	58,249	58,249	33,562	33,263	299	1%	24,986	57%

Appendix 2

RENFREWSHIRE COUNCIL 2015/16 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO PERIOD 8 JANUARY 2015 (77% OF FINANCIAL YEAR 2015/16)

	2015/16			
	Housing Services	Non Housing Services	PSHG Programme	Total
A. RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME	£'000	£'000	£'000	£'000
1a. Supported Borrowing				0
1b. Prudential Borrowing				22,867
2a. General Capital Grant	9,412	13,455		17,419
2b. Specific Capital Grant		15,965	1,453	262
3a. Usable Capital Receipts	3,101	11,091		14,192
3b. Usable Capital receipts b/fwd from 2014/15				0
3c. Usable Capital receipts c/fwd to 2016/17				0
3d. Resources c/fwd to 2016/17				0
3e. Capital Receipts to be used to repay debt				0
4a. Contribution from Developer/Owners				0
5. Contribution From Current Revenue (CFCR)	1,872	1,323	319	3,514
6. Total Resource Availability	14,385	42,096	1,772	58,253
B. CAPITAL PROGRAMME				
7. Resources Available	14,385	42,096	1,772	58,253
8. Current Programme	14,385	42,092	1,772	58,249
		100%	100%	100%
C. ACTUAL EXPENDITURE VS PROJECTED				
10. Resource Availability	14,385	42,096	1,772	58,253
11. Cash Spent as at 08/01/16	9,906	22,701	655	33,263
12. Cash to be Spent by 31/03/16	4,479	19,395	1,117	24,990
D. ACTUAL RECEIPTS VS PROJECTED				
13. Current Programme (total receipts expected)	3,101	27,056	1,453	31,611
14. Actual Cash Received to 08/01/16	1,978	14,875	655	17,509
15. Receipts available to augment capital programme to 08/01/16	1,978	14,875	655	17,509
16. Receipts to be received by 31/03/16	1,123	12,181	798	14,102



To: Finance and Resources Policy Board

On: 16 March 2016

Report by: Director of Finance and Resources

Heading: Revenues Collection Statement

1. **Summary**

- 1.1 The report details the collection performance as at 28th January 2016 for Council Tax and Non Domestic Rates. It also gives details of the total sums collected for the last year.
-

2. **Recommendations**

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

3. **Background**

3.1 **Council Tax**

3.1.1 The billable sum for 2015/16 is £68,328,935

3.1.2 The Council Tax Reduction awarded is £12,583,651 amounting to 15.55% of the billable sum, which is 0.91% less than at the same point last year.

3.1.3 The sums collected to date for 2015/16 amount to £63,374,342 which is 92.75% of the billable sum. This is a decrease in cash collection as a

proportion of net charges billed of 0.14% compared with the same position for 2014/15.

- 3.1.4 The decrease in cash collected is attributable to the lower proportion of Council Tax Reduction awarded (detailed in section 3.1.2 above) The Service is proactively reviewing accounts and encouraging take up to ensure that customers who may be entitled are supported to make an application.

3.2 **Non Domestic Rates**

- 3.2.1 The Non Domestic Rates (NDR) charges billed for 2015/16 amount to £94,228,435.
- 3.2.2 The cash receipts to date amount to £84,561,353 which is 89.74% of the sums billed. This is a decrease in cash collection as a proportion of net charges billed of 0.35% compared with the same position for 2014/15.
- 3.2.3 The decrease in the percentage of cash collected is largely due to two large accounts, where payments were received at an earlier point last year. Since 28th January 2016 one of these payments has now been received and the other due imminently. The Service continues to track NDR receipts closely and where appropriate, and in line with the recovery process, the Service is proactively targeting businesses for payment.

Implications of the Report

1. **Financial** – The level of collection of Local Taxation continues to provide funding for the delivery of Council services throughout Renfrewshire.

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

3. **Community Planning** –

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

Jobs and the Economy – An efficient and effective billing and administrative process is vital in ensuring the recovery of income to the council in order to support the provision of local services.

4. **Legal** – None

5. **Property/Assets** – None

6. **Information Technology** - None

7. **Equality & Human Rights** - None

8. **Health & Safety** None

9. **Procurement** – None

10. **Risk** - None

11. **Privacy Impact** – None

Author: Emma Shields, Ext 6880

Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28TH January 2016

COUNCIL TAX		
	2014/15	2015/16
	£m	£m
Projected Yield	77.358	77.434
Gross Charges	79.872	80.913
Less rebates	13.078	12.584
Net Charges Billed	<u>66.794</u>	<u>68.329</u>
Cash Collected	63.79	63.374
Rebate Grant	13.078	12.584
	<u>76.868</u>	<u>75.958</u>
Cash collected as % of Net Charges	95.50%	92.75%
Income as % of Projected Yield	99.37%	98.09%

NON DOMESTIC RATES		
	2014/15	2015/16
	£m	£m
Projected Yield	90.758	92.344
Gross Charges	112.106	114.528
Less reliefs	19.495	20.299
Net Charges Billed	<u>92.611</u>	<u>94.228</u>
Cash Collected	90.961	84.561
Cash collected as % of Net Charges	98.22%	89.74%
Cash collected as % of Projected Yield	100.22%	91.57%



To: Finance and Resources Policy Board

On: 16 March 2016

Report by: Director of Finance and Resources

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

1. Summary

- 1.1. This report details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of January 2016. The report provides an update on the funding and expenditure position in relation to Discretionary Housing Payments and the Scottish Welfare Fund.

2. Recommendations

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

3. Background

3.1 Service Information

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

3.2 Speed of Processing – Housing/Council Tax Benefit

- 3.2.1 As detailed in Table 1 below, processing speed for New Claims remains within target. In relation to New Claims processed within 14 days of all information received, this measure is out of target for the period. This delay in processing is due to the two week festive closure of the Council. Resources have been deployed to ensure affected claims have been prioritised. The year to date position remains within target.
- 3.2.2 Processing of Changes in Circumstance (CIC) not within target for the period, again due to the festive closure described in section 3.2.1 above. The year to date position remains within target
- 3.2.3 Members may wish to note for comparative purposes that the position following the festive closure is significantly better than the same point last year when, processing time for New Claims and Changes was 25 days and 15 days respectively and 88% of New Claims were processed within 14 days of all information received.

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

Table 1 – Performance Summary

Performance measure	6 Week Reporting Period 4 December 2015 to 14 January 2016	Year to date position	Annual Target
New Claims – processing time	24 days	22 days	24 days
New Claims - % processed within 14 days of all information received	91%	94%	92%
Changes in Circumstance – processing time	11 days	7 days	10 days

3.3 Discretionary Housing Payments

- 3.3.1 The total budget for Discretionary Housing Payments is shown in table 2 below. The budget position has been adjusted to reflect the additional resources of £180,000 provided by the Council, approved at the Finance and Resources Board on 26 August 2015
- 3.3.2 Members may wish to note the application and award details shown in table 3 below. The table shows a larger proportion of decisions made compared with application volumes. This effect is due to the process put in place by the Service this year that; customers affected by the bedroom tax do not have to reapply for a DHP if they had made an application last year.

3.3.4 The Service will continue to carefully monitor all DHP expenditure, the Service will continue to carefully monitor all DHP expenditure and will make awards in line with the Council's policy and supporting guidance.

Table 2 – DHP Budget

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

Table 3 – DHP Performance Summary

Measure	1 April 2015 to 31 January 2016
Volume of DHP applications received	2,006 applications
Volume of DHP decisions made	4,120 decisions
Number of DHP awards	3,689 awards (3,505 customers)
Average processing time (target 29 days)	23.3 days
Total amount committed/paid	£1,566,998

3.4 The Scottish Welfare Fund

3.4.1 The Service had spent/committed 74% of its total budget for the Scottish Welfare Fund (SWF) by the end of November 2015, this equates to 80% of the funding provided by Scottish Government.

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

3.4.3 The Service continues to make awards in 2015/16, in line with Scottish Government guidance and will continue to monitor all SWF expenditure. It is anticipated that the budget will be exhausted by year end.

Table 4 – SWF Performance Summary

Measure	1 April 2015 to 31 January 2016
Number of Crisis Grant applications received	6,746
Number of Crisis Grant Awards	5,712
Total amount paid for Crisis Grants	£368,953
Average Processing time (2 working days target)	1 day
Number of Community Care Grant applications received	1,745
Number of Community Care Grant Awards	1,141
Total amount paid for Community Care Grant	£550,399
Average processing time (15 working days target)	10 Days
Total amount paid/committed from the fund	£919,352
Funding from Scottish Government	£1,148,857
Funding from Renfrewshire Council	£100,000
Total Budget	£1,248,857

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

Implications of the Report

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

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Housing Benefit Statement – Appendix

Supplementary KPIs – Finance & Resources Policy Board

APPEALS

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

Target processing speed (number of days)	60		
Result: last 3 months (days)	Nov: 42 days	Dec: 39 days	Jan: 79 days
Average (12 months to date)	55 days		
Average Appeals Completed (12 months to date)	9 Appeals per month		

Comment:-

The Service continues to manage Appeals processing, the high processing time is due to a low volume being completed in January and 2 cases taking an abnormal length of time to complete.

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	September: 28	October: 29	November: 28
Result Last 3 months	November: 28	December: 31	January: 41

Comment:- There has been a short term dip in performance due to the festive closure period, the Service anticipates that this will normalise as processing catches up during February.

ACCURACY

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

	Target %	Actual %
Volume of Audits	3%	19%
Accuracy – January 16	95%	94%
Accuracy – Year to Date	95%	96%

Comment:-

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

Overpayments

The value of overpayments reported at the last board was £6,415,538, the current value is £6,712,842 Levels are increasing due to the ongoing receipt of real time information from HMRC which has resulted in changes in circumstances identified, not reported directly by customers.

	Target %	Actual %
% recovery of debt raised	73%	85%
14/15: % recovery of debt raised	n/a	72.9%

Comment:-

The Service is slightly ahead target on recovery, this is largely due to less debt being raised over the Christmas period, It is anticipated that the recovery percentage will be close to target by year end.



To: Finance and Resource Policy Board

On: 16 March 2016

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 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

Social Work, Health and Wellbeing		
REASON	NO. OF ACCOUNTS	VALUE (£)
Irrecoverable	6	£147,832.37
Deceased	1	£29,317.99
Total	7	£177,150.36

2. Recommendations

2.1 The Board is asked to authorise the write-off of the £177,150.36 as detailed above.

Implications of the Report

1. **Financial** – There has been adequate provision made for these bad debts.
2. **HR & Organisational Development** - None
3. **Community Planning** – None
4. **Legal** - None
5. **Property/Assets** – None
6. **Information Technology** – None
7. **Equality & Human Rights** – None
8. **Health & Safety** - None
9. **Procurement** – None
10. **Risk** - None
11. **Privacy Impact** - None

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Appendix

Service	Charge	Write Off Reason	Balance outstanding
Social Work, Health & Wellbeing	Care	Irrecoverable	£11,755.42
Social Work, Health & Wellbeing	Rent	Irrecoverable	£40,440.16
Social Work, Health & Wellbeing	Care	Irrecoverable	£18,750.29
Social Work, Health & Wellbeing	Care	Irrecoverable	£14,673.76
Social Work, Health & Wellbeing	Care	Irrecoverable	£15,093.68
Social Work, Health & Wellbeing	Care	Irrecoverable	£47,119.06
Social Work, Health & Wellbeing	Care	Deceased	£29,317.99
		TOTAL	£177,150.36



To: Finance and Resources Policy Board

On: 16 March 2016

Report by: Director of Finance and Resources

Heading: Finance and Resources - Service Improvement Plan (2016 - 2019)

1. Summary

- 1.1 This Service Improvement Plan for Finance and Resources covers the period from 2016/17 – 2018/19. The plan sets out our strategic priorities and outlines what the department intends to achieve over the next three years to help make a real difference in Renfrewshire.
- 1.2 Several factors will influence the department during this period - the financial environment in which the Council operates is likely to remain challenging; continuing to manage the ongoing implementation of changes to the national benefits system which will impact on the most vulnerable and disadvantaged individuals and their families; and transformational changes arising through the delivery of the Better Council Change programme. The plan recognises the impact and challenges that these factors will have in the service and contains specific actions to address them.
- 1.3 Over the next three years, we will lead and support the implementation of Council and Community Plan priorities to make a real difference in Renfrewshire. We will focus on maintaining the financial stability of the Council; targeting spend in ways which will have the greatest impact to support the delivery of the Council's priorities; enabling transformational investment through the Glasgow & Clyde Valley City Deal; implementing and supporting our citizens through major welfare reform changes; transforming how we deliver and provide ICT services and strategically managing the Council's property portfolio; progressing the Council's strategic capital investment programme; developing, modernising and improving how we deliver services to our customers; supporting and developing the workforce to meet the changing future needs of the Council: and administering the Scottish Parliamentary and Local Government Elections and the EU Referendum.

- 1.4 The service will also ensure that the Council retains robust corporate governance arrangements and has the capacity to commission and provide professional support services to effectively manage this transitional period. It will also support elected members to confidently make informed choices to ensure that the Council remains proactive in its approach, remains financially stable, engages effectively with strategic partners, delivers organisational change and remains proactively risk aware.
 - 1.5 The action plan is the core part of the Service Improvement Plan; it sets out the main tasks that will be undertaken to achieve our main priorities, the implementation timetable and the expected outcomes against which our performance can be assessed. The implementation of the action plan is monitored and progress is reported to the board on a six monthly basis. A review of progress for this Service Improvement Plan will next be brought to the board in November 2016.
-

2. Recommendations

- 2.1 It is recommended that the Finance and Resources Policy Board:
 - (a) Approves the Service Improvement Plan for 2016-2019 for Finance and Resources;
 - (b) Agrees that an update on the progress made to implement the plan be reported to the Board in November 2016.
-

3. Background

- 3.1 One of the main purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the department and to consider and develop policy options which reflect changing circumstances, in terms of both customer needs and resource availability, and in the context of achieving the Council's priorities and delivering Best Value.
- 3.2 The Service Improvement Plan forms part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various operational plans and action plans in place. Service Improvement Plans link Council and Community Planning priorities to employee development plans, so that employee knows how they help contribute to the achievement of the Council's priorities.
- 3.3 The plan has been developed with the input of officers across all levels of staff within Finance and Resources – senior management with a view to what their service areas need to deliver and also the Finance and Resources Staff Panel, representing a cross section of all areas of the service, who give input on an ongoing basis throughout the year and also at a bespoke workshop session on the Service Improvement Plan on 3 March 2016.

4 Service priorities and outcomes - what do we plan to achieve

- 4.1 Finance and Resources supports all Council and Community Plan priorities through our professional support and advisory roles, reflecting the complex role of the department and the dynamic environment in which we operate. We also lead on a number of areas which directly feed into six of the Council Plan priorities.

Our strategic priorities are:

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

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

**Developing the organisation to create capacity to manage change and sustain a positive performance culture*

**Supporting work tackling the causes and impact of poverty*

**Supporting the transformation programme to enable and deliver change, modernisation and preventative spend*

**Positively engaging, influencing and managing changes in public sector policy*

**Reducing our carbon footprint to help create a greener Renfrewshire.*

5 Monitoring and reporting progress

- 5.1 Implementation of the Service Improvement Plan is monitored by the Departmental Management Team every quarter and is reported to the Finance and Resource Services Policy Board on a six monthly basis. An update on our progress will be brought to the board in November 2016.
- 5.2 An update on the implementation of the last Service Improvement Plan (2015-2018) will be reported to the board in a separate outturn report in May 2016 to highlight our key achievements during the past twelve to eighteen months. This Service Improvement Plan builds on the excellent progress made to date to deliver our strategic priorities. Much of this work was undertaken in partnership with other services, partners and the local community to make a real difference in Renfrewshire.

Implications of the Report

1. **Financial** – The financial position is considered within section 5, priority 10 in the plan.
2. **HR & Organisational Development** – The development of our employees is a key priority for the department. It is considered within section 5 in the plan. Within the action plan priority 9 details the main HR and OD actions that will be undertaken.

3. **Community Planning –**

Children and Young People – The plan sets out how Finance and Resources will implement Tackling Poverty actions to help deliver better outcomes and opportunities for children and their families. It also outlines our actions relating to delivering the School Estate Management Plan.

Jobs and the Economy - The plan sets out how Finance and Resources will support the local economy, local businesses and local community through the effective use of our assets.

Community Care, Health and Wellbeing - The plan sets out how Finance and Resources will support employees to improve their health and wellbeing.

Safer and Stronger Renfrewshire - The plan sets out how Finance and Resources will contribute to plans to make Renfrewshire Safer and Stronger.

Greener Renfrewshire – section 5, priority 4 in the plan sets out the main actions that the department will undertake to reduce energy consumption and carbon emissions across the property estate.

Empowering our Communities – The plan sets out how Finance and Resources will consult with communities and support them to engage with services.

4. **Legal** - The plan contains a number of actions relating to new legislation. The Service Improvement Plan details the actions to be taken in relation to forthcoming and planned legislative changes.
5. **Property/Assets** – Section 5, priority 10 in the plan outlines the actions that will be undertaken to manage the property estate.
6. **Information Technology** – A key part of the Better Council change programme is centred on the development and delivery of our ICT strategy. Section 5, priority 10 in the plan sets out how the department will take forward the ICT strategy.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of

individuals' human rights have been identified arising from the recommendations contained in the report. If required, following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – All developments are in line with the Council's Health and Safety policy and procedures. Section 5, priority 9 in the plan contains specific actions in relation to health and safety.
 9. **Procurement** – None
 10. **Risk** - any significant risks associated with the delivery of the service outcomes contained in this plan have been identified and included within the Risk Management Plan which is monitored by the Senior Management Team.
 11. **Privacy Impact** – None
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List of Background Papers

(a) None

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Renfrewshire Council

Finance and Resources Service Improvement Plan 2016/17 to 2018/19



Finance and Resources Service Improvement Plan 2016/17 to 2018/19

Contents

1. Foreword
2. Introduction
3. Our Service
4. Our achievements
5. Strategic Priorities
6. Action Plan
7. Performance Indicators and Targets

I. Foreword

This plan outlines the priorities for Finance and Resources for the next three years. It reflects our ambitions for Renfrewshire, as set out in the Council Plan, and describes how we will help lead and support the Council through a period of transformation and change.

Finance and Resources core priorities are:

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

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

**Developing the organisation to create capacity to manage change and sustain a positive performance culture*

**Supporting work tackling the causes and impact of poverty*

**Supporting the transformation programme to enable and deliver change, modernisation and preventative spend*

**Positively engaging, influencing and managing changes in public sector policy*

**Reducing our carbon footprint to help create a greener Renfrewshire.*

Over the next three years, we will lead and support the implementation of Council and Community Plan priorities to make a real difference in Renfrewshire. We will focus on maintaining the financial stability of the Council; targeting spend in ways which will have the greatest impact to support the delivery of the Council's priorities; enabling transformational investment through the Glasgow & Clyde Valley City Deal; implementing and supporting our citizens through major welfare reform changes; transforming how we deliver and provide ICT services and strategically managing the Council's property portfolio; progressing the Council's strategic capital investment programme; developing, modernising and improving how we deliver services to our customers; supporting and developing the workforce to meet the changing future needs of the Council: and administering the Scottish Parliamentary, Local Government Elections and the EU Referendum.

The achievement of our main priorities is dependent on the enthusiasm, skill and commitment of our workforce. Over the next three years, we will continue to develop our employees to ensure that we retain a skilled, motivated and confident workforce which is both equipped to tackle the challenges ahead and able to deliver improved outcomes for our citizens.

Alan Russell, Director of Finance & Resources

2. Introduction

This Service Improvement Plan for Finance and Resources outlines our key objectives for the next three years and demonstrates how this links to the Council and Community Plans and to operational plans within the service.

This plan outlines for elected members and Renfrewshire residents what they can expect of Finance and Resources; what we will focus our resources and efforts on delivering and why this is important.

The Service Improvement Plan is also for all Finance and Resources employees to understand how their work and the work of their teams contribute positively to what our service aims to achieve.

Service Planning Context

The Community Plan and Council Plan share a vision for Renfrewshire which is:

‘Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive’

Complementing this, the Council Plan, ‘A Better Future, A Better Council’ was refreshed in December 2015 to reflect the progress already made and the changing local and national context. The refocused priorities outline how Renfrewshire Council will continue to deliver improved outcomes for local people, communities and businesses.

Taken together, the Service Improvement Plan, Council Plan, Community Plan and Local Outcome Improvement Plan (formerly Single Outcome Agreement) provide a clear strategic planning framework. They highlight the issues Renfrewshire faces, outline our main priorities and identify the key actions which the Council and partners will undertake together to deliver the vision for Renfrewshire.

The main actions that Finance and Resources will undertake during 2016 to 2019 are detailed later in the plan under each of our service priorities, together with corresponding measures to monitor our progress.

3. Our Service

Role of Finance and Resources

Finance and Resources supports the delivery of Council Plan and Community Plan outcomes for Renfrewshire with other services and partners. It advises on and influences the strategic financial direction of the Council and provides professional advisory and customer and business services to all Council departments, our partners and the citizens and businesses of Renfrewshire.

Advising on Strategic Direction and Influencing National Policy Changes

Finance and Resources advises on the strategic direction of the Council's finances, property and ICT portfolios and capital investment programmes and actively seeks to influence national policy to protect the interests of the Council and local residents.

Corporate Governance, Advice and Support

Finance and Resources carry out the main corporate management activities within the Council: advising and supporting the Council, elected members, directors and officers, through the provision of effective Legal and Democratic Services, Finance, HR & Organisational Development, Customer & Business Services, ICT, Property Services and Audit Assurance & Risk Management arrangements. The department also fulfils a corporate governance role to safeguard Council assets, to support efficient, effective and transparent decision making and to ensure the legality of the management and operation of Council activities.

Engaging with Strategic Partners and Delivering Organisational Change

Finance and Resources supports the strategic development and delivery of transformation and organisational change across the Council and leads on several Better Council Change projects: including the development of the revised corporate support model, the new financial and HR systems, development of the new customer access model, carbon reduction and energy efficiency management and rationalisation of the Council's property portfolio.

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

Providing Professional Transactional and Advisory Services to Customers

Finance and Resources also provides a range of services directly to the public and local businesses including:

- customer services which handles 400,000 phone calls and 40,000 face to face enquiries from the public
- the provision of financial and welfare advice

- corporate billing, corporate supplier payments and income collection arrangements (including Council Tax for over 80,000 households)
- the provision of registration services for births, deaths, marriages and civil partnerships
- the provision of regulatory and licensing services
- the administration of Housing Benefit on behalf of the DWP, the Council Tax Reduction scheme, the Scottish Welfare Fund on behalf of the Scottish Government and the provision of information and advice to support and assist our citizens in relation to the wider changes in Welfare provision
- the administration and promotion of the election process

Our Employees

Finance and Resources has a workforce of over 1,000 employees, including both full and part time employees. The development of our workforce is a key priority for the department and wider Council, with the implementation of our Organisational Development Strategy an essential element in the delivery of the Better Council Change Programme.

4. Our Achievements

A comprehensive outturn report detailing all Finance and Resources' achievements over the last year will be presented to the policy board in May 2016. Below are the some key highlights for the service during 2015/16.

- Continuing to maintain the current and ongoing financial stability of the Council whilst ensuring resources are available to support the Council to effectively and sustainably deliver on key priorities and plans particularly in the context of the challenging economic climate and a larger than anticipated reduction in government grants.
- Implementing major change projects, most significantly the delivery of the revised Corporate Support Model, to support the release of significant savings and redesign of a more flexible and responsive service to meet the needs of the Council.
- Transforming how we interact with our customers through the development of the customer portal which will be launched in Spring 2016.
- Major changes within ICT service – co-location of ICT services and the development and initiation of the transformation programme
- Establishing sound governance structures for key Council projects including the City Deal and Paisley 2021
- Improvements in key areas of our measureable performance including reducing the time taken to process benefits (despite the changing and challenging environment), reducing the time taken to pay council invoices (benefiting local businesses) and reducing the cost of collecting council tax (through streamlining our support service functions)
- Commissioning advice agencies to deliver new advice services to our citizens (including Renfrewshire Citizens Advice Bureau and Renfrewshire Law Centre)
- Since extending the Energy Advice Renfrewshire project in June 2015, the team has managed 257 referrals to date - this has resulted in £39k of ongoing savings and £17k of capital savings (including debt written off)
- Reduction of Council's energy consumption and carbon emissions, delivering over £140,000 in savings across the property estate
- Successful 18001 audits with no areas of non-conformance identified
- Retaining our gold standard Healthy Working Lives Award
- Johnstone Town Hall won Scottish Property Awards Development of the Year (Public Building) 2015 and has been shortlisted for a Civic Trust Award
- Successfully administering the 2015 UK general election
- The Cross Organisational Mentoring Initiative won the Professional Development Award at the Scottish Mentoring Network Awards in November 2015
- Successful counter fraud pilot carried out in 2015, leading to the establishment of the permanent team within Internal Audit
- Development of our Organisational Development Strategy which was approved by the Leadership Board in December 2015

5. Strategic Priorities

Finance and Resources supports all the Council and Community Plan priorities through our support and advisory roles, reflecting the complex role of the department and the dynamic environment in which we operate. We also lead on a number of areas which directly feed into six of the Council Plan priorities.

This section outlines what the department aims to achieve over the next three years, grouped under each priority, together with a strategic assessment identifying the main factors that will influence their delivery, and the measures in place to monitor their achievement.

COUNCIL PLAN PRIORITY 1: DRIVING PHYSICAL AND ECONOMIC REGENERATION

Strategic Assessment:

Finance and Resources provide financial, governance, administrative and property support to a number of regeneration projects (and also cultural projects relating to Council Plan Priority 2: Building on our Culture and Heritage) across Renfrewshire including City Deal, the Paisley 2021 bid for UK City of Culture, the development of key regeneration projects including the Arnotts site, Russell Institute, Paisley Museum Store and other town centre regeneration plans.

The service is leading on supporting Community Asset Transfer as outlined in the Scottish Government Community Empowerment Action Plan; recognising the benefits of transferring community assets to the community, seeking to proactively identify areas of opportunity and being open to approaches from community groups. Empowering community groups to develop these assets will enable local people to drive regeneration and development from within their own communities.

Main actions for the next three years:

- The Service will continue to provide a full range of professional services to support the Council to progress and deliver a wide range of regeneration projects for Paisley town centre and throughout Renfrewshire, including contributing to the identification and development of appropriate and innovative models to support new regeneration priorities to be taken forward
- Property Services will continue to work closely with Legal and Democratic Services to ensure we provide support and advice where appropriate and successfully progress proposed Community Asset Transfers in line with the Council's policy

COUNCIL PLAN PRIORITY 4: CREATING A SUSTAINABLE RENFREWSHIRE

Strategic Assessment:

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.

Main actions for the next three years:

- Implementing the key actions in the Carbon Management Plan to increase energy efficiency, reduce energy consumption and to reduce carbon emissions across the property estate
- Ensuring energy management initiatives are aligned to our capital investment programme and corporate asset strategy to optimise use of our property estate and to reduce overall running costs and energy consumption levels
- Promoting reductions in energy usage and advising our employees and our residents about energy efficiency
- Continued implementation of the Corporate Asset Management Strategy to ensure that the property assets are managed effectively and efficiently through the provision of relevant management and performance information

Key Performance Measures:

- Reducing carbon emissions by 36% by 2020

COUNCIL PLAN PRIORITY 5: REDUCING THE LEVEL AND IMPACT OF POVERTY

Strategic Assessment:

Renfrewshire is the ninth most income deprived Scottish local authority area, with nearly 15% of the population considered to be income deprived. Fuel poverty and food poverty are two significant concerns for many of our residents.

Tackling the fundamental causes of poverty to improve the life chances of our young people is a key priority for the Council and our partner organisations. The findings of the Tackling Poverty Commission were published in March 2015, with twenty four recommendations on how to close the gap between the richest and poorest in the area. In September 2015, Council approved a Tackling Poverty Strategy for Renfrewshire, which sets our £6 million Council investment within the context of the current opportunities and challenges that Renfrewshire will face in coming years.

As well as leading on the delivery of a number of the key responses to the Tackling Poverty Strategy, Finance and Resources will continue to manage the ongoing implementation of changes to the national benefits system which will impact on the most vulnerable and disadvantaged individuals and their families. This reform agenda is complex and wide ranging

and is being implemented over the medium to longer term. The changes continue to have a major impact on the Council in the way that benefits and council housing rents are managed and will increase our exposure to the risk of financial loss. The changes also impact on partner organisations, service providers and, most significantly, on a large number of citizens within Renfrewshire.

Finance and Resources will actively seek to influence and engage with relevant stakeholders at a local and national level, including UK and Scottish Government, in adequately planning for and responding to the impact of the developing changes in the welfare system, including the devolution of welfare provision in Scotland.

Universal Credit is now live in Renfrewshire, and scoping is underway to prepare for the next phase of welfare reforms. Council officers have approached Department for Work and Pensions to establish a partnership project which will look at reducing and mitigating sanctions.

Main actions for the next three years:

- Successfully deliver key actions arising from the Tackling Poverty Strategy
- Prepare for further welfare changes arising through the phased introduction of Universal Credit across the UK during 2016 and beyond
- Reviewing and redesigning processes for Benefits, including Housing Benefit, Council Tax Reduction, Discretionary Housing Payment, Scottish Welfare Fund, Advice Services and assessment of eligibility for grants and other entitlements in line with changes arising from the introduction of Universal Credit; and the opportunity to bring together services within Customer and Business Services to streamline the way in which these services engage with and support the poorest citizens within Renfrewshire
- Refining the local arrangements for the Scottish Welfare Fund to better support more vulnerable members of the community and developing relationships with Community Planning partners to deliver a holistic approach for the administration of the fund
- Providing and/or commissioning advisory and advocacy services to support our residents through the benefits changes, to help them maximise their income and make informed decisions about their money
- Continue to engage with key partners at both a local and national level to influence the policy changes relating to welfare provision and to protect as far as possible the interests of the Council and its citizens
- Implementing key actions in the Fuel Poverty action plan: ensuring people have access to good quality energy advice and support in relation to fuel poverty, reducing bills and increasing energy efficiency of homes
- Review the pay and grading model to continue our support of the living wage commitment by the Council

Key Performance Measures:

- Processing Scottish Welfare Fund crisis grants within an average two day target

- Processing Scottish Welfare Fund community care grant within an average fifteen day target
- Processing new housing benefits applications up until the posting of notification of outcome of the application within 24 days target
- Processing change of circumstance housing benefits applications up until the posting of notification of outcome of the application within 10 days target

COUNCIL PLAN PRIORITY 6: RAISING ATTAINMENT AND CLOSING THE ATTAINMENT GAP

Strategic Assessment:

Ensuring that all Renfrewshire's children have access to opportunities to grow, develop and have the best start in life through education is a key priority for Renfrewshire Council. Finance and Resources supports this through our financial strategy and also through our support services, with Families First and other advisory services sitting within our Customer and Business Services division.

In addition Finance and Property Services work closely with colleagues in Children's Services and other services to deliver the School Estate Management Plan. The continuation of this multimillion pound programme is a significant investment for the Council that will ultimately deliver huge benefits to the school estate and the children and staff being educated and working in these new and refurbished buildings.

Main actions for the next three years:

- Deliver our flagship new ASN school in Linwood
- Deliver agreed new builds for St John Bosco/ Bargarran Primary School in Erskine and St Paul's Primary School/ Foxlea in Paisley
- Progress work regarding the scope of refurbishment and collocation of St Anthony's Primary School and Spateston Nursery School
- Complete the project to refurbish and extend Mossvale and St James' Primary School shared campus (estimated completion date January 2017)
- Property Services have recently completed adaptations to nine nursery classes. A further 4 new build extensions are programmed to be delivered in 2016 in Bridge of Weir Primary School, St Margaret's Primary School, Glendee Pre 5 centre and Wallace Primary School.

COUNCIL PLAN PRIORITY 9: SUPPORTING OUR EMPLOYEES
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Strategic Assessment:

Our employees provide essential services to our customers; they represent the Council and reflect our vision and values. The achievement of our main priorities is dependent on the capacity, skills, enthusiasm and commitment of our workforce. The development of our employees remains a top priority to ensure that we have an agile workforce with the skills and attributes necessary to manage change effectively, deliver services and achieve our main priorities.

A key challenge will be maintaining an engaged and motivated workforce throughout this period of change. To do so, Finance and Resources will need to build on the positive relationships already in place with employees and the Trade Unions and ensure effective two way communication channels are available to maintain a positive workforce culture. The department remains committed to listening to and understanding staff views and has several processes in place to capture employee views on a range of issues affecting how valued they feel, where service improvements can be made, in addition to levels of general satisfaction and engagement.

Improving the health and well being of our employees and citizens is a key Council priority and the health and safety of our employees will remain a core focus of the department. Employees will be encouraged to participate in health improvement campaigns such as the Healthy Working Lives initiative which in turn will support objectives to reduce absence levels. Employees will also be supported by the Occupational Health and Counselling services and utilisation of the supporting attendance procedures.

Finance and Resources will also manage the impact of major pension reforms introduced in 2015, the implementation of the new Local Government Pensions Scheme (LGPS) and Teachers Scheme, new contracting out arrangements and prepare for Automatic Enrolment in 2017. The changes will have significant implications for our employees and in the management of our payroll administration processes.

Complementing the corporate work being undertaken in this area, Finance and Resources continue to ensure our employees are engaged and informed about service changes. We support and involve our employees through the Finance and Resources Staff Panel which covers all our service areas and a cross section of different grades. The Panel meets quarterly to discuss service direction and feed into the development of key plans and strategies, including this Service Improvement Plan and also the Council Plan. The Panel also have a direct link to senior management and feedback their minutes and actions at Finance and Resources SMT meetings. Finance and Resources also has a communication plan linked to our strategic objectives and based around a quarterly staff newsletter (Quarterly Digest) which all Finance and Resources staff receive.

Main actions for the next three years:

- Within this priority area a number of actions fall under the remit of the new Organisational Development strategy, therefore our main focus for the next three years is to implement the OD strategy to ensure that our workforce remains engaged, motivated, skilled, and supported during this period of significant change
- Review our policy and guidance to support employees going through workplace change
- Undertake employee surveys to inform and support cultural change
- Design and implement an approach to succession planning and talent management
- Review our policies for supporting the health, safety and wellbeing of our employees
- Implementing major pension reforms and the new Local Government Pensions Scheme (LGPS) and Teachers Scheme, new contracting out arrangements and

preparing for Automatic Enrolment in 2017. Ensuring that employees are aware of the changes and revised payroll administration processes are in place

Key Performance Measures:

- Average number of work days lost through sickness absence per FTE
- % of employees with completed development plans (from MDP/MTIPD)

COUNCIL PLAN PRIORITY 10: CONTINUING TO BE A WELL RUN COUNCIL

Strategic Assessment:

Due to the nature of Finance and Resources, the focus of much of our work feeds into Council Plan Priority 10 around the effective running of the Council. Similar areas can be broadly grouped into themes as follows:

Finance and Governance

The Council's present financial position remains stable; however, the outcome of the Scottish Government draft budget and provisional local government finance settlement represents a poorer outcome than was anticipated in the Council's budget strategy for 2016/17.

Notwithstanding changes that may yet be made to high level budget plans by the incoming government in the next parliamentary period, the medium term outlook for public finances in Scotland, coupled with the stated commitments to protect major areas of the budget in real terms, presents an extremely challenging financial context for local government and an expectation of a further cash terms contraction in budgets over the medium term.

Uncertainty remains over the scale of the reduction however similar to 2016/17 this is likely to continue to be at a material level year on year that will drive a need for further significant and sustained savings across the local government sector to achieve balanced budgets.

Renfrewshire Council will have to make difficult decisions on the best way to reduce costs and direct reducing resources to priority services. It is recognised that to achieve this, the Council will continue to deliver significant organisational and service change to realign the size and shape of the organisation to reflect those decisions and is likely to have to manage increasing levels of risk.

Finance and Resources is leading on several Better Council projects which will directly impact on the way that services are commissioned, organised, managed and delivered. This will require management capacity and availability of appropriate professional change support arrangements to deliver the projects to achieve the essential efficiency savings. At the same time, the department is supporting other change projects across the Council and this will continue to require careful and effective management to ensure that resources are available at the appropriate times to deliver the programme.

In a period of significant organisational transformation and change, effective corporate governance, internal controls assurance and corporate risk management arrangements are

essential. This will be achieved through the effective deployment of internal audit resources including the new counter fraud team, embedding co-ordinated risk management processes across the Council and by working with elected members and individual services to review governance arrangements in light of changing legislative requirements and policy changes.

Main actions for the next three years:

- Developing the Council's financial strategy to ensure that it adequately plans for and addresses the medium and longer term financial challenges and uncertainty in a responsible and financially sustainable manner
- Implementing and promoting effective governance arrangements and provision of appropriate advice and support to deliver major projects, implementing fully the revised corporate support model; continue to support our citizens through major welfare reform changes and strategically managing the Council's property portfolio and progressing the Council's strategic capital investment programme

Transformation

Finance and Resources is leading on several Better Council projects which will directly impact on the way that services are commissioned, organised, managed and delivered. This will require management capacity and availability of appropriate professional change support arrangements to deliver the projects to achieve the essential efficiency savings. The department is supporting other change projects across the Council and this will continue to require careful and effective management to ensure that resources are available at the appropriate times to deliver the programme.

Main actions for the next three years:

- Leading the development of the revised corporate support model to ensure that our corporate support arrangements deliver robust, efficient and effective professional support services
- Leading the review of the Council's financial and HR systems to support transformational change, supporting the delivery of transactional services and the implementation of the second phase of the corporate support model, improve management information and deliver efficiency savings

Elections

The Scottish Parliamentary and local elections due to be held during 2016 and 2017 respectively may change the national policy environment in which the Council operates. Finance and Resources will need to remain proactive to ensure the Council is well informed and able to respond to, and comply with, any new legislative requirements.

In addition, the proposals for electoral arrangements by the Local Government Boundary Commission for Scotland have implications for the Council through the realigning the current ward boundaries and increasing the number of elected members from 40 to 43 and Finance and Resources will need to implement the finalised changes and communicate these clearly to our residents in advance of the 2017 local elections.

Main actions for the next three years:

- Conducting the Scottish Parliament and Local Government elections and EU Referendum due to take place over the period of the Plan and actively preparing for potential changes emerging from the outcome of these elections
- Implementing the outcome of the review of electoral arrangements by the Local Government Boundary Commission for Scotland, preparing for and implementing the recommendations and ensuring that revised governance arrangements are in place;

ICT

A new ICT Strategy will be developed in 2016/2017 to replace Connect Renfrewshire. This strategy will be aligned with the re-modelled ICT service, which is underpinned by design principles that express the high level requirements of the business for ICT service provision. The remodelled ICT service will provide the right capability and capacity to meet the Council's current and forecasted business requirements and which underpins the efficiency and effectiveness of Council operations.

In order to deliver this vision a transformation programme has been developed, with 6 key workstreams as follows:

- People and organisation - delivering the new structure for ICT, including definition of roles and responsibilities, a skills development framework and a people plan
- Data centre services- delivering a data centre hosting partnership for the Council which will provide disaster recovery for the ICT infrastructure and will provide a solid foundation for ICT services
- Applications - reviewing existing applications with the aim of reducing the number of in house, bespoke applications and ensure what we have meets business need in the most cost effective way
- WAN and Communications - delivering a Wide Area Network (WAN) service for the next 3 to 5 years, designing a future network to meet emerging needs and providing a streamlined telephony service to the council and deliver a tool for communication and collaboration
- End user - delivering a provisioning and support model for end users of ICT services aligned to business need and representing value for money
- Information as an asset - improving data and information quality and ensuring that the overall ICT architecture is designed rather than evolved

Main actions for the next three years:

- Delivering the key actions outlined in the ICT transformation programme

Assets

Effective management of our property assets is increasingly important to deliver a leaner and fitter property estate, with a greater focus on capital investment to reduce overall operational running costs and energy usage.

Main actions for the next three years:

- Reviewing the Council's property portfolio and energy management arrangements to optimise utilisation of the property estate and maximise our approach to energy efficient to achieve carbon reduction targets.

Customers

The increasing use of digital technology by our customers, changing customer expectations and preferences for ways to request, book and pay for Council services will continue to influence the developments of our customer service delivery arrangements.

The Customer Access strategy focuses on understanding and responding to our customers' needs, extending lower cost delivery methods and helping manage the way in which customers interact with the Council.

The continued development of new service arrangements for the delivery of customer and business services through our centralised support teams will create greater capacity, streamline processes, remove duplication and deliver efficient services to our customers.

Main actions for the next three years:

- Implementing the Customer Access Strategy action plan by:
 - Increasing the availability of online services through the development of the Council internet platforms to increase the volume of customer transactions completed online
 - Redesigning processes to encourage online customer transactions for high volume demand services including council tax, benefits, housing repairs, pest control, recycling and waste collection
 - Creating the capability for customers to create a secure account to enable our customers to manage their interactions with the Council through the national myaccount portal
- Delivering our new customer and business services delivery model to increase capacity, streamline transactional customer services, reduce duplication and deliver an improved overall customer experience

Key Performance Measures:

- Percentage of IT service requests fulfilled within target fix time
- Percentage of uptime for key IT systems
- Number of calls answered by the Customer Contact Centre within 40 seconds
- Average customer waiting time within the Customer Service Centre of less than 20 minutes
- Percentage of audit plan completed

Action Plan 2016-2019

Council Plan Priority 1 : Driving Physical and Economic Regeneration

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
1	The Service will continue to provide a full range of professional services to support the Council to progress and deliver a wide range of regeneration projects for Paisley town centre and throughout Renfrewshire, including contributing to the identification and development of appropriate and innovative models to support new regeneration priorities to be taken forward	Director of Finance and Resources; Head of Finance; Head of Property	Ongoing and in line with project timetables	Major projects successfully delivered on time and to budget.
2	Progressing Community Asset transfer applications; this strategy supports the commitments contained in the Community Empowerment Action Plan (CEAP) published by the Scottish Government to establish community empowerment as an important means of supporting communities to own and develop local facilities and realise wider community benefits and will be revised in accordance with the Community Empowerment (Scotland) Act 2015	Head of Property	Ongoing	Council's Community Asset Transfer Policy updated to accord with the provisions of the Community Empowerment (Scotland) Act 2015.

Council Plan Priority 4: Creating a Sustainable Renfrewshire

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
3	Implementing the key actions in the Carbon Management Plan: <ul style="list-style-type: none"> * To increase energy efficiency, reduce energy consumption and to reduce carbon emissions across the property estate * Ensuring energy management initiatives are aligned to our capital Investment programme and corporate asset strategy to optimise use of our property estate and to reduce overall running costs and energy consumption levels * Monitoring and reporting revised targets for the measurable reduction of carbon emissions across the whole property estate to capture carbon emission savings and resultant financial savings * Promoting reductions in energy usage and advising our employees and our residents about energy efficiency 	Head of Property	31 st March 2020	Carbon management Plan actions implemented resulting in a reduction in the Council's carbon emissions by 36% by March 2020.

Council Plan Priority 5: Reducing the Level and Impact of Poverty

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
4	Work with partners to implement the recommendations from the Tackling Poverty Commission in relation to energy and money advice services.	Director of Finance and Resources / Head of Customer and Business Services/ Head of Property Services	31 st March 2017	Actions implemented. The causes and impact of poverty are reduced
5	Continue to develop the Council's response to the welfare reform changes to	Director of Finance	31 st March 2020	Council's exposure to the risks associated

Council Plan Priority 5: Reducing the Level and Impact of Poverty				
Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	mitigate, where possible, the impact on people and communities. Working with partners to develop the Local Delivery Partnership agreement for the introduction of services to assist claimants through the Universal Credit claims process and agreeing data sharing arrangements between partners	and Resources Head of Customer and Business Services, Business Services Manager		with welfare reform changes are minimised and individuals and communities are informed of the changes and provided with advice and support to minimise their impact.
6	Reviewing and redesigning processes for Benefits, including Housing Benefit, Council Tax Reduction, Discretionary Housing Payment and the Scottish Welfare Fund to reflect changes arising from the introduction of Universal Credit	Business Services Manager, Customer Services Manager	31 st March 2020	Review of arrangements undertaken and any improvements implemented
7	Actively seek to influence and engage with relevant stakeholders at a local and national level, including UK and Scottish Government, in adequately planning for and responding to the impact of the developing changes in the welfare system, including the devolution of welfare provision in Scotland. Assess and implement strategies and plans to, where possible, mitigate potential negative financial impacts on the Council and partners arising from the long term welfare reform agenda.	Director of Finance and Resources; Head of Finance; Head of Customer & Business Services, Business Services Manager, Customer Services Manager	Ongoing in line with the national welfare reform programme	Council prepared for implementation of key changes arising from changes to welfare provision in line with national and local timescales.
8	Providing and commissioning effective and efficient advisory services and advocacy services to enable residents to make informed decisions and access the financial and legal support they require	Customer Services Manager	31 st March 2017	Advisory Services in place. Customer feedback indicates that the service is effective in providing necessary advice to customers
9	Continue to develop the local arrangements for the Scottish Welfare Fund to better support more vulnerable members of the community	Business Services Manager, Customer Services Manager	31 st March 2017	Review of arrangements undertaken and any improvements implemented
10	Implementing the Fuel Poverty Strategy Action Plan	Director of Finance and Resources/ Head of Property	31 st March 2019	Fuel Poverty Strategy Action Plan implemented resulting in: *People have access to good quality, easily accessible, fuel poverty and energy advice. *Energy and fuel efficiency of the housing stock is improved *Reduction in number of residents in fuel poverty. *Householders are encouraged to use their energy efficiently to reduce their fuel costs.
11	Reviewing the pay & grading model and terms and conditions of employment to minimise future equality challenges, in particular in the context of the living wage commitment by the Council.	Head of HR, OD and Workforce Strategy, HR Manager, Principal HR & OD Advisers	31 st March 2017	Agreed revisions to pay model implemented

Council Plan Priority 6: Raising Attainment and Closing the Attainment Gap

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
12	Provide professional Finance and Property support to deliver the School Estate Management Plan (SEMP).	Head of Finance and Head of Property	Ongoing and in line with project timetables	Deliver: - - Riverbrae School, Linwood - Mossvale/St James' PS, Paisley - St Fergus' PS, Paisley - St Paul's PS/Foxlea, Paisley - Bargarran/St John Bosco PS, Erskine - St. Anthony's PS, Johnstone Develop future SEMP programmes with Children's Services

Council Plan Priority 9: Supporting our Employees

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
13	Implement the Organisational Development Strategy, with a focus on three key priorities. Key Priority 1 – Workforce planning strategy Key Priority 2 – People development Key Priority 3 – Performance appraisal	Head of HR, OD and Workforce Strategy, HR Manager, Principal HR & OD Advisers	31 st March 2019 for full implementation	Workforce is targeted in key areas, remains engaged, motivated, skilled and supported.
14	Review HR policy & guidance to support our people going through future workplace change	Head of HR, OD and Workforce Strategy, HR Manager, Principal HR & OD Advisers	31 st March 2017	Initial review completed and updated policies and guidance in place
15	Undertaking targeted people surveys to inform and support the direction of travel with OD interventions and cultural change.	Head of HR, OD and Workforce Strategy, HR Manager, Principal HR & OD Advisers	31 st March 2017	Initial surveys completed and actions incorporated into OD delivery timetable
16	Designing and implementing an approach to succession planning.	Head of HR, OD and Workforce Strategy, HR Manager, Principal HR & OD Advisers	31 st March 2018	New succession planning strategy and approach developed and operating across the council.
17	Designing and implementing an approach to talent management.	Head of HR, OD and Workforce Strategy, HR Manager,	31 st March 2019	New talent management strategy and approach developed and operating across the council.

Council Plan Priority 9: Supporting our Employees				
Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
18	Review our policies for supporting the health, safety and wellbeing of our employees	Principal HR & OD Advisers Head of HR, OD and Workforce Strategy, HR Manager, Principal HR & OD Advisers	31 st March 2019	Employee health, safety and wellbeing policies reviewed
19	Implement pension reforms which impact the Local Government Pension Scheme and the Teacher's Pension Scheme. Ensure that employees are aware of the changes and revised payroll administration processes are in place.	Head of HR, OD and Workforce Strategy, Head of Customer and Business Services	In line with statutory dates for changes	Revised arrangements in place. Processes updated and implemented.

Council Plan Priority 10: Continuing to be a Well Run Council				
Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
20	Develop and implement a financial strategy which maintains the Council's financial stability, supports the delivery of the Council's existing transformation and investment programmes, delivers the necessary saving requirements and addresses, on a sustainable basis, the financial challenges the Council will face over the medium term.	Director of Finance and Resources; Head of Finance	Ongoing	Savings and efficiencies identified and achieved and financial stability maintained to allow the Council to deliver local and national outcomes.
21	Supporting the Better Council Change programme workstreams led by Finance and Resources – Customer Access Strategy and ERP.	Head of Customer and Business Services Head of Finance	31 st March 2019	The two highlighted workstreams stay on target and efficiency savings are achieved in line with the Council's financial strategy.
22	Conduct elections (Scottish Parliament, Local Government and EU Referendum) during plan period taking cognisance of changing legislation, processes and use of e-counting systems	Head of Corporate Governance	In line with election timetables	Successful conduct and administration of elections.
23	Implement the outcome of the review of electoral arrangements by the Boundary Commission for Scotland. Preparing for and implementing the recommendations and ensuring that revised governance arrangements are in place.	Head of Corporate Governance	In line with statutory timescales	Revised arrangements in place.
24	Implement and promote effective governance arrangements and provide appropriate advice and support to deliver major projects including the Glasgow and Clyde Valley City Deal, Paisley Heritage Strategy, Paisley 2021 City of Culture Bid, Better Council Programme, Property Asset Management Strategy, Schools and Leisure Investment Programme and Clyde Valley	Director of Finance and Resources; Head of Corporate Governance; Head of Finance	Ongoing and in line with project timetables	Major projects successfully delivered on time and to budget.

Council Plan Priority 10: Continuing to be a Well Run Council					
Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success	
	Waste Management Project. Ensure these key priority areas are appropriately and sustainably resourced.				
25	Leading the financial management of the revised corporate support model to ensure that our corporate support arrangements deliver robust, efficient and effective professional support services.	Head of Finance	31 st March 2017	Flexible, productive and agile services in place which delivers high quality professional support services across the Council	
26	Reviewing the Council's property portfolio and energy management arrangements to optimise utilisation of the property estate and maximise our approach to energy management	Head of Property	Ongoing	Reduced property running costs. Reduced energy consumption. Review and optimise property portfolio (including leased properties).	
27	Implementing the key strategic actions from the Corporate Asset Management Strategy to ensure that the property assets are managed effectively and efficiently through the provision of relevant management and performance information.	Head of Property	March 2018	Corporate Asset Management Information System (CAMIS) implemented and enabling Council's assets to be managed effectively.	
28	Delivering the key actions across the 6 workstreams outlined in the ICT transformation programme	Head of ICT/ ICT Partnering and Commissioning Manager	31 st March 2017	<ul style="list-style-type: none"> • New structure embedded and operational performance improved • Hosting partnership fully implemented • Design for new WAN developed • Applications portfolio rationalised • End user support and provisioning optimised • Information management strategy developed and implemented 	
29	Maintaining good governance arrangements through suitable and proportionate application of internal control and risk management to ensure best value is delivered.	Chief Auditor	Ongoing	Risks identified and successfully managed and assurance is provided over the Council's control environment.	
30	Establish the Counter Fraud team, with the remit to examine all corporate counter fraud	Chief Auditor	30 th September 2016	Team established, operational plans and targets developed	
31	Implementing the Customer Access Strategy action plan: <ul style="list-style-type: none"> o Expanding and improving the range of Council services available through digital channels including the development of the Council website platform o Redesigning processes (from the customer's perspective) to encourage online customer transactions for high volume demand services including council tax, benefits, housing repairs, pest control, recycling 	Head of Business Services; Customer Services Manager	31 st March 2019	Improved overall customer experience. Improved customer satisfaction and increased efficiencies through successful channel shift. Achieving website 4 star rating in the annual SOCITM survey Increase in digital transactions; reduction in fact to face and telephone contacts.	

Council Plan Priority 10: Continuing to be a Well Run Council				
Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	<ul style="list-style-type: none"> and waste collection; o Creating the capability for customers to create a secure account to enable our customers to manage their interactions with the Council through the national myaccount portal. o Provide support for customers to access these services 			
32	Delivering a customer and business services delivery model able to increase capacity, streamline transactional customer services, reduce duplication and deliver an improved overall customer experience.	Head of Customer and Business Services	31 st March 2017	New revised structure implemented. Action Plan developed and actions implemented.

6. Finance and Resources

Scorecard of Performance Indicators









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

Council Plan Priority 4: Creating a Sustainable Renfrewshire

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19
				Value	Target	Value	Target	Value Q3	Target	Target	Target	Target
Reducing the Council's carbon emissions						14.1%	2.3%	Annual indicator	6%	7.9%	10.1%	13.3%

Council Plan Priority 5: Reducing the Level and Impact of Poverty






















PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19
				Value	Target	Value	Target	Value Q3	Target	Target	Target	Target
FCSKPI010 Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				1	2	1	2	1	2	2	2	2
FCSKPI011 Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				12	15	9	15	10	15	15	15	15

Council Plan Priority 5: Reducing the Level and Impact of Poverty												
PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19
				Value	Target	Value	Target	Value Q3	Target			
FCSKPI005a Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)				28.88	29	25.41	29	21.94	24	24	24	24
FCSKPI005c Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)				13.01	10	8.34	10	6.55	10	10	10	10

Council Plan Priority 9: Supporting our Employees												
PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19
				Value	Target	Value	Target	Value Q3	Target			
CSADIV35MS Number of Elected Members with an annually reviewed Personal Development Plan.				33	40	31	40	0	40	40	40	40
FCSABS01dii Average number of work days lost through sickness absence per employee (FCS) (FTE)				7.33	6.6	7.68	6.5	6.79	6.5	6.4	6.4	6.4
FCSBERSOD08 % of managers, in the 360° process, with completed reports				86.21%	90%	60%	100%	83%	100%	100%	100%	100%
FCSBERSOD09 % of employees having completed IDPs (from MDP/MTIPD) cumulative to date				93.02%	90%	87.1%	100%	87.1%	100%	100%	100%	100%

Council Plan Priority 10: Continuing to be a Well Run Council

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19
				Value	Target	Value	Target	Value Q3	Target	Target	Target	Target
FCSICT001 Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)				88.9%	85%	83.3%	85%	86.4%	85%	85%	85%	85%
FCSICT002 Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)				87.1%	85%	82.4%	85%	85.8%	85%	85%	85%	85%
FCSICT003 IT Customer Satisfaction Rating (out of 5)				4.94	4.72	4.75	4.8	4.93	4.8	4.8	4.8	4.8
FCSICT004 Percentage of uptime for key IT systems				99.94%	99%	99.88%	99%	99.9%	99%	99%	99%	99%
FCSCOMPYR Total % of complaints responded to within targets by FACS (cumulative to date)				92.1%	90%	96.7%	100%	96.24%	100%	100%	100%	100%
FCSCSU03 % of calls answered by the Customer Service Unit within target (40 seconds)				70%	70%	74%	70%	49%	70%	70%	70%	70%
FCSCSUENQ01c Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative				99.9%	95%	99.98%	90%	100%	90%	90%	90%	90%
FCSCSUSAT09 Average waiting time of customers in the Customer Service Centre				17.45	20	13.43	20	13.197	20	20	20	20
FCSCSUSAT10 Customer satisfaction rating for services delivered by the Customer Service Unit				0%	85%	81%	85%	77.32% (as of Jan 2016)	90%	90%	90%	90%
FCSFOI07 % of FOI reviews completed within 20 days				100%	100%	100%	100%	100%	100%	100%	100%	100%
FCSFOI08 % of Finance and Corporate Services FOI requests completed within timescale				97.38%	100%	98.2%	100%	98.93%	100%	100%	100%	100%

Council Plan Priority 10: Continuing to be a Well Run Council												
PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2013/14		2014/15		2015/16		2016/17	2017/18	2018/19
				Value	Target	Value	Target	Value Q3	Target	Target	Target	Target
FCSCREDFCS01f % of invoices paid within 30 days - Finance & Corporate Services Invoices				99.67%	98%	99.69%	98%	99.3%	98%	98%	98%	98%
FCSKPI001 Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				94.69%	95.6%	96%	96%	88.03%	96%	96%	96%	96%
FCSKPI002 Percentage of income due from Council Tax for prior years (cumulative position to date)				96.92%	97%	97.03%	97.25%	97.04%	97.27%	97.27%	97.27%	97.3%
FCSKPI003 Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				96.54%	96%	97.3%	96%	97.31%	96%	96%	96%	96%
FCSKPI004a Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				98.4%	98%	97.3%	98%	81.91%	98%	98%	98%	98%
FCSKPI008 Cost of collecting council tax per chargeable dwelling				14.69	16.1	11.26	15.25	Annual indicator	15.40	15.55	16.10	16.25
FCSKPI133 Percentage of Audit Plan completed (cumulative)				95.7%	94.7%	95.2%	95%	64.7%	95%	95%	95%	95%



To: Finance and Resources Policy Board

On: 16 March 2016

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2016/17 to 2018/19

1. Summary

- 1.1. The Chief Executive's Service Improvement Plan outlines what the service intends to achieve over the next three years, based on the resources likely to be available. The Service has identified core service priorities that it will work to achieve and these are linked to the vision for Renfrewshire set out in our Council Plan.
- 1.2 The Service Improvement Plan provides information on the service, our action plan for improvement and our measures of performance. The action plan is the core of the service improvement plan. It sets out the priorities being addressed, the key tasks to be implemented, timescales and the outcomes against which progress will be measured.
- 1.3 The main focus of activities in the Chief Executive's Service over the period of the plan will be to:
 - Lead on the development and delivery of efficient Corporate and Community Planning processes and associated performance management arrangements;
 - Lead the corporate response to poverty and continue to work with community planning partners to implement the recommendations of the Renfrewshire Tackling Poverty Commission.
 - Drive the Better Council change programme to adapt the organisation to meet new demands on service alongside financial constraints, and support employees to manage upcoming changes.

- Strengthen and focus our relationships with key partner organisations around our key mutual priorities for improving outcomes in Renfrewshire;
- Implement a strategic commissioning approach across Council Services and ensure service development and improvement is evidence based and driven by robust needs assessment;
- Ensure the Council's procurement and grant funding arrangements deliver best value and maximise the wider policy benefits arising from the Council's external spend;
- Provide high quality internal and external communications, marketing, media and public relations services for the Council and all its services.

1.4 A progress update on the Service Improvement Plan will be submitted to the Finance and Resources Policy Board in November 2016.

2. **Recommendations**

- 2.1 It is recommended that the Finance and resources Policy Board:
- a) approves the attached Service Improvement Plan; and
 - b) agrees that progress with this plan should be reported to the Board in November 2016.

3. **Background**

Changes to the Service

- 3.1 The Council continues to focus on the delivery of key policy priorities despite continued financial constraints and reducing resources. The shape of the Chief Executive's Service has changed significantly in recent years to support Council services to implement the significant level of transformational change expressed in the refreshed Council Plan.
- 3.2 A new Policy and Commissioning team is currently being developed which will bring officers from policy and planning functions within Council Services together with procurement and project management functions for the first time. This team will drive the implementation of a strategic commissioning approach to the planning, development and delivery of services within the Council and with partners locally, building analytical and research capacity within the Council to apply evidence based improvements.

Key priorities

- 3.3 The Chief Executive's Service has several core service priorities that reflect the complex role of the Service and the vibrant environment in which the Service operates. They aim to reflect the ambitions and commitments contained in the Council Plan whilst balancing the various different strands of the Service. Key priorities include:
- Delivery of the Council Plan;
 - Delivering the second phase of the Better Council Change Programme;
 - Developing a vision for Paisley and our Destination Brand;
 - Continuing to implement the Tackling Poverty Strategy and programme of work;
 - Promoting digital participation across Renfrewshire;
 - Engaging and communicating with our citizens and customers on service design and priorities;
 - Continuing to lead on building partnerships across the public sector, private sector and third sector to improve outcomes for individuals and communities in Renfrewshire;
 - Delivering efficient and effective strategic support services;
 - Making better use of data and information to support evidence based decision making and strengthen our strategic and operational planning processes;
 - Providing a pro-active and responsive policy development function and ensure Renfrewshire contributes to national dialogue, and
 - Driving innovative thinking and action in our approach to improving outcomes for Renfrewshire's communities.
- 3.5 Progress on the implementation of the Service Improvement Plan will be monitored and reported to the Finance and Resources Policy Board on a six monthly basis. An update on progress will be brought to the Board in November 2016. An outturn report on last year's Service Improvement Plan will be brought to Board in the spring 2016 for scrutiny. This will include a full update on the action plan and the performance indicators that are used to measure progress with the service's outcomes.

Implications of the Report

1. **Financial – None**
2. **HR & Organisational Development – None**
3. **Community Planning –** The Service Improvement Plan is designed to support and strengthen our community planning arrangements.
4. **Legal - None**

5. **Property/Assets - None**
6. **Information Technology - None**
7. **Equality & Human Rights** - The Service Improvement Plan is designed to support and strengthen our approach to monitoring and mitigating the impact of the Councils plans and action on equalities and human rights.
8. **Health & Safety - None**
9. **Procurement - None**
10. **Risk - None**
11. **Privacy Impact - None**

List of Background Papers - None

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Renfrewshire Council

Chief Executive's Service Improvement Plan

2016/17 – 2018/19

Chief Executive's Service Improvement Plan 2016-2019

Contents

1. Introduction
2. What we do
3. What we want to achieve
4. Looking forward – key priorities
5. What we will do between 2016/17 – 2018/19
6. How we will measure our progress

1. Introduction

- 1.1. The Chief Executive's Service Improvement Plan covers the period 2016/17-2018/19 and sets out what the service will achieve over this three year period based on the financial and employee resources likely to be available. The plan is set out as follows:
 - What we do
 - What do we want to achieve
 - What difference do we make
 - What we plan to do
 - How we will measure our progress
- 1.2. 2015/16 was been a significant year for the Council and for the Chief Executive's Service, which is supporting the delivery and implementation of a range of high profile corporate and organisational initiatives, including the Tackling Poverty Programme, the Better Council Change Programme, the City of Culture Bid 2021 and the delivery of the refreshed Council Plan in December 2015.
- 1.3. The Council Plan clearly expresses the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work and priorities for Renfrewshire. The focus is on achieving a number of key outcomes, including:
 - Driving physical and economic regeneration
 - Building on our culture and heritage
 - Reducing the level and impact of poverty
 - Raising attainment and closing the attainment gap
 - Supporting and sustaining people into employment
 - Improving care, health and wellbeing
 - Protecting the public
 - Creating a sustainable Renfrewshire
- 1.4. The Chief Executive's Service saw a significant re-structuring during 2015/16 as part of the Corporate Support Model initiative which was designed to strengthen the capacity and focus of the service to support Council Services deliver these key outcomes.
- 1.5. A new Policy and Commissioning Division has been created within the Chief Executive's Service which has brought together the existing Corporate Procurement Unit, the Programme Management Unit and, a new Strategic Planning and Policy Development unit made up of specialist policy, performance, analytical and commissioning staff drawn from across Council departments. This new Division will ensure that the Council's processes for strategic planning, policy analysis and development, strategic service commissioning, service improvement and change

management are fully integrated and focussed on delivery of the priority outcomes for Renfrewshire.

- 1.6. Our Communications Unit has also been strengthened and a new Marketing Unit created to help create and articulate the compelling and ambitious vision we have for Renfrewshire and to ensure we effectively engage our staff, customers, partners and wider stakeholders in the development and delivery of that vision.
- 1.7. Supporting our Service Department customers deliver the priorities set out in the Council and Service plans is central to the work of the Chief Executive's Service. All our teams are focussed on building strong collaborative and mutually supportive working relationships with our Service colleagues across the Council. Over the coming year we aim to further strengthen our strategic working arrangements and processes to ensure that the Council:
 - puts customers at the heart of everything we do;
 - develops a compelling and ambitious vision for Renfrewshire;
 - communicates that vision and gains the support of our communities, citizens and staff for its delivery;
 - creates and implements the strategies and change management programmes necessary to deliver our vision, including the implementation of strategic commissioning across all key service areas;
 - can meet the financial challenges it faces through effective change management and procurement processes;
 - has a skilled and adaptable workforce that can deal effectively with the scale of change underway;
 - builds strong collaborative working with partner organisations across the public, private and third sectors to support our mutual objectives;
 - has access to the data, information and associated research and analytical skills necessary to support effective performance management, service re-design, strategic commissioning and evidence based decision making;
 - proactively responds to external political, social, economic and technology developments and seeks to influence these where appropriate, and
 - has strategic planning and performance processes that are efficient and add value for Council Services.

2. What we do

2.1. The Chief Executive's Service is made of the following three Divisions and associated delivery Units:

- Policy and Commissioning
 - Strategic Planning and Policy Development
 - Corporate Procurement and Commercial
 - Change Management
- Marketing
 - Corporate Marketing
 - Events Management
 - Graphic Design
- Corporate Communications

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

- **Policy and Commissioning**
 - Support the Chief Executive and Council Leader in their Corporate and Civic Leadership roles;
 - Manage the business of the Council 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 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 development and implementation of major policy focussed strategic programmes – (the Tackling Poverty Strategy in Renfrewshire and the Digital Renfrewshire Strategy being the two key focus areas during 2016/17);
 - 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 external political, social, economic and technology developments and the development of recommendations and plans to respond to and influence these developments as appropriate;
- Develop corporate policy and meet statutory requirements particularly in the areas of equalities, best value, consultation and supporting the process of Public Sector Reform, and
- Provide a research and support service to elected members
- **Marketing**
 - Advise the Council Leader, Chief Executive and Council Management Council on all marketing related matters;
 - 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
- **Communications**
 - Advise the Council Leader, Chief Executive and Council Management Council on all communications related matters;
 - Lead on the development and implementation of the Council's communications strategy;
 - Lead on the provision of internal and external communications, media and public relations services.

3. What difference do we make?

- 3.1. In the Service Improvement Plan published in May 2015, the service set out key outcomes it hoped to achieve for the communities of Renfrewshire. A detailed list of what the service has achieved will be presented in the outturn report on the 2015/16 plan; key achievements in the first three quarters of 2015/16 include:
- Introduced our refreshed Council Plan detailing our ambitions for the next 18 months until June 2017;
 - Created a Tackling Poverty Strategy in response to the recommendations from the Tackling Poverty Commission and currently delivering a £6m programme to deliver the strategy;

- Delivered £17m of savings from the first phase of our Better Council Change Programme;
- Developed a Digital Participation Plan;
- Developed an Open Data Strategy which is supported by Renfrewshire Community Planning Partnership;
- Managed the Public Services Panel allowing over 4000 Renfrewshire residents to give us their views during the year on issues such as: Anti-Social Behaviour, Public Performance Reporting and Digital Inclusion;
- Directly involved communities in Community Planning events / conferences;
- Managed 97% of complaints at the frontline stage of the process, providing a quick resolution to our customers complaints;
- Worked with suppliers to promote payment of the living wage, and
- Achieved community benefits across various commodities of contract.

4. What we want to achieve

- 4.1. The Chief Executive's Service will need to respond to a changing environment over the next 3 years. The Council is ambitious for Renfrewshire and is committed to working with citizens, communities, businesses and partners to help realise their potential. The Service will play a full and active role in work to create a modern, prosperous and fair Renfrewshire.
- 4.2. Key challenges and opportunities which will impact on the work of the Chief Executive's Service over the next three years include:

Financial Constraint

- 4.3. The Council has successfully managed the impact of wider public sector financial constraints in recent years, implementing a significant programme of transformational change through our Better Council programme and through increased efficiency.
- 4.4. However, the impact of the recent local government budget settlement will require all Council services to identify further budgetary savings and efficiencies whilst maintaining a commitment to deliver quality services to local people and businesses. The Chief Executive's Service will facilitate the identification off these additional savings areas and their incorporation in the second phase of our Better Council Change Programme.

Delivering the Council Plan

- 4.5. The Council Plan sets out a clear vision of what we want to achieve for our citizens and communities in Renfrewshire. It contains 10 priorities that the Council wishes to achieve over the next 18 months. The Chief Executive's Service will play a pivotal role in supporting Services to deliver on these key priorities, ensuring we continue to focus on the positive impact we are making for our Communities despite the challenging financial environment.

Economic and Cultural Regeneration

- 4.6. 2016/17 will see a significant step forward in our and cultural focussed regeneration plans for Paisley and our wider economic regeneration plans as we continue to develop our bid for UK City of Culture, progress our major City Deal projects and develop a new economic framework for Renfrewshire which draws together the various strands of regeneration activity currently underway or planned.
- 4.7. The Chief Executive's Service will lead on developing a compelling brand for Renfrewshire that links with this Economic Framework and will launch a new marketing campaign to put Renfrewshire on the map and make it much easier for individuals, families and businesses to see what the area has to offer as a place to live, visit, locate or invest in.

Tackling Poverty

- 4.8. The Renfrewshire Tackling Poverty Commission was the first of its kind in Scotland to look specifically at child poverty at local level. Renfrewshire Council endorsed the Commission's recommendations and announced a £6m Tackling Poverty Fund in June 2015 to take these forward.
- 4.9. An extensive programme of work is being progressed locally through a range of projects and initiatives and the lead for delivering on the project is held by the Chief Executive's Service. The programme will run until the end of 2016/17 and a critical role of this service will be to ensure that projects are completed on time and on budget and crucially that the positive benefits of these programmes are realised. Officers from the service continue to work with other local authorities and a national level to identify best practice approaches, and will also develop longer term options to produce a long-term evidence based approach to tackling poverty, based on learning from the programme

Strategic Commissioning

- 4.10. The Policy and Commissioning function within the Chief Executive's Service has been tasked with developing and driving the implementation of a strategic commissioning approach to the planning and development of services within the Council. The approach will ensure that service improvement is evidence based and driven by robust needs assessment.
- 4.11. A Data Analytics and Research Team is being created within the Strategic Planning and Policy Development Unit to support strategic commissioning and the increasing

demands across the Council for high quality data to inform service improvement activities.

Community Empowerment Act

- 4.12. The Community Empowerment (Scotland) Act 2015 will be implemented during the period of this Service Improvement Plan. This new Act gives more power to communities to be involved in decisions about public services and empowers community bodies through the ownership or control of land and buildings. The Service will play a key role through its Partnerships Team in terms of working with the third sector interface organisation Engage and with local communities and organisations to ensure we maximise the benefits that can be gained from the new legislation and that we comply with its requirements.

Procurement Contracts (Scotland) Regulations 2015

- 4.13. The Procurement Contracts (Scotland) Regulations 2015, which implements new EU public procurement directives, comes into force on 18 April 2016. Further to this the draft Procurement (Scotland) Regulations 2016 also comes into force on 18 April 2016.
- 4.14. The Procurement and Commercial Unit team will work with Legal Services to understand how the Council can take advantage of the changes being introduced by the new regulations and that the Councils' standing orders relating to contracts are updated to reflect the changes. A training plan will be developed for the team and rolled out across services to ensure Council officers are aware of the opportunities for procurement innovation created by the new legislation together with the new obligations and processes.
- 4.15. The statutory guidance on fair working practices was released at the end of 2015 and in January 2016 the council set policy to include evaluation criteria (where appropriate) on fair working practices
- 4.16. The evaluation considers works and services contracts tendered by the Council will benefit if performed by employees who have an adequate remuneration package for the work they perform. Fair work practices should be broadly comparable to those adopted by public sector organisations with those working on public contracts receiving fair, equitable and non-discriminatory pay, terms and conditions and reward packages.

Internal Communications

- 4.17. The Communications Team have developed and will be implementing an Internal Communications Strategy to ensure that employees are kept up-to-date on the workings of the Council. Our employees are at the centre of all the services that we deliver across Renfrewshire and it is important that they feel well-informed about what is happening across the Council.

Customer engagement and involvement

- 4.18. The Chief Executive's Service will improve the way we involve our communities and service users in the design, development and improvement of our services. We

understand that it is only by listening to the experiences and ideas of the people who live in Renfrewshire that we can find solutions that will make a lasting difference. We are currently working on renewing our engagement strategy and plan to consult with customers on its development.

- 4.19. The Public Services Panel is a valuable tool for seeking the views of Renfrewshire residents on key council services and policies that have an impact on public life. We will continue to develop our Public Services Panel to ensure we are using it to its full potential.
- 4.20. We recognise that information from complaints is a useful way for us to learn where improvements can be made. We will continue to promote our complaints handling procedure and to use the information to learn and improve our services.

Partnerships

- 4.21. The Council works successfully with a range of partners across all sectors to support and provide services to local people. In the current financial climate it is increasingly important that all partners work together to ensure that we achieve the best possible outcomes from our joint resources.
- 4.22. The Service will continue to strengthen these partnership links through the development of Strategic Partnership Agreements. A review of community planning arrangements will also be undertaken to ensure that these meet the needs of all partners and the requirements of the Community Empowerment Act and facilitate wider, open access to the community planning process. The Service will continue to work with partners to adopt best practice approaches at a local level to the new legislation.

Elections

- 4.23. There are two significant elections that will take place in 2016:- the Scottish Parliamentary elections in May and the EU Referendum in June. The Chief Executive's Service plays a critical role in the provision of election services, with the Chief Executive holding the returning officer role for the local authority area.
- 4.24. Full detail regarding the activities and improvements that the Service will progress over the next three years are detailed in the action plan at section 5 below.

4 What we plan to do

The following actions will be progressed during 2016/17 – 2018/19:

Council Plan Outcome 2 – Building on our Culture and Heritage

Action	Expected Outcome	Due Date	Responsible Officer
Deliver a range of diverse and exciting events to increase visitor numbers to our town centre	Increased visitor numbers Positive impact on local economy	March 2018	Head of Marketing
Implement the Renfrewshire Tourism Framework	Renfrewshire becomes a tourist destination	March 2018	Head of Marketing
Develop and implement plans to expand free public wifi in Paisley and other town centres	Improved access to wifi for the residents of Renfrewshire	March 2017	Head of Policy and Commissioning
Launch our marketing campaign to promote Renfrewshire as a world class destination	Increased visitor numbers Positive impact on local economy	March 2018	Head of Marketing
Provide branding and promotions to support the 2021 Bid	Renfrewshire delivers a winning bid for the UK City of Culture 2021	June 2017	Head of Marketing

Council Plan Outcome 5 – Reducing the level and impact of Poverty

Action	Expected Outcome	Due Date	Responsible Officer
Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy	The causes and impacts of poverty are reduced	March 2018	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Manage the delivery of projects within the Tackling Poverty Programme, ensuring delivery on time and budget, and that benefits are realised for people living in poverty	Projects in programmes delivered on time and budget Projects deliver anticipated benefits and outcomes	March 2017	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Advise on and support service improvements that deliver the strategic outcomes of the Tackling Poverty Programme	Best practice around tackling poverty is embedded into service planning and delivery across the Council.	March 2017	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Produce a long term, evidence based and sustainable approach to tackling poverty, based on	A new Tackling Poverty Strategy is produced	September 2017	Strategic Lead Officer (Tackling Poverty and Welfare Reform)

Action	Expected Outcome	Due Date	Responsible Officer
learning from the Tackling Poverty Programme.			Welfare Reform)
Deliver communications activity which informs and engages citizens around the Tackling Poverty Programme, and that shares learning with partners locally and nationally.	Citizens are aware of and engaged with, the Council's Tackling Poverty Programme Renfrewshire is well-known and regarded for a sector leading response to tackling poverty	September 2017	Communications Manager
Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	The potential impacts of the next phase of welfare reforms are well-understood across the council	Phased over period to March 2018	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Deliver a range of interventions to support financial inclusion across Renfrewshire	Credit unions become more sustainable as a result of increased membership Effective and efficient advice services are commissioned that meets the needs of Renfrewshire's citizens.	March 2018	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Target community benefits through Council third party spend	Local employment, school placements, modern apprenticeships and Graduate Intern placements	March 2018	Strategic Commercial and Procurement Manager
Promote fair working practices including payment of the living wage across the Councils supply base	Employees who have an adequate remuneration package are considered to be motivated to perform better in the workplace	March 2018	Strategic Commercial and Procurement Manager
Implement our digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet	All Renfrewshire residents benefit from access to the internet	March 2018	Head of Policy and Commissioning

Council Plan Outcome 9 – Supporting our employees

Action	Expected Outcome	Due Date	Responsible Officer
Implement an internal communications strategy for the Council to improve the quality and nature of two-way communication with staff	Staff are better informed and more engaged	June 2016	Communications Manager
Develop and implement a communications plan to promote awareness of the refreshed Council Plan internally	People will have a high degree of awareness and engagement with the themes and priorities being taken forward by the Council	June 2016	Communications Manager

Action	Expected Outcome	Due Date	Responsible Officer
Develop proposals for future consultation mechanisms involving staff within the council	Staff feel better informed and engaged with the workings of the Council	March 2017	Strategic Planning and Policy Development Manager
Develop a corporate staff recognition programme that celebrates success and recognises great individual and team contributions to the delivery of the Council, Community and Service Plans	Staff commitment and contribution is recognised Achievements by members of staff are celebrated and shared	March 2017	Head of Policy and Commissioning
Develop mechanisms to encourage employees and managers to be innovative and try out new ideas and ways of working	Employees and managers feel more empowered to contribute new ideas and ways of working	March 2017	Head of Policy and Commissioning
Develop and improved induction process for Chief Executive's	Staff have a structured process for induction which enables them to be fit for starting their new roles	March 2017	Strategic Planning and Policy Development Manager

Council Plan Outcome 10 – Continuing to be a well run Council

Action	Expected Outcome	Due Date	Responsible Officer
Identify the additional savings projects for Phase 2 of the Better Council Change Programme to address the 2017/18 gap.	The forecast budget gap for 2017/18 has been addressed.	March 2017	Strategic Change Programme Manager
Successfully deliver Phase 2 of the Better Council Change Programme	The financial sustainability of the Council is secured for the period to March 2018.	March 2018	Strategic Change Programme Manager
Implement and embed new structure for policy and planning activities undertaken within the Council	There is a strategic response to the delivery of policy and planning activities	September 2016	Head of Policy and Commissioning
Develop and implement a strategic commissioning approach to the planning and development of services across the Council	Services are planned and delivered by the Council (often with partners) following robust needs assessment and evidence based decision making processes.	March 2018	Strategic Planning and Policy Development Manager


Action	Expected Outcome	Due Date	Responsible Officer
Develop the Council's Commissioning and Procurement Strategy for the period 2016-2019 covering all key areas laid out in the Council's motion including sustainability, SMEs, Third Sector, Service Level agreements and the local agenda	The Council has robust procurement processes in place that ensure compliance with legislation, value for money and that additional policy benefits are being leveraged from our external spend.	March 2017	Strategic Commercial and Procurement Manager
Develop collaborative relationships across Local Authorities and other public sector bodies	Understand and promote best practice to streamline services and achieve savings	March 2018	Strategic Commercial and Procurement Manager
Undertake a review of current community planning structures within Renfrewshire and implement recommendations	Partners, communities and individuals feel empowered to contribute to the community planning process in Renfrewshire/		Strategic Planning and Policy Development Manager
Prepare Local Outcome Improvement Priorities (LOIP) and linked locality plans	The LOIP and locality plans are developed with an appropriate progress reporting framework, in accordance with guidance to the Community Empowerment (Scotland) Act 2015.	March 2017	Partnerships Planning and Development Manager
Pilot new national community engagement standards	Renfrewshire contributes to the development of the new engagement standards	June 2016	Partnerships Planning and Development Manager
Develop workstreams as directed by the Community Planning Partnership Board.	The Community Planning Partnership Board is supported effectively to take forward any new pieces of partnership work it identifies at Board meetings	March 2017	Partnership Planning and Development Manager
Develop Strategic Partnership Agreements between Renfrewshire Council and a number of key community planning partners	Increased partnership working between the Council and our community planning partners	March 2018	Partnership Planning and Development Manager
Support Engage Renfrewshire to ensure that community and voluntary groups are involved in and contribute to the Renfrewshire Local Outcome Improvement Plan	Community and voluntary groups add value in addressing agreed Community Planning Partnership outcomes	March 2018	Partnership Planning and Development Manager

Action	Expected Outcome	Due Date	Responsible Officer
Monitor progress of the Council Plan priorities and success measures	The Council is improving and achieving its aims and objectives	March 2018	Strategic Planning and Development Manager
Support the implementation of the Community Empowerment Act	Communities feel more empowered to become involved with the Council on issues that affect them	March 2018	Strategic Planning and Development Manager
Support the development of the Scottish Local Government Partnership	The Council is represented by the partnership on issues affecting local government	March 2018	Head of Policy and Commissioning
Develop options for improved stakeholder / customer engagement in service planning and development activities	The Council has a good understanding of customer needs and uses this effectively to develop services	June 2016	Strategic Planning and Development Manager
Coordinate and monitor progress of the Council's equality outcomes for our communities	Specific and identifiable improvements in people's life chances who experience discrimination and disadvantage are achieved	March 2018	
Develop options for future self-assessment activities involving staff	Staff feel empowered to become involved in service improvement activities	December 2016	Strategic Policy and Development Manager
Undertake corporate self-assessment in line with current best value guidance	The Council has robust mechanisms in place to demonstrate the organisation delivering best practice and addressing areas for improvement	March 2018	Strategic Policy and Development Manager
Undertake a review of current complaints handling processes and data across Council services to ensure that this data is used to drive appropriate service improvement	Complaints are used to contribute towards service improvement	March 2017	Strategic Policy and Development Manager
Establish and maintain an Open Data Portal which will revolutionise the way in which community planning data is used in Renfrewshire	Strategy and policy is based on a consistent understanding of local and national issues by community planning partners	Jan 2017	Data Analytics and Research Manager
Ensure that the Council complies within the SPI Direction for local authorities	Full compliance with Audit requirements	March 2018	Strategic Policy and Development Manager

Action	Expected Outcome	Due Date	Responsible Officer
Implement the Communications Strategy and Action Plan for Renfrewshire Community Planning Partnership	Residents feel engaged in the Community Planning process and are better able to participate in achieving outcomes for their community	March 2017	Communications Manager
Implement a communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our development of all communications channels and support the council and community plans	Improved service delivery; increased awareness and uptake of services; increased awareness of council and community plan themes; and better reputation management	March 2017	Communications Manager
Lead on the roll-out of the Council's new website	Provision of modern, responsive and accessible services. Accurate and useful information available to a wide range of customers and audiences	June 2016	Communications Manager

6. How we will measure our progress

Priority 5: Reducing the level and impact of poverty

PI Code	Performance Indicator	Current Target	On Target	Q3 2015/16 Value	2016/17 Target	2017/18 Target	2018/19 Target
CE130	Reduce the percentage of children living in poverty			21% (34/14 data)	8%	7%	%
CE90	Amount of debt under management for financial inclusion			£12,501,051.00 (13/14 data)	-	-	Data only indicator -
CE91	Increase the income generated for Renfrewshire residents	£11,522,691		£19,448,198.00 (13/14 data)	£11,522,691	£11,522,691	£11,522,691

New % of working people earning less than the Living Wage



New Underemployment rate of parents

New Levels of foodbank use

New Average percentage of income spent on housing











These four indicators are new PIs from the Council plan refresh, once baseline data has been calculated future year's targets will be set.

Priority 9: Supporting our employees

PI Code	Performance Indicator	Current Target	On Target	Q3 015/16 Value	2016/17 Target	2017/18 Target	2018/19 Target
CE143	% of Chief Executive's staff who are satisfied with their jobs	n/a	n/a	73.7% (2013 survey)	75%	80%	85%
CE144	% of Chief Executive's staff who say that they have opportunities to give their views on the way their service operates and suggest improvements	n/a	n/a	52.6% (2013 survey)	90%	95%	95%
CE 145	% of Chief Executive's staff who say that they have access to the right training and development opportunities	n/a	n/a	57.9% (2013 survey)	70%	80%	90%
CEABS 01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	2		0.6	2	2	2
CEPER SOD09	% of CE employees having completed IDPs (from MDP/MTIPD)	100%		65%	95%	95%	95%

New % of Chief Executive's employees who are assessed as performing at the required level
This is a new indicator from the Council plan refresh, once baseline data has been calculated future year's targets will be set.

Priority 10: Continuing to be a Well Run Council

PI Code	Performance Indicator	Current Target	On Target	Q3 2015/16 Value	2016/17 Target	2017/18 Target	2018/19 Target
CE138	Number of followers on social media (twitter)	10,000		13,500	14000	15000	16000
CE139	Number of friends on facebook	7,500		7,593	8000	8500	9000
CE151	Percentage of responses received for the Public Services Panel	60%		64%	67%	70%	72%
CE153	% of complaints responded to within timescales agreed with customer	100%		100%	100%	100%	100%
CE155	Number of unique website visitors	185,000		266,059	200,000	200,000	200,000
CE163	Number of website visits	180,000		393,200	200,000	200,000	200,000
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive Department	100%		100%	100%	100%	100%
CE120 b	% of PSIF improvement actions completed	50%		40%	75%	90%	100%
CE95	% Satisfaction levels with Council's Public Performance Reporting arrangements	80%		78%	82%	85%	85%
FCSC REDC E01f	% of invoices paid within 30 days by the Chief Executive's Service	95%		100%	100%	100%	100%

New	% of PIs that have improved performance in the Council Plan measures	These three indicators are new PIs from the Council plan refresh, once baseline data has been calculated future year's targets will be set.					
New	Better Council Change Programme savings delivered in line with benefits tracker						
New	Number of customers we involve in the design and improvement of our services						



To: Finance & Resources Policy Board

On: 16 March 2016

Report by: Director of Finance & Resources

Heading: APPLICATIONS TO THE RENFREWSHIRE COUNCIL CITIZENS FUND

1. Summary

- 1.1 This report contains information in relation to two applications for funding from the Renfrewshire Council Citizens Fund that has been recommended for approval by the Johnstone & the Villages Local Area Committee (LAC).
-

2. Recommendation

- 2.1 That consideration be given to the recommended awards from the Renfrewshire Council Citizens Fund to Kilbarchan Improvement Project (KIPCo) and Kilbarchan Community Council as detailed in Section 3 below.
-

3. Background

- 3.1 The broad purpose of the citizens funds is to promote the welfare of individuals who are in need by reason of age, ill-health, disability, financial hardship or other disadvantage and to foster good citizenship and community wellbeing and regeneration by giving financial assistance by way of grant to those living or working in the area to further voluntary activity or to contribute to the regeneration of the community in the area.
- 3.2 Funds were made available to all five LACs with further restrictions being included within the purpose of the funding available to the Johnstone & the Villages LAC insofar as awards would be available to Lochwinnoch and Kilbarchan based projects only. This restriction reflects the nature of the bequests amalgamated into the Citizens Fund for that LAC area. Only funds ring-fenced for Kilbarchan based projects remain.

3.3 At the meeting of the Johnstone & the Villages LAC held on 18 February 2016 the following projects were recommended for an award as follows:-

3.3.1 **Kilbarchan Improvement Project (KIPCo)**

The boiler in the Old Library building, Kilbarchan has become unreliable and inefficient. In colder weather it struggles to heat the building and various faults leave the centre too cold for some activities to take place and expensive electric heaters have to be used to heat certain areas.

The boiler has been fully serviced and maintained but the repair bills are becoming heavier. The Centre has been advised that the boiler is no longer up to modern standards and requires to be replaced. While KIPCo can cover the running and maintenance costs, the boiler replacement represents a substantial sum. The Old Library hosts a number of groups such as pilates, yoga, toddlers' music and an elderly group of women who host a memories club. The computer suite is open for public use and for tuition and other rooms are used for various community activities.

The LAC recommended an award of £3,500 from the Renfrewshire Council Citizens Fund.

3.3.2 **Kilbarchan Community Council**

The Community Council requested funding to help purchase new Christmas tree lights to light two cherry trees on Barn Green, Kilbarchan. This is to enhance the current Christmas lights supplied by Renfrewshire Council. As a result of Health and Safety concerns the Council and its contractors are no longer able to light the Steeple Spire. This has greatly reduced the effectiveness of the festive lights and it was felt by the local community that by extending the display they can make a better impact.

The project will allow the purchase of sufficient lights to cover 2 of the established cherry trees at Barn Green Kilbarchan. A power supply has already been installed at these trees to allow lights to be fitted. Improved village appearance during the festive period.

The improved display will help promote pride and cohesion within the village and foster good citizenship and community wellbeing.

The LAC recommended an award of £3,000 from the Renfrewshire Council Citizens Fund.

Implications of this report

1. **Financial Implications**
The award will be met from existing resources within the Renfrewshire Council Citizens Fund.
2. **HR and Organisational Development Implications**
None.
3. **Community Plan/Council Plan Implications**

Empowering our Communities	The awards of funding will strengthen the social and cultural fabric of the local community
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4. **Legal Implications**
Compliance with the Council's Condition of Grants
5. **Property/Assets Implications**
None.
6. **Information Technology Implications**
None.
7. **Equality and Human Rights Implications**
(a) The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because membership of both groups is open to all members of the community. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications**
None.
9. **Procurement Implications**
None.
10. **Risk Implications**
None.
11. **Privacy Impact**
None.

List of Background Papers

None

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To: Finance & Resources Policy Board

On: 16 March, 2016

Report by: Director of Finance & Resources

Heading: Civic Hospitality

1. Summary

1.1 The following requests for civic hospitality have been received for financial years 2015/16.

- a) A Motion was passed at the Full Council Meeting of 25th February 2016 to grant the Freedom of Renfrewshire to Corinne Hutton in respect of her involvement in charity work for the benefit of the people of Renfrewshire. A celebratory event which recognised Corinne's achievement was held at Paisley Town Hall on Friday 11th March 2016. Following consultation with the Provost, it was agreed to give this at the cost of £1900 which was met from the current budget and the Director of Finance & Resources in consultation with the Provost made the necessary arrangements. The Board is asked to homologate the action taken.
- b) A letter has been received from Accord Hospice dated 19th February 2016 in relation to their charity ball on Saturday 25th March 2017. They have requested that the Council consider hosting a table of 10 at a cost of £750.

It is proposed that the Council be represented at the Ball by up to five elected members and partners and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

2. Recommendations

- 2.1 That the Board agrees to: (a) take a table at Accord Hospice's Charity Ball, and (b) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements for appropriate civic hospitality to be provided.
- 2.2 That the Board homologates the action taken in respect of the arrangements for the Freedom of Renfrewshire Ceremony.

Implications of the Report

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

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

(a) Background Paper 1 – Correspondence Received 19th February 2016

The foregoing background papers will be retained within Finance & Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Donna Gallagher, Member Services Officer (Telephone – 0141 618 6794, e-mail – donna.gallagher-pt@renfrewshire.gov.uk

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