

Notice of Meeting and Agenda

Finance, Resources and Customer Services Policy Board

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

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Tom Begg: Councillor Bill Brown: Provost Lorraine Cameron: Councillor Audrey Doig: Councillor Alison Jean Dowling: Councillor Jim Harte: Councillor John Hood: Councillor Kenny MacLaren: Councillor Iain Nicolson: Councillor Jim Paterson: Councillor Jim Sharkey: Councillor Andy Steel: Councillor Jane Strang:
Councillor John Shaw (Convener): Councillor John McNaughtan (Depute Convener):

Members of the Press and Public

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

Further Information

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

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

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

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

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MINUTE

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|----------|--|---------------|
| 1 | Joint Consultative Board (Non-teaching) | 7 - 10 |
| | Minute of the meeting of the Joint Consultative Board (Non-teaching) held on 5 September 2018. | |

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FINANCE

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|-----------|--|------------------|
| 2 | Revenue Budget Monitoring to 14 September 2018 | 11 - 22 |
| | Report by Director of Finance and Resources. | |
| 3 | Revenue Budget Monitoring - Council Overview to 14 September 2018 | 23 - 30 |
| | Report by Director of Finance and Resources. | |
| 4 | Capital Budget Monitoring Report | 31 - 36 |
| | Report by Director of Finance and Resources. | |
| 5 | Capital Budget Monitoring Report - Overview | 37 - 46 |
| | Report by Director of Finance and Resources. | |
| 6 | Treasury Management Mid-year Review 2018/19 | 47 - 56 |
| | Report by Director of Finance and Resources. | |
| 7 | Council Tax: Accounts for Write Off | 57 - 92 |
| | Report by the Director of Finance & Resources. | |
| 8 | Housing Benefit Overpayments: Accounts for Write Off | 93 - 96 |
| | Report by Director of Finance and Resources. | |
| 9 | Non-Domestic Rate: Accounts for Write Off | 97 - 102 |
| | Report by Director of Finance and Resources. | |
| 10 | Sundry Debtors: Accounts for Write Off | 103 - 106 |
| | Report by Director of Finance and Resources. | |

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PERFORMANCE

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|-----------|--|------------------|
| 11 | Customer & Business Services Performance Report | 107 - 120 |
| | Report by Director of Finance and Resources. | |
| 12 | Chief Executive's Services Improvement Plan 2018/21 Mid-Year Monitoring Report | 121 - 154 |
| | Report by Chief Executive. | |
| 13 | Finance and Resources Service Improvement Plan 2018/21: Mid-Year Monitoring Report | 155 - 178 |
| | Report by Director of Finance and Resources. | |
| 14 | Environment & Infrastructure Service Improvement Plan 2018/19: Mid-Year Monitoring Report | 179 - 198 |
| | Report by Director of Environment & Infrastructure. | |
| 15 | Better Council Change Programme Update | 199 - 222 |
| | Report by Director of Finance and Resources. | |
| 16 | Operational Performance Report: Integrated Facilities Management (Hard & Soft Services) | 223 - 232 |
| | Report by Director of Environment & Infrastructure. | |

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CONSULTATION

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| 17 | Consultation Response: Review of the Structure of the Scottish Local Government Pension Scheme | 233 - 248 |
| | Report by the Director of Finance & Resources. | |

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HEALTH & SAFETY

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| 18 | Health, Safety and Wellbeing Strategy 2019/22 | 249 - 278 |
| | Report by Director of Finance and Resources. | |
| 19 | Revised Asbestos Policy | 279 - 294 |
| | Report by Director of Finance and Resources. | |

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| 20 | 2018/19 Mid-Year Report on the Health and Safety activities within Renfrewshire Council | 295 - 302 |
| | Report by Director of Finance and Resources. | |
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| | CIVIC HOSPITALITY | |
| 21 | Civic Hospitality | 303 - 306 |
| | Report by Director of Finance and Resources. | |
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| | CONTRACT AUTHORISATION | |
| 22 | Provision of a Day Care Service for Older People | 307 - 312 |
| | Joint report by the Chief Executive and the Chief Officer, Renfrewshire Health & Social Care Partnership. | |
| 23 | Provision of a Specialist Dementia Day Care Service | 313 - 318 |
| | Joint report by the Chief Executive and the Chief Officer, Renfrewshire Health & Social Care Partnership. | |
| 24 | Provision of a Care at Home and/or Housing Support Service | 319 - 326 |
| | Joint report by the Chief Executive and the Chief Officer, Renfrewshire Health & Social Care Partnership. | |
| 25 | Supply, Support and Maintenance of a Social Work Information Management System (SWIMS) | 327 - 330 |
| | Joint report by the Chief Executive, the Director of Children's Services and the Chief Officer, Renfrewshire Health & Social Care Partnership. | |
| 26 | Supply and Delivery of Fresh Fruit and Vegetables | 331 - 336 |
| | Joint report by the Chief Executive and the Director of Environment & Infrastructure. | |
| 27 | Flexible Floor Finishings | 337 - 342 |
| | Joint report by the Chief Executive and the Director of Environment & Infrastructure. | |
| 28 | Provision of a Housing Support Service for Single Homeless People and Childless Couples who may have Complex Needs | 343 - 348 |
| | Joint report by the Chief Executive and the Director of Communities, Housing & Planning. | |

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| 29 | Electric Storage Heating, Smoke and Heat Alarm Installations | 349 - 354 |
| | Joint report by the Chief Executive and the Director of Communities, Housing & Planning. | |
| 30 | Paisley Learning & Cultural Centre - Enabling Works (Hub West Scotland) | 355 - 362 |
| | Report by the Chief Executive. | |
| 31 | Paisley Museum Re-imagined - Enabling and Strip Out Works | 363 - 370 |
| | Report by the Chief Executive. | |

Minute of Meeting

Joint Consultative Board (Non-Teaching)

| Date | Time | Venue |
|------------------------------|-------|---|
| Wednesday, 05 September 2018 | 15:00 | Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN |

Present

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

Representing Trade Unions – J Boyla, L Glover, M McIntyre, K Kernachan and S Hicks (UNISON) and S McAllister (Manual Workers Spokesperson); and J McMenemy (GMB).

In Attendance

G McKinlay, Head of Schools (Children Services); G Hannah, Acting Head of Operation & Infrastructure (Environment & Infrastructure); R Laouadi, HR Manager, R Cree, OD & Workforce Planning Manager, S Fanning, Principal HR Adviser (Health Safety and Absence) and R Devine, Senior Committee Services Officer (all Finance & Resources); and P McCulloch, Renfrewshire Health and Social Care Services.

Apology

M Ferguson (UNISON).

Declarations of Interest

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

Appointment of Chairperson

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

DECIDED: That J Boylan chair the meeting.

2 Developments in Health, Safety and Wellbeing

There was submitted a report by the Director of Finance & Resources relative to developments in relation to health, safety and wellbeing issues.

The report detailed training undertaken, policies and guidance currently under review, advised that health, safety and wellbeing inspection and audit tools continued to be developed and outlined support provided to Services to assist with (i) the retention of accreditation to BS OHSAS 18001-2007; (ii) the review of fire arrangements for Renfrewshire House and (iii) the evaluation of contractor's health and safety documentation submitted as part of the procurement process. Updates were provided in respect of the Healthy Working Lives initiative, Freedom of Information enquiry information, the Corporate Health and Safety Committee and events which the section had supported to ensure they were safe, controlled and enjoyable.

DECIDED: That the report be noted.

3 Absence Statistics

There was submitted a report by the Director of Finance & Resources relative to the Council's absence statistics for the period 1 April to 30 June 2018. The report provided information in relation to absence targets and how services and categories of staff had performed against them. An analysis of the reasons for absence for the period was included in the report. Information was also provided on supporting attendance activity levels by service and costs of sick pay and the overall number of days lost for Quarter 1, ending 30 June 2018 and for the equivalent quarters in previous years

It was highlighted that all Services had identified a senior manager who would act as an absence champion and devise, implement and manage bespoke strategies that would support attendance within the Service.

DECIDED: That it be noted that the report reflected the absence statistics for the period 1 April to 30 June 2018.

4 Details of Grievances

There was submitted a report by the Director of Finance & Resources relative to the number of grievances received.

The report provided information on grievances at both the informal and formal stages. The report indicated that there was a total of 12 grievances as at August 2018, which was an increase of 3 from the previous report.

DECIDED: That the report be noted.

5 Agency Workers

There was submitted a report by the Director of Finance & Resources relative to the number of agency staff employed within the Council as at July 2018 and detailing the capacity and service in which they were engaged. The report advised that as at the end of July 2018 95 agency workers had been employed across all services.

It was agreed that details of the number and types of apprentices employed by the Council would be submitted to a future meeting of the JCB Non-Teaching.

DECIDED: That arrangements be made to submit details of the number and types of apprentices employed by the Council to a future meeting of the JCB Non-Teaching and that otherwise the report be noted.

6 Timetable of Meetings 2019

There was submitted a report by the Director of Finance & Resources relative to a proposed timetable of meetings for 2019 for the JCB Non-Teaching for 2019. It was proposed that meetings be held at 3.30pm on 30 January, 27 March, 5 June, 4 September, 13 November and 11 December 2019.

DECIDED: That the proposed timetable of meetings for 2019, as detailed in the report, be approved.

7 Date of Next Meeting

DECIDED: It was noted that the next meeting of the Joint Consultative Board Non-Teaching was scheduled to be held at 3 pm on Wednesday, 14 November 2018.



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring to 14 September 2018

1. Summary

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

| Division / Department | Current Reported Position | % variance | Previously Reported Position | % variance |
|-----------------------|---------------------------|------------|------------------------------|------------|
| Finance & Resources | Break even | - | Break even | - |
| Corporate Landlord | Break even | - | Break even | - |
| Miscellaneous | Break even | - | Break even | - |

2. Recommendations

2.1 Members are requested to note the budget position.

3. **Budget Adjustments**

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

There has been a net budget increase of £2.268 million in Miscellaneous services predominantly related to the management of 18/19 increased funding for the Renfrewshire HSCP, whereby it has been agreed with the RHSCP Chief Financial Officer in line with the Council Budget decision that funds will be held by the Council and drawn down at the end of the financial year as required, as opposed to being drawn throughout the year.

Within Finance and Resources there was a budget increase of £170,000 in relation to the transfer of budget for energy performance certificate, staffing budget transfer from Childrens Services.

4. **Finance and Resources**

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

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

4.1 **Projected Year End Position**

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

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

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

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

5.1 **Projected Year End Position**

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

6. Miscellaneous Services

Current Position: break even
Previously Reported: break even

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

6.1 **Projected Year End Position**

It is anticipated that Miscellaneous will breakeven at year end.

Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.
 2. **HR & Organisational Development** - none
 3. **Community Planning** – none
 4. **Legal** - none
 5. **Property/Assets** - none
 6. **Information Technology** - none.
 7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** – none
 11. **Privacy Impact** - none
 12. **Cosla Policy Position** - none
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Stewart Muir, Extension 6132

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

| Description (1) | Revised Annual Budget (2) | Revised Period Budget (3) | Actual (4) | Adjustments (5) | Revised Actual (6) = (4 + 5) | Budget Variance | |
|--------------------------|------------------------------|------------------------------|---------------|--------------------|---------------------------------|-----------------|--------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | % |
| Employee Costs | 87,108 | 19,245 | 18,839 | 583 | 19,422 | (177) | -0.9% |
| Property Costs | 8,965 | 2,765 | 2,539 | 224 | 2,763 | 2 | 0.1% |
| Supplies & Services | 8,237 | 4,761 | 4,774 | (43) | 4,731 | 30 | 0.6% |
| Contractors and Others | 6,375 | 2,338 | 7,484 | (5,227) | 2,257 | 81 | 3.5% |
| Transport & Plant Costs | 217 | 99 | 63 | 0 | 63 | 37 | 36.9% |
| Administration Costs | 29,827 | 1,295 | 1,281 | 10 | 1,291 | 4 | 0.3% |
| Payments to Other Bodies | 7,075 | 689 | 686 | 3 | 689 | 0 | 0.0% |
| CFCR | 1,000 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Capital Charges | (18,471) | 0 | 0 | 0 | 0 | 0 | 0.0% |
| GROSS EXPENDITURE | 130,333 | 31,192 | 35,664 | (4,449) | 31,215 | (23) | -0.1% |
| Income | (73,392) | (16,703) | (18,707) | 1,982 | (16,725) | 23 | 0.1% |
| NET EXPENDITURE | 56,941 | 14,490 | 16,956 | (2,467) | 14,490 | (0) | 0.0% |

£000's

Bottom Line Position to 14 September 2018 is an overspend of
Anticipated Year End Budget Position is an underspend of

0.0%
0.0%

(0)
0

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

| Description (1) | Revised Annual Budget (2) | Revised Period Budget (3) | Actual (4) | Adjustments (5) | Revised Actual (6) = (4 + 5) | Budget Variance £000's % |
|--------------------------------|------------------------------|------------------------------|---------------|--------------------|---------------------------------|-----------------------------|
| Finance and Resources | 6,639 | 17,494 | 17,494 | 0 | 17,494 | 0 0.0% breakeven |
| Environment and Infrastructure | 16,187 | 6,621 | 11,519 | (4,898) | 6,621 | 0 0.0% breakeven |
| Miscellaneous | 34,115 | (9,625) | (12,056) | 2,431 | (9,625) | 0 0.0% breakeven |
| NET EXPENDITURE | 56,941 | 14,490 | 16,956 | (2,467) | 14,490 | 0 0.0% breakeven |

£000's

0.0%

0.0%

Bottom Line Position to 14 September 2018 is breakeven of
 Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

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

| Description (1) | Revised Annual Budget (2) | Revised Period Budget (3) | Actual (4) | Adjustments (5) | Revised Actual (6) = (4 + 5) | Budget Variance (7) | |
|--------------------------|------------------------------|------------------------------|---------------|--------------------|---------------------------------|------------------------|-------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | % |
| Employee Costs | 31,159 | 12,768 | 12,768 | 0 | 12,768 | 0 | 0.0% |
| Property Costs | 3,461 | 1,057 | 1,057 | 0 | 1,057 | 0 | 0.0% |
| Supplies & Services | 3,879 | 3,392 | 3,392 | 0 | 3,392 | 0 | 0.0% |
| Contractors and Others | 1,134 | 494 | 494 | 0 | 494 | 0 | 0.0% |
| Transport & Plant Costs | 31 | 10 | 10 | 0 | 10 | 0 | 0.0% |
| Administration Costs | 14,885 | 1,094 | 1,094 | 0 | 1,094 | 0 | 0.0% |
| Payments to Other Bodies | 2,351 | 412 | 412 | 0 | 412 | 0 | 0.0% |
| CFCR | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Capital Charges | 2,441 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| GROSS EXPENDITURE | 59,341 | 19,227 | 19,227 | 0 | 19,227 | 0 | 0.0% |
| Income | (52,702) | (1,733) | (1,733) | 0 | (1,733) | 0 | 0.0% |
| NET EXPENDITURE | 6,639 | 17,494 | 17,494 | 0 | 17,494 | 0 | 0.0% |

Bottom Line Position to 14 September 2018 is breakeven of 0.0%
Anticipated Year End Budget Position is breakeven of 0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

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

| Description (1) | Revised Annual Budget (2) | Revised Period Budget (3) | Actual (4) | Adjustments (5) | Revised Actual (6) = (4 + 5) | Budget Variance (7) | |
|------------------------------------|------------------------------|------------------------------|---------------|--------------------|---------------------------------|------------------------|-------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | % |
| Finance | (865) | 2,086 | 2,086 | 0 | 2,086 | 0 | 0.0% |
| Development | 603 | 10,045 | 10,045 | 0 | 10,045 | 0 | 0.0% |
| Cost of Collection of Rates | 1,289 | 96 | 96 | 0 | 96 | 0 | 0.0% |
| Cost of Collection of Council Tax | 464 | 223 | 223 | 0 | 223 | 0 | 0.0% |
| Private Sector Housing Benefit | 2,319 | 809 | 809 | 0 | 809 | 0 | 0.0% |
| Finance Miscellaneous | 805 | 547 | 547 | 0 | 547 | 0 | 0.0% |
| Directorate | (122) | 45 | 45 | 0 | 45 | 0 | 0.0% |
| Investment & Technical Services | 640 | 1,281 | 1,281 | 0 | 1,281 | 0 | 0.0% |
| Finance & Support Services | (385) | 56 | 56 | 0 | 56 | 0 | 0.0% |
| Office Accommodation | 16 | 220 | 220 | 0 | 220 | 0 | 0.0% |
| Personnel Services | (9) | 884 | 884 | 0 | 884 | 0 | 0.0% |
| Legal and Democratic Services | 630 | 1,202 | 1,202 | 0 | 1,202 | 0 | 0.0% |
| TOTAL FINANCE AND RESOURCES | 5,385 | 17,494 | 17,494 | 0 | 17,494 | 0 | 0.0% |
| Joint Valuation Board | 1,254 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| NET EXPENDITURE | 6,639 | 17,494 | 17,494 | 0 | 17,494 | 0 | 0.0% |

£000's

Bottom Line Position to 14 September 2018 is breakeven of
Anticipated Year End Budget Position is breakeven of

0.0%
0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

| POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : ENVIRONMENT & INFRASTRUCTURE | | | | | | |
|--|------------------------------|------------------------------|---------------|--------------------|---------------------------------|-----------------------------|
| 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 | 11,323 | 4,660 | 4,830 | 7 | 4,837 | (177) -3.8% overspend |
| Property Costs | 3,357 | 1,636 | 1,415 | 219 | 1,634 | 2 0.1% underspend |
| Supplies & Services | 2,715 | 1,035 | 1,052 | (47) | 1,005 | 30 2.9% underspend |
| Contractors and Others | 3,944 | 1,827 | 6,978 | (5,232) | 1,746 | 81 4.4% underspend |
| Transport & Plant Costs | 186 | 89 | 53 | 0 | 53 | 37 41.1% underspend |
| Administration Costs | 923 | 20 | 20 | (4) | 16 | 4 20.9% underspend |
| Payments to Other Bodies | 0 | 0 | 0 | (0) | 0 | 0 0.0% breakeven |
| CFCR | 0 | 0 | 0 | 0 | 0 | 0 0.0% breakeven |
| Capital Charges | 1,060 | 0 | 0 | 0 | 0 | 0 0.0% breakeven |
| GROSS EXPENDITURE | 23,508 | 9,267 | 14,346 | (5,056) | 9,290 | (23) -0.2% overspend |
| Income | (7,321) | (2,647) | (2,827) | 158 | (2,669) | 23 0.9% over-recovery |
| NET EXPENDITURE | 16,187 | 6,621 | 11,519 | (4,898) | 6,621 | (0) 0.0% breakeven |

Bottom Line Position to 14th September is breakeven
Anticipated Year End Budget Position is breakeven

£000's
(0)
0

0.0%
0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

| POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : ENVIRONMENT & INFRASTRUCTURE | | | | | | | | | |
|--|---------------|------------------------------|------------------------------|---------------|--------------------|---|---|-------------|------------------|
| Description (1) | £000's | Revised Annual Budget (2) | Revised Period Budget (3) | Actual (4) | Adjustments (5) | Revised Actual (6) = (4 + 5) £000's | Budget Variance £000's % breakeven | | |
| Catering | | 3,806 | 1,705 | 1,429 | 276 | 1,705 | 0 | 0.0% | breakeven |
| Cleaning and Janitorial | | 8,105 | 2,994 | 3,107 | (113) | 2,994 | 0 | 0.0% | breakeven |
| School Crossing Patrol | | 710 | 251 | 244 | 7 | 251 | 0 | 0.0% | breakeven |
| Public Building Repairs | | 4,034 | 1,888 | 1,614 | 274 | 1,888 | 0 | 0.0% | breakeven |
| Building Services | | (468) | (217) | 5,125 | (5,342) | (217) | 0 | 0.0% | breakeven |
| NET EXPENDITURE | 16,187 | | 6,621 | 11,519 | (4,898) | 6,621 | 0 | 0.0% | breakeven |
| Bottom Line Position to 14th September is breakeven | | £000's | | 0.0% | | | | | |
| | | 0 | | 0.0% | | | | | |
| Anticipated Year End Budget Position is breakeven | | 0 | | 0.0% | | | | | |

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

| Description (1) | £000's | Revised Annual Budget (2) | Revised Period Budget (3) | Actual (4) | Adjustments (5) | Revised Actual (6) = (4 + 5) £000's | Budget Variance (7) | |
|--------------------------|----------|------------------------------|------------------------------|-----------------|--------------------|---|------------------------|-------------|
| | | | | | | | £000's | % |
| Employee Costs | | 44,626 | 1,817 | 1,241 | 576 | 1,817 | 0 | 0.0% |
| Property Costs | | 2,147 | 72 | 67 | 5 | 72 | 0 | 0.0% |
| Supplies & Services | | 1,643 | 334 | 330 | 4 | 334 | 0 | 0.0% |
| Contractors and Others | | 1,297 | 17 | 12 | 5 | 17 | 0 | 0.0% |
| Transport & Plant Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Administration Costs | 14,019 | 181 | 181 | 167 | 14 | 181 | 0 | 0.0% |
| Payments to Other Bodies | 4,724 | 277 | 277 | 274 | 3 | 277 | 0 | 0.0% |
| CFCR | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Capital Charges | (21,972) | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| GROSS EXPENDITURE | | 47,484 | 2,698 | 2,091 | 607 | 2,698 | 0 | 0.0% |
| Income | | | | | | | | |
| | | (13,369) | (12,323) | (14,147) | 1,824 | (12,323) | 0 | 0.0% |
| NET EXPENDITURE | | 34,115 | (9,625) | (12,056) | 2,431 | (9,625) | 0 | 0.0% |

£000's

Bottom Line Position to 14 September 2018 is breakeven of
Anticipated Year End Budget Position is breakeven of

0.0%
0.0%

0
0

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

| Description (1) | Revised Annual Budget (2) | Revised Period Budget (3) | Actual (4) | Adjustments (5) | Revised Actual (6) = (4 + 5) | Budget Variance £000's % (7) |
|-----------------------------|------------------------------|------------------------------|-----------------|--------------------|---------------------------------|------------------------------------|
| | £000's | £000's | £000's | £000's | £000's | % |
| Corporate & Democratic Core | 60,527 | 351 | (2,075) | 2,426 | 351 | 0 0.0% breakeven |
| Central Overheads | 3,600 | 1,773 | 1,773 | 0 | 1,773 | 0 0.0% breakeven |
| Capital Accounting | (22,353) | (40) | (40) | 0 | (40) | 0 0.0% breakeven |
| Welfare Fund Grants | 1,188 | 545 | 545 | 0 | 545 | 0 0.0% breakeven |
| Community Infrastructure | 0 | 0 | 0 | 0 | 0 | 0 0.0% breakeven |
| Temporary Interest | (700) | 0 | 0 | 0 | 0 | 0 0.0% breakeven |
| Integrated Joint Board | (8,147) | (12,254) | (12,259) | 5 | (12,254) | 0 0.0% breakeven |
| NET EXPENDITURE | 34,115 | (9,625) | (12,056) | 2,431 | (9,625) | 0 0.0% breakeven |

Bottom Line Position to 14 September 2018 is breakeven of 0.0%
 Anticipated Year End Budget Position is breakeven of 0.0%



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring – Council Overview to 14 September 2018

1. Summary

- 1.1 This report provides an overview of the budget performance for all Services for the period to 14 September 2018. The report confirms a net overspend of £550,000 (0.4%). The summary position for General Fund Services and the Housing Revenue Account is outlined in the table below:

| Division / Department | Current Reported Position | % variance | Previously Reported Position | % variance |
|-----------------------|---------------------------|------------|------------------------------|------------|
| General Fund Services | Net overspend £113,000 | (0.2%) | Net overspend £115,000 | - |
| HRA | Net overspend £437,000 | (3.5%) | N/A | - |

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

2. **Recommendations**

- 2.1 Members are requested to note the budget position.
-

3. **Service Commentaries**

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

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

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

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

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

Projected Year End Position

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

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

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

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

3.5 **Projected Year End Position**

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

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

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

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

3.7 **Projected Year End Position**

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

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

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

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

3.9 **Projected Year End Position**

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

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

| | |
|------------------------------------|----------------------------------|
| Current Position: | £113,000 overspend |
| <i>Previously Reported:</i> | <i>£115,000 overspend</i> |

The overspend is mainly due to lower income levels from trade waste, special uplifts, supplies and services and parking income. Agreed service changes will mitigate some spend pressures over the remainder of the financial year.

3.11 **Projected Year End Position**

It is currently forecast that the Environment & Infrastructure services reporting to this Policy Board will break even at year end as a result of remedial action being taken by the service to mitigate the current overspend.

There are a number of risks to this forecast position which the service will monitor and aim to address in the second half of the financial year. This includes the costs of disposal of both residual and recyclate waste, the levels of tonnages received for recycling or disposal, and the costs of roads maintenance throughout the autumn/winter period from October 2018 to March 2019.

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

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

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

3.13 **Projected Year End Position**

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

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

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

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

3.15 **Projected Year End Position**

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

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

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

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

3.17 **Projected Year End Position**

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

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

| | |
|------------------------------------|-------------------------|
| Current Position: | break even |
| <i>Previously Reported:</i> | <i>Breakeven</i> |

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

3.19 **Projected Year End Position**

It is anticipated that Miscellaneous will breakeven at year end.

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

| | |
|------------------------------------|---------------------------|
| Current Position: | £437,000 overspend |
| <i>Previously Reported:</i> | <i>Breakeven</i> |

3.21 The HRA is showing an overspend to date of £437k which relates to increased demand and additional pressures on the maintenance of houses budget. Management action is being taken to mitigate this overspend although it is currently projected that repairs will still overspend by around £200k by the year end.

3.22 This overspend will be funded by an underspend on loan charges which allows an overall breakeven position to be projected for the HRA. The loan charges underspend reflects the current profile of borrowing on the previously approved Housing Capital Investment Plan following a revision to the operational workflow on externals and new build.

3.23 **Projected Year End Position**

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

Implications of the Report

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

Author: Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 14 September 2018

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 £000's (7) | % |
|--------------------------|--------|------------------------------|------------------------------|----------------|--------------------|---------------------------------|----------------------------------|--------------|
| Employee Costs | | 287,921 | 105,400 | 103,002 | 1,115 | 104,117 | 1,283 | 1.2% |
| Property Costs | | 99,613 | 46,344 | 45,070 | 1,860 | 46,930 | (586) | -1.3% |
| Supplies & Services | | 22,513 | 11,292 | 12,477 | (699) | 11,777 | (486) | -4.3% |
| Contractors and Others | | 92,471 | 44,492 | 44,316 | 1,634 | 45,950 | (1,458) | -3.3% |
| Transport & Plant Costs | | 12,435 | 5,910 | 5,501 | 456 | 5,958 | (48) | -0.8% |
| Administration Costs | | 63,519 | 3,301 | 2,899 | 501 | 3,400 | (100) | -3.0% |
| Payments to Other Bodies | | 55,348 | 22,717 | 20,856 | 1,690 | 22,547 | 171 | 0.8% |
| CFCR | | 2,500 | (1) | (1) | 0 | (1) | 0 | 3.2% |
| Capital Charges | | 30,909 | 9 | 9 | 0 | 9 | 0 | 0.3% |
| GROSS EXPENDITURE | | 667,230 | 239,464 | 234,129 | 6,557 | 240,687 | (1,223) | -0.5% |
| Income | | (271,823) | (94,772) | (93,166) | (2,279) | (95,445) | 673 | 0.7% |
| NET EXPENDITURE | | 395,407 | 144,692 | 140,964 | 4,278 | 145,242 | (550) | -0.4% |

£000's

Bottom Line Position to 14 September 2018 is an overspend of

-0.4%

Anticipated Year End Budget Position is breakeven

0.0%

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW

| | | |
|--|--------|-------|
| Bottom Line Position to 14 September 2018 is an overspend of | (550) | -0.4% |
| Anticipated Year End Budget Position is breakeven | 0 | 0.0% |
| | £000's | |



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 14 NOVEMBER 2018

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 14th September 2018 totals £4.208m compared to anticipated expenditure of £4.207m for this time of year. This results in a £0.001 overspend those services reporting to this board, and is summarised in the table below:

| Division | Current Reported Position | % Variance | Previously Reported Position | % Variance |
|------------------|---------------------------|-------------------|------------------------------|-------------------|
| Corporate Issues | £0.001m o/spend | 0% o/spend | £0.001m o/spend | 0% o/spend |
| Total | £0.001m o/spend | 0% o/spend | £0.001m o/spend | 0% o/spend |

- 1.2 The expenditure total of £4.208m represents 46% 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 14th September 2018, and is based on the Capital Investment Programme which was approved by members on 2nd March 2018, adjusted for movements since its approval.

4. **Budget Changes**

4.1 Since the last report budget changes totalling £3.886m has arisen which reflects the following:-

Budget reprofiled into in 2019/20 due to updated cashflows received for the projects (£3.886m);

- Lifecycle Capital Maintenance Fund (£0.586m);
- Digital Infrastructure Provision (£1.500m);
- Greenspaces and Parks (£0.900m);
- Community Empowerment Fund (£0.900m).

Implications of the Report

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –

Creating a sustainable Renfrewshire for all to enjoy – Capital investment in new and existing assets will ensure Renfrewshire is more energy efficient.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
12. **Cosla Policy Position** – none.

List of Background Papers

- (a). Non-Housing Capital Investment Programme 2018/19 to 2020/21 – Council, 2nd March 2018.

The contact officers within the service are:

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

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

Finance, Resources & Customer Services - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

| Project Title | Approved Programme @02/03/18 £000 | Current Programme MR 6 £000 | Year To Date Budget to 14-Sep-18 £000 | Cash Spent to 14-Sep-18 £000 | Variance to 14-Sep-18 £000 | % Variance | Cash to be Spent by 31-Mar-19 £000 | % Cash Spent |
|---|-----------------------------------|-----------------------------|---------------------------------------|------------------------------|----------------------------|------------|------------------------------------|--------------|
| CORPORATE PROJECTS | | | | | | | | |
| ICT Infrastructure Maintenance & Renewal Programme | 900 | 1,303 | 335 | 334 | 1 | 0% | 969 | 26% |
| Corporate Asset Management Information System | 0 | 38 | 0 | 0 | 0 | 0% | 38 | 0% |
| RVJB - Council Requisition (56.2%) | 0 | 5 | 2 | 0 | 2 | 100% | 5 | 0% |
| Strategic Asset Management Fund | 7,500 | 0 | 0 | 0 | 0 | 0% | 0 | - |
| Energy Efficiency Programme | 0 | 800 | 145 | 144 | 1 | 1% | 656 | 18% |
| Lifecycle Capital Maintenance (LCM) Fund | 6,111 | 5,733 | 2,925 | 2,928 | -3 | 0% | 2,805 | 51% |
| Enterprise Resource Planning | 0 | 1,128 | 800 | 802 | -2 | 0% | 326 | 71% |
| Digital Infrastructure Provision | 0 | 0 | 0 | 0 | 0 | 0% | 0 | - |
| Greenspaces and Parks | 0 | 100 | 0 | 0 | 0 | 0% | 100 | 0% |
| Community Empowerment Fund | 0 | 100 | 0 | 0 | 0 | 0% | 100 | 0% |
| | | | | | | | | |
| TOTAL FINANCE, RESOURCES & CUSTOMER SERVICES | 14,511 | 9,207 | 4,207 | 4,208 | -1 | 0% | 4,999 | 46% |



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 14 NOVEMBER 2018

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report - Overview

1. Summary

- 1.1 This report provides an overview of the performance of the Housing and Non-Housing Capital Programmes for the period to 14th September 2018.
- 1.2 The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 2nd March 2018 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by Council on 2nd March 2018. The Current Programme figures reflect adjustments to the approved Capital Programme since approval.
- 1.3 The Council must determine and keep under review the maximum amount which it can afford to allocate to capital expenditure. In addition, the Council must also keep under review its Capital Financing Requirement (CFR) i.e. the level of resources that are used to fund capital expenditure over the longer term (rather than at point of spend). It is also the duty of the Council to have regard to the Prudential Code in setting its capital expenditure limit and its capital expenditure requirement.
- 1.4 The limit on capital expenditure which the Council has set for 2018-19 is shown in the table overleaf. The limit is based on the resources available to fund the capital programmes, split between Housing and Non Housing Services, but excludes PSHG as this is not considered to be capital spend.

| | Approved Plan £m | Forecast Expenditure £m |
|--------------|---------------------------------|--|
| Non Housing | 62.076 | 64.493 |
| Housing | 15.439 | 15.728 |
| Total | 77.515 | 80.221 |

- 1.5 The CFR which the Council has set for 2018-19 is shown in the table below, and is split between Housing & Non Housing Services. In addition, the projected out-turn at 31st March 2019 is also shown. Any significant increase in the capital expenditure limit which is not funded at point of spend will result in an increase in the CFR.

| | Approved CFR to 31 March 2019 £m | Projected CFR to 31 March 2019 £m |
|--------------|---|--|
| Non Housing | 282 | 259 |
| Housing | 131 | 112 |
| Total | 413 | 371 |

- 1.6 28% of the available resources for Housing and 27% for Non Housing have been spent to 14th September 2018. 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 14th September 2018 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

4. Housing Services Programme

4.1 The programme approved by Council on 2nd March 2018 totalled £15.439m. The programme currently stands at **£15.728m**, a increase of £0.289m, being the net effect of resources brought forward from 2017/18 of £1.057m and projects re-profiled from 2018/19 to 2019/20 of £0.768m.

4.2 Capital expenditure at 14th September 2018 totals **£4.425m** compared to anticipated expenditure of £4.418m.

The table below summarises the position:

| Division | Current Reported Position | % Variance | Previously Reported Position | % Variance |
|-------------------|---------------------------|---------------|------------------------------|---------------|
| Housing Programme | £0.007m o/spend | 0% o/spend | £0.005m o/spend | 0% o/spend |

4.3 The actual capital expenditure of **£4.425m** is 28% of the available resources, and compares with 21% for the equivalent time in 2017/18.

4.4 Capital income of £0.287m has been received in the period to 14th September 2018 representing 6% of the estimated capital income for the year. This compares with 86% in 2017/18, the higher income in 2017/18 is a result of capital receipts for the sale of council houses under the Right to Buy scheme which was concluded in summer 2017. The majority of the income in 2018/19 relates to grant awarded by the Scottish Government for Council House New Build and is not expected to be received until March 2019.

5. **Non Housing Services Programme**

5.1 The programme approved by Council on the 2nd March 2018 totalled £62.076m. The current programme totals **£64.493m**, a increase of £2.417m, being the net effect of resources brought forward from 2017/18 of £21.179m, projects re-profiled from 2018/19 to 2019/20 of £25.769m and new funding in 2018/19 of £7.007m which primarily relates to grant funding anticipated to be received in 2018/19 for the Early Years 1,140 hours expansion.

5.2 Capital expenditure to 14th September 2018 totals **£17.460m** compared to anticipated expenditure of £17.469m, and therefore shows an under-spend of £0.009m. The table below summarises the position:

| Division | Current Reported Position | % Variance | Previously Reported Position | % Variance |
|-----------------------|---------------------------|---------------|------------------------------|---------------|
| Non Housing Programme | £0.009m u/spend | 0% u/spend | £0.011m o/spend | 0% o/spend |

5.3 The actual cash expenditure of **£17.460m** is 27% of the available resources, and compares with a 25% spend for the equivalent time in 2017/18. It is anticipated that the available resources will be fully utilised by the 31 March 2018.

5.4 Capital income totalling £7.581m has been received to 14th September 2018. This represents 32% to date of the total anticipated income, and compares with 27% for the equivalent period in 2017/18.

6 Private Sector Housing Grant Programme

- 6.1 The overall budget provision for this programme is included within the revenue budget. However, in order to monitor the performance of the individual programmes, it is included within the capital budget monitoring procedures.
- 6.2 The programme approved by Council on 2nd March 2018 was £1.320m. The programme currently stands at **£1.366m**, an increase of £0.046m, being the effect of resources brought forward from 2017/18 of £0.046m.
- 6.3 Expenditure to 14th September 2018 totals **£0.351m** compared to anticipated expenditure of £0.350m, and therefore shows an over-spend of £0.001m. The remaining programme is expected to spend by 31 March 2018, and expenditure will be contained within the overall resources.

Implications of the Report

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –

Creating a sustainable Renfrewshire for all to enjoy – Capital investment in new and existing assets will ensure Renfrewshire is more energy efficient.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
12. **Cosla Policy Position** – none.

List of Background Papers

- (a). Non-Housing Capital Investment Programme 2018/19 to 2020/21 – Council, 2nd March 2018.
 - (b). Housing Revenue Account Budget and Rent Levels 2018/19 and Housing Capital Investment Plan 2018/19 to 2020/21 – Council, 2nd March 2018.
-

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Appendix 1

CAPITAL PROGRAMME 2018/19 - BUDGET MONITORING REPORT TO 14 SEPTEMBER 2018 (£000s)

| Project Title | Approved Programme @02/03/18 | Current Programme MR 6 | Year To Date Budget to 14-Sep-18 | Cash Spent to 14-Sep-18 | Variance to 14-Sep-18 | % Variance | Cash to be Spent by 31-Mar-19 | % Cash Spent |
|---|------------------------------|------------------------|----------------------------------|-------------------------|-----------------------|------------|-------------------------------|--------------|
| EDUCATION & CHILDREN'S SERVICES | | | | | | | | |
| Education & Children's Services | 10,263 | 14,652 | 6,212 | 6,212 | 0 | 0% | 8,440 | 42% |
| TOTAL | 10,263 | 14,652 | 6,212 | 6,212 | 0 | 0% | 8,440 | 42% |
| COMMUNITIES, HOUSING & PLANNING | | | | | | | | |
| Housing(HRA) | 15,439 | 15,728 | 4,418 | 4,425 | -7 | 0% | 11,303 | 28% |
| Housing(PSHG) | 1,320 | 1,366 | 350 | 351 | -1 | 0% | 1,015 | 26% |
| Development & Housing(TH/LGAN) | 1,255 | 422 | 150 | 145 | 5 | 3% | 277 | 34% |
| TOTAL | 18,014 | 17,516 | 4,918 | 4,921 | -3 | 0% | 12,595 | 28% |
| INFRASTRUCTURE, LAND & ENVIRONMENT | | | | | | | | |
| Environment & Communities | 5,489 | 16,909 | 4,420 | 4,414 | 6 | 0% | 12,495 | 26% |
| TOTAL | 5,489 | 16,909 | 4,420 | 4,414 | 6 | 0% | 12,495 | 26% |
| FINANCE, RESOURCES & CUSTOMER SERVICES | | | | | | | | |
| Corporate Projects | 14,511 | 9,207 | 4,207 | 4,208 | -1 | 0% | 4,999 | 46% |
| TOTAL | 14,511 | 9,207 | 4,207 | 4,208 | -1 | 0% | 4,999 | 46% |
| LEADERSHIP | | | | | | | | |
| Leisure Services | 1,331 | 1,767 | 535 | 537 | -2 | 0% | 1,230 | 30% |
| Development & Housing Services | 29,227 | 21,525 | 1,945 | 1,944 | 1 | 0% | 19,581 | 9% |
| Social Work Services(Adult Social Care) | 0 | 11 | 0 | 0 | 0 | 0% | 11 | 0% |
| TOTAL | 30,558 | 23,303 | 2,480 | 2,481 | -1 | 0% | 20,822 | 11% |
| TOTAL ALL BOARDS | 78,835 | 81,587 | 22,237 | 22,236 | 1 | 0% | 59,351 | 27% |
| MADE UP OF :- | | | | | | | | |
| Non-Housing Programme | 62,076 | 64,493 | 17,469 | 17,460 | 9 | 0% | 47,033 | 27% |
| Housing Programme(HRA) | 15,439 | 15,728 | 4,418 | 4,425 | -7 | 0% | 11,303 | 28% |
| Housing Programme(PSHG) | 1,320 | 1,366 | 350 | 351 | -1 | 0% | 1,015 | 26% |
| PROGRAMME TOTAL | 78,835 | 81,587 | 22,237 | 22,236 | 1 | 0% | 59,351 | 27% |

RENFREWSHIRE COUNCIL
2018/19 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO 14 SEPTEMBER 2018 (46% OF FINANCIAL YEAR 2018/19)

| 2018/19 | | | | | |
|---|------------------|----------------------|----------------|---------------|------|
| | Housing Services | Non Housing Services | PSHG Programme | Total | |
| A. RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME | £'000 | £'000 | £'000 | £'000 | |
| 1. Prudential Borrowing | 11,115 | 33,269 | | 44,384 | |
| 2a. General Capital Grant | | 15,194 | 900 | 16,094 | |
| 2b. Specific Capital Grant | 4,613 | 239 | | 4,852 | |
| 3. Usable Capital Receipts | 0 | 8,529 | | 8,529 | |
| 4. Contribution From Current Revenue (CFCR) | 0 | 7,262 | 466 | 7,728 | |
| 5. Total Resource Availability | 15,728 | 64,493 | 1,366 | 81,587 | |
| B. CAPITAL PROGRAMME | | | | | |
| 6. Resources Available | 15,728 | 64,493 | 1,366 | 81,587 | |
| 7. Current Programme | 15,728 | 64,493 | 1,366 | 81,587 | 100% |
| | | | | | 100% |
| C. ACTUAL EXPENDITURE VS PROJECTED | | | | | |
| 8. Resource Availability | 15,728 | 64,493 | 1,366 | 81,587 | |
| 9. Cash Spent as at 14/09/2018 | 4,425 | 17,460 | 351 | 22,236 | 27% |
| 10. Cash to be Spent by 31/03/19 | 11,303 | 47,033 | 1,015 | 59,351 | 27% |
| | | | | | |
| D. ACTUAL RECEIPTS VS PROJECTED | | | | | |
| 11. Current Programme (total receipts expected) | 4,613 | 23,962 | 900 | 29,475 | |
| 12. Actual Cash Received to 14/09/2018 | 287 | 7,581 | 225 | 8,093 | |
| 13. Receipts available to augment capital programme to 14/09/2018 | 287 | 7,581 | 225 | 8,093 | 27% |
| 14. Receipts to be received by 31/03/19 | 4,326 | 16,381 | 675 | 21,382 | |
| | | | | | |



To: Finance Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Treasury Management Mid-year Review 2018-2019

1. Summary

1.1 This mid-year report has been prepared in compliance with the Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services Code of Practice (revised November 2009) which was adopted by Council on 3 March 2010. The report covers the following:

- an economic update for the first six months of 2018-2019;
 - a review of the Treasury Management Strategy Statement 2018-2019, incorporating the annual investment strategy;
 - a review of the Council's investment portfolio for 2018-2019;
 - a review of the Council's borrowing strategy for 2018-2019; and
 - a review of compliance with treasury management indicators for 2018-2019.
-

2. Recommendations

2.1 It is recommended that Members note the treasury management activity for the period 1 April 2018 to 19 October 2018.

3. Economic update

3.1 External economic review for the period April to October 2018

The following paragraphs outline a review of the economy over the first half of 2018-2019.

3.2 UK Consumer Price Inflation (CPI) for August rose to 2.7% for the year, above the consensus forecast and that of the Bank of England's in its August Inflation Report, as the effects of sterling's large depreciation in 2016 began to fade. The most recent labour market data for July 2018 showed the unemployment rate at 4%, its lowest since 1975. The 3-month average annual growth rate for regular pay, i.e. excluding bonuses, was 2.9% providing some evidence that a shortage of workers is providing support to wages. However, real wages (i.e. adjusted for inflation) grew only by 0.2%, a marginal increase unlikely to have had much effect on households.

3.3. The rebound in quarterly GDP growth in Q2 to 0.4% appeared to overturn the weakness in Q1 which was largely due to weather-related factors. However, the detail showed much of Q2 GDP growth was attributed to an increase in inventories. Year on year GDP growth at 1.2% also remains below trend. The Bank of England made no change to monetary policy at its meetings in May and June, however hawkish minutes and a 6-3 vote to maintain rates was followed by a unanimous decision for a rate rise of 0.25% in August, taking Bank Rate to 0.75%.

3.4. The escalating trade war between the US and China as tariffs announced by the Trump administration appeared to become an entrenched dispute, damaging not just to China but also other Asian economies in the supply chain. The fallout, combined with tighter monetary policy, risks contributing to a slowdown in global economic activity and growth in 2019.

3.5 The EU Withdrawal Bill, which repeals the European Communities Act 1972 that took the UK into the EU and enables EU law to be transferred into UK law, narrowly made it through Parliament. With just six months to go when Article 50 expires on 29th March 2019, neither the Withdrawal Agreement between the UK and the EU which will be legally binding on separation issues and the financial settlement, nor its annex which will outline the shape of their future relationship, have been finalised, extending the period of economic uncertainty.

3.6 **Financial markets:** Gilt yields displayed marked volatility during the period, particularly following Italy's political crisis in late May when government bond yields saw sharp moves akin to those at the height of the European financial crisis with falls in yield in safe-haven UK, German and US government bonds. Over the period, despite the volatility, the net change in gilt yields was small. The 5-year benchmark gilt only rose marginally from 1.13% to 1.16%. There was a larger increase in 10-year gilt yields from 1.37% to 1.57% and in the 20-year gilt yield from 1.74% to 1.89%. The increase in Bank Rate resulted in higher money market rates. 1-month, 3-month and 12-month LIBID rates averaged 0.56%, 0.70% and 0.95% respectively over the period.

3.7 **Credit background:** There were a few credit rating changes during the period. Moody's downgraded Barclays Bank plc's long-term rating to A2 from A1 and NatWest Markets plc to Baa2 from A3 on its view of the credit metrics of the entities post ringfencing. Upgrades to long-term ratings included those for Royal Bank of Scotland plc, NatWest Bank and Ulster Bank to A2 from A3 by Moody's and to A- from BBB+ by both Fitch and Standard & Poor's (S&P). Lloyds Bank plc and Bank of Scotland plc were upgraded to A+ from A by S&P and to Aa3 from A1 by Moody's.

3.8 Ring-fencing of the big four UK banks, which requires the larger UK banks to separate their core retail banking activity from the rest of their business is almost complete. Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc, the transfer of their business lines into retail (ringfenced) and investment banking (non-ringfenced) is progressing and will need to be completed by the end of 2018.

4. **Regulatory update**

4.1 Following consultation in 2017, CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and the Treasury Management Code of Practice but has yet to publish the local authority specific Guidance Notes to the latter.

4.2 The updated Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. A Capital Strategy is being developed for approval by full Council early in 2019.

5 **Outlook for the remainder of 2018/19**

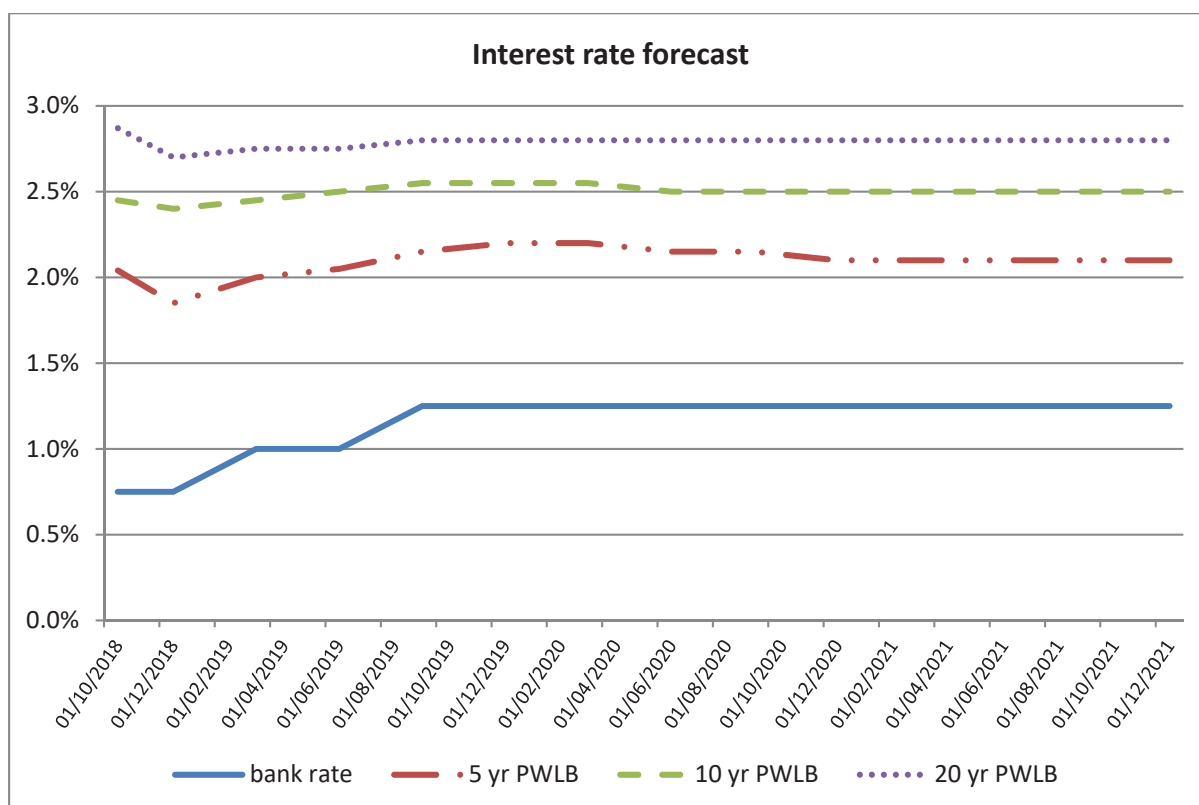
5.1 Having raised policy rates in August 2018 to 0.75%, the Bank of England's Monetary Policy Committee (MPC) has maintained expectations of a slow rise in interest rates over the forecast horizon.

5.2 The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. While policymakers are wary of domestic inflationary pressures over the next two years, it is believed that the MPC members consider both that

(a) ultra-low interest rates can result in other economic problems and

(b) higher Bank Rate will be a more effective weapon should downside Brexit risks crystallise and cuts are required.

5.3 The Council's Treasury Advisers are Arlingclose Ltd and their central case is for Bank Rate to rise twice in 2019. The risks are weighted to the downside. The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in Q2 2018, but the annual growth rate of 1.2% remains well below the long term average.



- 5.4 The view is that the UK economy still faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. Central bank actions and geopolitical risks, such as prospective trade wars, have and will continue to produce significant volatility in financial markets, including bond markets.

6 Review of the Treasury Management Strategy Statement 2018-2019 (incorporating annual investment strategy) as at 19 October 2018

- 6.1 The Treasury Management Strategy Statement for 2018-2019 was approved by Council on 2 March 2018. The Council's annual investment strategy, which is incorporated in the Treasury Management Strategy Statement, sets out the Council's investment priorities as follows:

- the security of capital and
- the liquidity of its investments.

- 6.2 The Council also aims to achieve the optimum returns on its investments commensurate with the proper levels of security and liquidity. Investments and borrowing during the first six months of the year have been in line with the strategy and there have been no changes to the policies set out in the Treasury Management Strategy Statement 2018-2019. The details in this report update the position in light of the updated economic position and budgetary changes already approved.

7 Review of borrowing and investments over the period 1 April 2018 to 19 October 2018

- 7.1 The Council's net borrowing position as at 19 October 2018 is shown in Appendix 1.
- 7.2 During the period 1 April 2018 to 19 October 2018 the Council's total external borrowings have decreased by £2.9 million to £225.21 million, due to the scheduled repayments of PWLB debt.
- 7.3 During the period 1 April 2018 to 19 October 2018, temporary investments have increased from £112.01 million to £167.65 million. The increase in investments is after financing the £2.9 million of debt repayment and reflects:
- the re-profiling of elements of the current capital programme;
 - the "front-loading" (that is, more income being received in the early part of the year) of revenue support grant income and non-domestic rates pool receipts.
- 7.4 The Director of Finance and Resources confirms that, during the period 1 April 2018 to 19 October 2018, the approved limits set out within the annual investment strategy sections of the Treasury Management Strategy Statement 2018-2019 were complied with. The Council only invested with institutions listed in the Council's approved lending list. Similarly, only permitted investment vehicles were used, mainly call accounts, fixed term deposits and money market funds.
- 7.5 In accordance with CIPFA's Treasury Management in the Public Services Code of Practice, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite.
- 7.6 The table below shows the average interest rate achieved by the Council on its temporary investments during the period 1 April 2018 to 19 October 2018. The table also shows for comparison the benchmark comparator, which is the average 7-day LIBID rate (uncompounded). (The 7-day LIBID rate is the London Interbank Bid Rate, being the rate at which a bank is willing to borrow from other banks, for borrowings of a maturity of seven days.)

| Interest rates achieved on investments | Average value of investments | Actual rate of return | Benchmark return |
|--|------------------------------|-----------------------|------------------|
| Internally managed investments | £145.10m | 0.611% | 0.43% |

- 7.7 **Debt rescheduling**
Debt rescheduling opportunities have been limited in the current economic climate and it is not anticipated that this is likely to change over the short to medium term. However, in conjunction with the Council's treasury advisors, the service will remain alert to any opportunities which may arise.
- 8 **Review of compliance with treasury management indicators for 2018-2019**
- 8.1 During the period 1 April 2018 to 19 October 2018 the Council complied with the approved treasury management indicators as set out in the Treasury Management Strategy Statement 2018-2019. These indicators relate to:
- interest rate exposures: the upper limit on the proportion of investments which are exposed to fixed interest rates and the upper limit on the proportion of investments which are exposed to variable interest rates;
 - the maturity structure of borrowing: the lower and upper limits on the proportion of investments which fall into each maturity band.
- 8.2 In addition to the treasury management indicators referred to at 6.1, there are two *prudential* indicators (as set out in the Prudential Framework for Capital Finance 2016-2018 and Treasury Management Strategy Statement 2017-2018, approved by Council on 1 March 2018) which are of particular relevance to the Council's treasury management strategy:
- operational boundary for external debt;
 - authorised limit for external debt.
- 8.3 During the period 1 April 2018 to 19 October 2018 the Council operated within the operational boundary for external debt, and within the authorised limit for external debt. These indicators, along with the Council's actual external debt, are shown in Appendix 2.
-

Implications of the Report

1. **Financial** – As described in the report. The Treasury Management Strategy Statement and treasury management indicators assist in providing assurance that the Council's treasury management activities and longer term plans are affordable, prudent and sustainable.
2. **HR & Organisational Development** – none

3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** – Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – The Treasury Management Strategy Statement and treasury management indicators provide a framework to take forward the Council's treasury activities in the context of the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This mid-year review report demonstrates that the treasury management activities carried out during the period 1 April 2018 to 19 October 2018 have been consistent with the Treasury Management Strategy Statement 2018-2019 and have complied with the treasury management indicators set out in the Strategy Statement
11. **Privacy Impact** – none
12. **COSLA Policy position** - none

List of Background Papers

None

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Appendix 1

| Borrowing and investment position as at 19 October 2018 | | | | | | |
|---|-------------------------|-------------------------------|-------------------------|-----------------------|-----------------------|-------------------------|
| | balance at 01-Apr-18 | new borrowing in 2018-2019 | principal repayments | debt restructuring | net cash movements | balance at 19-Oct-18 |
| <u>Long term borrowings</u> | | | | | | |
| PWLB - fixed | 175,197,092.97 | - | (2,899,704.80) | - | - | 172,297,388.17 |
| PWLB - variable | - | - | - | - | - | - |
| Market loans | 52,916,000.00 | - | - | - | - | 52,916,000.00 |
| | 228,113,092.97 | - | (2,899,704.80) | - | - | 225,213,388.17 |
| <u>Short term borrowings</u> | | | | | | |
| Temporary loans | - | - | - | - | - | - |
| | - | - | - | - | - | - |
| | | | | | | |
| | 228,113,092.97 | - | (2,899,704.80) | - | - | 225,213,388.17 |
| <u>Total external borrowings</u> | | | | | | |
| | | | | | | |
| <u>Investments</u> | | | | | | |
| Fixed term deposits | 98,000,000.00 | - | - | - | 26,000,000.00 | 124,000,000.00 |
| Notice accounts | 0.00 | - | - | - | 0.00 | 0.00 |
| Call accounts | 2,424,000.00 | - | - | - | 12,576,000.00 | 15,000,000.00 |
| | | | | | | |
| Money market funds | 11,590,000.00 | - | - | - | 17,060,000.00 | 28,650,000.00 |
| <u>Total investments</u> | 112,014,000.00 | - | - | - | 55,636,000.00 | 167,650,000.00 |
| | | | | | | |
| <u>Net borrowing</u> | 116,099,092.97 | - | (2,899,704.80) | - | 55,636,000.00 | 57,563,388.17 |

Appendix 2

| Treasury Management Indicators as at 19 October 2018 | | | | | |
|--|----------------------------|--------------------|------------------------|-----------------------|--|
| | 2018-2019 estimate | 2018-2019 probable | 2019-2020 estimate | 2020-2021 estimate | |
| Authorised limit for external debt | £430m | £384m | £512m | £573m | |
| Operational boundary for external debt | £413m | £348m | £490m | £550m | |
| Actual external debt at 19 October 2018 | n/a | £302.39m | n/a | n/a | |
| Upper limit for fixed interest rate exposure (borrowing) expressed as percentage of total net outstanding principal | 100% | n/a | 100% | 100% | |
| Upper limit for variable interest rate exposure (borrowing) expressed as percentage of total net outstanding principal | 25% | n/a | 25% | 25% | |
| | | | | | |
| | new borrowing in 2018-2019 | | total of all borrowing | | |
| | value | maturity structure | upper limit | actual at 19 Oct 2018 | |
| Maturity structure of fixed rate borrowing under 12 months 12 months and within 24 months 24 months and within 5 years 5 years and within 10 years 10 years and above | 0 | 0% | 15% | 0.28% | |
| | 0 | 0% | 15% | 1.47% | |
| | 0 | 0% | 45% | 1.75% | |
| | 0 | 0% | 50% | 4.82% | |
| | 0 | 0% | 100% | 91.68% | |



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Council Tax: Accounts for write off

1. Summary

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

Table 1

| Council Tax | | |
|---------------|-------------|--------------------|
| Reason | No. Debtors | Amount |
| Dissolved | 1 | £12,083.74 |
| Sequestrated | 16 | £235,897.78 |
| Trust Deed | 6 | £76,609.32 |
| Irrecoverable | 1 | £19,798.83 |
| Total | 24 | £344,389.67 |

2. Recommendations

2.1 The Board is asked to authorise the write-off of £344,389.67 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
-

Author: Emma Shields/Ext 6880

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------------------------|---|-----------|------|-------------------|
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2008 | £152.02 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2009 | £954.23 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2010 | £954.23 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2011 | £954.23 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2012 | £954.23 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2013 | £1,420.40 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2014 | £1,426.65 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2015 | £1,302.71 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2016 | £2,331.74 |
| Icon Developments Scotland Limited | 8 Newmilns Gardens, Kilmarnock, KA3 6FX | Dissolved | 2017 | £1,633.30 |
| Total | | | | £12,083.74 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-----------|
| Liable parties 1 | Not applicable | Sequestrated | 2007 | £210.80 |
| Liable parties 1 | Not applicable | Sequestrated | 2008 | £1,462.64 |
| Liable parties 1 | Not applicable | Sequestrated | 2009 | £1,710.39 |
| Liable parties 1 | Not applicable | Sequestrated | 2010 | £1,693.29 |
| Liable parties 1 | Not applicable | Sequestrated | 2011 | £779.83 |
| Liable parties 1 | Not applicable | Sequestrated | 2012 | £708.69 |
| Liable parties 1 | Not applicable | Sequestrated | 2013 | £1,047.46 |
| Liable parties 1 | Not applicable | Sequestrated | 2014 | £1,299.83 |
| Liable parties 1 | Not applicable | Sequestrated | 2015 | £1,305.16 |
| Liable parties 1 | Not applicable | Sequestrated | 2016 | £822.25 |
| Liable parties 1 | Not applicable | Sequestrated | 2007 | £265.34 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-------------------|
| Liable parties 1 | Not applicable | Sequestrated | 2016 | £1,615.00 |
| Liable parties 1 | Not applicable | Sequestrated | 2017 | £1,328.28 |
| Total | | | | £14,248.96 |
| Liable parties 2 | Not applicable | Sequestrated | 1997 | £771.23 |
| Liable parties 2 | Not applicable | Sequestrated | 1998 | £35.03 |
| Liable parties 2 | Not applicable | Sequestrated | 1999 | £831.68 |
| Liable parties 2 | Not applicable | Sequestrated | 2000 | £914.76 |
| Liable parties 2 | Not applicable | Sequestrated | 2001 | £994.50 |
| Liable parties 2 | Not applicable | Sequestrated | 2002 | £798.26 |
| Liable parties 2 | Not applicable | Sequestrated | 2003 | £448.10 |
| Liable parties 2 | Not applicable | Sequestrated | 2004 | £1,178.36 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-------------------|
| Liable parties 2 | Not applicable | Sequestrated | 2006 | £1,281.28 |
| Liable parties 2 | Not applicable | Sequestrated | 2007 | £157.02 |
| Liable parties 2 | Not applicable | Sequestrated | 2008 | £1,114.17 |
| Liable parties 2 | Not applicable | Sequestrated | 2015 | £1,353.51 |
| Liable parties 2 | Not applicable | Sequestrated | 2016 | £1,359.13 |
| Liable parties 2 | Not applicable | Sequestrated | 2017 | £1,114.83 |
| Total | | | | £12,351.86 |
| Liable parties 3 | Not applicable | Sequestrated | 2009 | £1,523.63 |
| Liable parties 3 | Not applicable | Sequestrated | 2010 | £1,523.63 |
| Liable parties 3 | Not applicable | Sequestrated | 2011 | £1,523.63 |
| Liable parties 3 | Not applicable | Sequestrated | 2012 | £1,523.63 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-------------------|
| Liable parties 3 | Not applicable | Sequestrated | 2013 | £1,534.28 |
| Liable parties 3 | Not applicable | Sequestrated | 2014 | £1,540.53 |
| Liable parties 3 | Not applicable | Sequestrated | 2015 | £1,546.86 |
| Liable parties 3 | Not applicable | Sequestrated | 2016 | £1,553.29 |
| Liable parties 3 | Not applicable | Sequestrated | 2017 | £1,559.80 |
| Total | | | | £13,829.28 |
| Liable parties 4 | Not applicable | Sequestrated | 2002 | £796.38 |
| Liable parties 4 | Not applicable | Sequestrated | 2003 | £914.11 |
| Liable parties 4 | Not applicable | Sequestrated | 2004 | £961.28 |
| Liable parties 4 | Not applicable | Sequestrated | 2005 | £1,007.81 |
| Liable parties 4 | Not applicable | Sequestrated | 2006 | £1,053.76 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-----------|
| Liable parties 4 | Not applicable | Sequestrated | 2007 | £1,074.71 |
| Liable parties 4 | Not applicable | Sequestrated | 2008 | £1,077.64 |
| Liable parties 4 | Not applicable | Sequestrated | 2009 | £1,080.64 |
| Liable parties 4 | Not applicable | Sequestrated | 2010 | £1,080.64 |
| Liable parties 4 | Not applicable | Sequestrated | 2001 | £1,080.64 |
| Liable parties 4 | Not applicable | Sequestrated | 2012 | £1,080.64 |
| Liable parties 4 | Not applicable | Sequestrated | 2013 | £1,082.97 |
| Liable parties 4 | Not applicable | Sequestrated | 2014 | £1,084.34 |
| Liable parties 4 | Not applicable | Sequestrated | 2015 | £1,085.72 |
| Liable parties 4 | Not applicable | Sequestrated | 2016 | £1,087.13 |
| Liable parties 4 | Not applicable | Sequestrated | 2017 | £438.71 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|------------|
| Total | | | | £15,987.12 |
| Liable parties 5 | Not applicable | Sequestrated | 2002 | £269.92 |
| Liable parties 5 | Not applicable | Sequestrated | 2003 | £80.81 |
| Liable parties 5 | Not applicable | Sequestrated | 2005 | £1,091.46 |
| Liable parties 5 | Not applicable | Sequestrated | 2006 | £1,281.28 |
| Liable parties 5 | Not applicable | Sequestrated | 2007 | £1,309.46 |
| Liable parties 5 | Not applicable | Sequestrated | 2008 | £1,321.17 |
| Liable parties 5 | Not applicable | Sequestrated | 2009 | £1,227.77 |
| Liable parties 5 | Not applicable | Sequestrated | 2010 | £536.74 |
| Liable parties 5 | Not applicable | Sequestrated | 2011 | £1,012.76 |
| Liable parties 5 | Not applicable | Sequestrated | 2012 | £1,016.99 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-------------------|
| Liable parties 5 | Not applicable | Sequestrated | 2013 | £1,124.49 |
| Liable parties 5 | Not applicable | Sequestrated | 2014 | £1,225.26 |
| Liable parties 5 | Not applicable | Sequestrated | 2015 | £1,154.68 |
| Liable parties 5 | Not applicable | Sequestrated | 2016 | £1,345.34 |
| Liable parties 5 | Not applicable | Sequestrated | 2018 | £1,400.58 |
| Total | | | | £15,398.71 |
| Liable parties 6 | Not applicable | Sequestrated | 1997 | £595.95 |
| Liable parties 6 | Not applicable | Sequestrated | 1998 | £617.35 |
| Liable parties 6 | Not applicable | Sequestrated | 1999 | £542.00 |
| Liable parties 6 | Not applicable | Sequestrated | 2001 | £768.48 |
| Liable parties 6 | Not applicable | Sequestrated | 2002 | £82.80 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-----------|
| Liable parties 6 | Not applicable | Sequestrated | 2003 | £751.58 |
| Liable parties 6 | Not applicable | Sequestrated | 2004 | £385.42 |
| Liable parties 6 | Not applicable | Sequestrated | 2005 | £798.29 |
| Liable parties 6 | Not applicable | Sequestrated | 2006 | £921.24 |
| Liable parties 6 | Not applicable | Sequestrated | 2007 | £351.14 |
| Liable parties 6 | Not applicable | Sequestrated | 2008 | £854.50 |
| Liable parties 6 | Not applicable | Sequestrated | 2009 | £903.65 |
| Liable parties 6 | Not applicable | Sequestrated | 2010 | £1,333.18 |
| Liable parties 6 | Not applicable | Sequestrated | 2011 | £1,333.18 |
| Liable parties 6 | Not applicable | Sequestrated | 2012 | £1,333.18 |
| Liable parties 6 | Not applicable | Sequestrated | 2013 | £1,342.50 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-------------------|
| Liable parties 6 | Not applicable | Sequestrated | 2014 | £1,347.96 |
| Liable parties 6 | Not applicable | Sequestrated | 2015 | £1,353.51 |
| Liable parties 6 | Not applicable | Sequestrated | 2016 | £1,359.13 |
| Liable parties 6 | Not applicable | Sequestrated | 2017 | £1,364.83 |
| Total | | | | £18,339.87 |
| Liable parties 7 | Not applicable | Sequestrated | 2012 | £1,951.50 |
| Liable parties 7 | Not applicable | Sequestrated | 2013 | £2,109.64 |
| Liable parties 7 | Not applicable | Sequestrated | 2014 | £2,118.23 |
| Liable parties 7 | Not applicable | Sequestrated | 2015 | £2,126.94 |
| Liable parties 7 | Not applicable | Sequestrated | 2016 | £2,135.77 |
| Liable parties 7 | Not applicable | Sequestrated | 2017 | £2,262.16 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|------------|
| Total | | | | £12,704.24 |
| Liable parties 8 | Not applicable | Sequestrated | 1994 | £28.44 |
| Liable parties 8 | Not applicable | Sequestrated | 1997 | £146.60 |
| Liable parties 8 | Not applicable | Sequestrated | 1998 | £193.23 |
| Liable parties 8 | Not applicable | Sequestrated | 1999 | £161.78 |
| Liable parties 8 | Not applicable | Sequestrated | 2000 | £202.20 |
| Liable parties 8 | Not applicable | Sequestrated | 2001 | £124.32 |
| Liable parties 8 | Not applicable | Sequestrated | 2001 | £102.76 |
| Liable parties 8 | Not applicable | Sequestrated | 2003 | £879.32 |
| Liable parties 8 | Not applicable | Sequestrated | 2004 | £1,010.03 |
| Liable parties 8 | Not applicable | Sequestrated | 2005 | £1,055.09 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-----------|
| Liable parties 8 | Not applicable | Sequestrated | 2006 | £1,009.36 |
| Liable parties 8 | Not applicable | Sequestrated | 2007 | £1,496.53 |
| Liable parties 8 | Not applicable | Sequestrated | 2008 | £1,509.90 |
| Liable parties 8 | Not applicable | Sequestrated | 2009 | £1,363.63 |
| Liable parties 8 | Not applicable | Sequestrated | 2010 | £805.64 |
| Liable parties 8 | Not applicable | Sequestrated | 2010 | £887.22 |
| Liable parties 8 | Not applicable | Sequestrated | 2011 | £2,094.99 |
| Liable parties 8 | Not applicable | Sequestrated | 2012 | £72.53 |
| Liable parties 8 | Not applicable | Sequestrated | 2012 | £147.09 |
| Liable parties 8 | Not applicable | Sequestrated | 2012 | £694.51 |
| Liable parties 8 | Not applicable | Sequestrated | 2013 | £2,109.64 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------|----------------|--------------|------|-------------------|
| Liable parties 8 | Not applicable | Sequestrated | 2014 | £2,118.23 |
| Liable parties 8 | Not applicable | Sequestrated | 2015 | £2,126.94 |
| Liable parties 8 | Not applicable | Sequestrated | 2016 | £2,135.77 |
| Liable parties 8 | Not applicable | Sequestrated | 2017 | £1,087.49 |
| Total | | | | £23,563.24 |
| Liable parties 9 | Not applicable | Sequestrated | 2009 | £434.65 |
| Liable parties 9 | Not applicable | Sequestrated | 2010 | £1,333.18 |
| Liable parties 9 | Not applicable | Sequestrated | 2011 | £1,333.18 |
| Liable parties 9 | Not applicable | Sequestrated | 2012 | £1,333.18 |
| Liable parties 9 | Not applicable | Sequestrated | 2013 | £1,342.50 |
| Liable parties 9 | Not applicable | Sequestrated | 2014 | £1,347.96 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-------------------|
| Liable parties 9 | Not applicable | Sequestrated | 2015 | £1,353.51 |
| Liable parties 9 | Not applicable | Sequestrated | 2016 | £1,359.13 |
| Liable parties 9 | Not applicable | Sequestrated | 2017 | £1,034.84 |
| Total | | | | £10,872.13 |
| Liable parties 10 | Not applicable | Sequestrated | 2007 | £411.44 |
| Liable parties 10 | Not applicable | Sequestrated | 2008 | £1,322.26 |
| Liable parties 10 | Not applicable | Sequestrated | 2009 | £1,333.18 |
| Liable parties 10 | Not applicable | Sequestrated | 2010 | £1,333.18 |
| Liable parties 10 | Not applicable | Sequestrated | 2011 | £1,333.18 |
| Liable parties 10 | Not applicable | Sequestrated | 2012 | £1,333.18 |
| Liable parties 10 | Not applicable | Sequestrated | 2013 | £1,342.50 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-------------------|
| Liable parties 10 | Not applicable | Sequestrated | 2014 | £1,047.96 |
| Liable parties 10 | Not applicable | Sequestrated | 2015 | £1,353.51 |
| Liable parties 10 | Not applicable | Sequestrated | 2016 | £1,359.13 |
| Liable parties 10 | Not applicable | Sequestrated | 2017 | £1,364.83 |
| Total | | | | £13,534.35 |
| Liable parties 11 | Not applicable | Sequestrated | 2008 | £1,066.79 |
| Liable parties 11 | Not applicable | Sequestrated | 2010 | £1,714.09 |
| Liable parties 11 | Not applicable | Sequestrated | 2011 | £752.40 |
| Liable parties 11 | Not applicable | Sequestrated | 2012 | £459.96 |
| Liable parties 11 | Not applicable | Sequestrated | 2013 | £1,726.07 |
| Liable parties 11 | Not applicable | Sequestrated | 2014 | £1,733.09 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-------------------|
| Liable parties 11 | Not applicable | Sequestrated | 2015 | £1,740.22 |
| Liable parties 11 | Not applicable | Sequestrated | 2016 | £1,626.55 |
| Total | | | | £10,819.17 |
| Liable parties 12 | Not applicable | Sequestrated | 2006 | £960.95 |
| Liable parties 12 | Not applicable | Sequestrated | 2007 | £982.09 |
| Liable parties 12 | Not applicable | Sequestrated | 2008 | £990.87 |
| Liable parties 12 | Not applicable | Sequestrated | 2009 | £834.88 |
| Liable parties 12 | Not applicable | Sequestrated | 2010 | £396.58 |
| Liable parties 12 | Not applicable | Sequestrated | 2011 | £879.88 |
| Liable parties 12 | Not applicable | Sequestrated | 2012 | £999.88 |
| Liable parties 12 | Not applicable | Sequestrated | 2013 | £1,006.86 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-------------------|
| Liable parties 12 | Not applicable | Sequestrated | 2014 | £1,010.97 |
| Liable parties 12 | Not applicable | Sequestrated | 2015 | £1,015.12 |
| Liable parties 12 | Not applicable | Sequestrated | 2016 | £1,019.34 |
| Liable parties 12 | Not applicable | Sequestrated | 2017 | £1,023.61 |
| Total | | | | £11,121.03 |
| Liable parties 13 | Not applicable | Sequestrated | 2007 | £1,286.75 |
| Liable parties 13 | Not applicable | Sequestrated | 2008 | £1,043.40 |
| Liable parties 13 | Not applicable | Sequestrated | 2009 | £697.94 |
| Liable parties 13 | Not applicable | Sequestrated | 2010 | £449.66 |
| Liable parties 13 | Not applicable | Sequestrated | 2011 | £1,591.35 |
| Liable parties 13 | Not applicable | Sequestrated | 2012 | £1,675.01 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-------------------|
| Liable parties 13 | Not applicable | Sequestrated | 2013 | £1,829.39 |
| Liable parties 13 | Not applicable | Sequestrated | 2014 | £1,733.09 |
| Liable parties 13 | Not applicable | Sequestrated | 2015 | £1,740.22 |
| Liable parties 13 | Not applicable | Sequestrated | 2016 | £1,747.45 |
| Liable parties 13 | Not applicable | Sequestrated | 2017 | £1,754.78 |
| Total | | | | £15,549.04 |
| Liable parties 14 | Not applicable | Sequestrated | 1998 | £156.64 |
| Liable parties 14 | Not applicable | Sequestrated | 2002 | £609.29 |
| Liable parties 14 | Not applicable | Sequestrated | 2003 | £747.40 |
| Liable parties 14 | Not applicable | Sequestrated | 2004 | £264.00 |
| Liable parties 14 | Not applicable | Sequestrated | 2005 | £267.28 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-----------|
| Liable parties 14 | Not applicable | Sequestrated | 2006 | £1,030.20 |
| Liable parties 14 | Not applicable | Sequestrated | 2008 | £1,171.21 |
| Liable parties 14 | Not applicable | Sequestrated | 2009 | £1,988.03 |
| Liable parties 14 | Not applicable | Sequestrated | 2007 | £1,937.43 |
| Liable parties 14 | Not applicable | Sequestrated | 2008 | £751.02 |
| Liable parties 14 | Not applicable | Sequestrated | 2009 | £931.40 |
| Liable parties 14 | Not applicable | Sequestrated | 2010 | £2,856.81 |
| Liable parties 14 | Not applicable | Sequestrated | 2011 | £2,856.81 |
| Liable parties 14 | Not applicable | Sequestrated | 2013 | £2,876.78 |
| Liable parties 14 | Not applicable | Sequestrated | 2014 | £2,888.49 |
| Liable parties 14 | Not applicable | Sequestrated | 2015 | £396.93 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-------------------|
| Liable parties 14 | Not applicable | Sequestrated | 2015 | £857.96 |
| Liable parties 14 | Not applicable | Sequestrated | 2016 | £141.21 |
| Liable parties 14 | Not applicable | Sequestrated | 2017 | £1,559.80 |
| Liable parties 14 | Not applicable | Sequestrated | 1996 | £11.37 |
| Liable parties 14 | Not applicable | Sequestrated | 1997 | £162.23 |
| Liable parties 14 | Not applicable | Sequestrated | 1998 | £79.60 |
| Total | | | | £24,541.89 |
| Liable parties 15 | Not applicable | Sequestrated | 1999 | £523.42 |
| Liable parties 15 | Not applicable | Sequestrated | 2000 | £476.80 |
| Liable parties 15 | Not applicable | Sequestrated | 2001 | £46.71 |
| Liable parties 15 | Not applicable | Sequestrated | 2007 | £237.41 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-----------|
| Liable parties 15 | Not applicable | Sequestrated | 2008 | £639.65 |
| Liable parties 15 | Not applicable | Sequestrated | 2009 | £480.49 |
| Liable parties 15 | Not applicable | Sequestrated | 2011 | £1,333.18 |
| Liable parties 15 | Not applicable | Sequestrated | 2012 | £1,333.18 |
| Liable parties 15 | Not applicable | Sequestrated | 2013 | £1,312.99 |
| Liable parties 15 | Not applicable | Sequestrated | 2015 | £246.65 |
| Liable parties 15 | Not applicable | Sequestrated | 2014 | £871.44 |
| Liable parties 15 | Not applicable | Sequestrated | 2002 | £693.30 |
| Liable parties 15 | Not applicable | Sequestrated | 2003 | £683.68 |
| Liable parties 15 | Not applicable | Sequestrated | 2004 | £379.23 |
| Liable parties 15 | Not applicable | Sequestrated | 2005 | £501.73 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-------------------|
| Liable parties 15 | Not applicable | Sequestrated | 2006 | £956.28 |
| Liable parties 15 | Not applicable | Sequestrated | 2007 | £418.27 |
| Total | | | | £11,134.41 |
| Liable parties 16 | Not applicable | Sequestrated | 2010 | £200.89 |
| Liable parties 16 | Not applicable | Sequestrated | 2011 | £220.64 |
| Liable parties 16 | Not applicable | Sequestrated | 2013 | £473.31 |
| Liable parties 16 | Not applicable | Sequestrated | 2014 | £1,158.15 |
| Liable parties 16 | Not applicable | Sequestrated | 2015 | £1,149.59 |
| Liable parties 16 | Not applicable | Sequestrated | 2016 | £1,350.37 |
| Liable parties 16 | Not applicable | Sequestrated | 2013 | £468.62 |
| Liable parties 16 | Not applicable | Sequestrated | 2014 | £1,588.66 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|--------------|------|-------------------|
| Liable parties 16 | Not applicable | Sequestrated | 2015 | £1,591.09 |
| Liable parties 16 | Not applicable | Sequestrated | 2016 | £1,274.68 |
| Liable parties 16 | Not applicable | Sequestrated | 2007 | £843.34 |
| Liable parties 16 | Not applicable | Sequestrated | 2008 | £713.59 |
| Liable parties 16 | Not applicable | Sequestrated | 2012 | £306.81 |
| Liable parties 16 | Not applicable | Sequestrated | 2013 | £562.74 |
| Total | | | | £11,902.48 |
| Liable parties 17 | Not applicable | Trust Deed | 2006 | £565.66 |
| Liable parties 17 | Not applicable | Trust Deed | 2007 | £177.87 |
| Liable parties 17 | Not applicable | Trust Deed | 2007 | £1,091.72 |
| Liable parties 17 | Not applicable | Trust Deed | 2009 | £459.17 |

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|------------|------|-----------|
| Liable parties 17 | Not applicable | Trust Deed | 2010 | £1,030.01 |
| Liable parties 17 | Not applicable | Trust Deed | 2011 | £109.27 |
| Liable parties 17 | Not applicable | Trust Deed | 2012 | £860.96 |
| Liable parties 17 | Not applicable | Trust Deed | 2013 | £1,097.66 |
| Liable parties 17 | Not applicable | Trust Deed | 2014 | £1,122.30 |
| Liable parties 17 | Not applicable | Trust Deed | 2015 | £1,160.15 |
| Liable parties 17 | Not applicable | Trust Deed | 2016 | £465.70 |
| Liable parties 17 | Not applicable | Trust Deed | 2016 | £1,170.29 |
| Liable parties 17 | Not applicable | Trust Deed | 2017 | £604.11 |
| Liable parties 17 | Not applicable | Trust Deed | 2017 | £1,043.24 |
| Liable parties 17 | Not applicable | Trust Deed | 2018 | £1,400.58 |

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|------------|------|------------|
| Total | | | | £12,358.69 |
| Liable parties 18 | Not applicable | Trust Deed | 1997 | £637.96 |
| Liable parties 18 | Not applicable | Trust Deed | 1999 | £648.23 |
| Liable parties 18 | Not applicable | Trust Deed | 2000 | £265.02 |
| Liable parties 18 | Not applicable | Trust Deed | 2001 | £211.25 |
| Liable parties 18 | Not applicable | Trust Deed | 2002 | £560.95 |
| Liable parties 18 | Not applicable | Trust Deed | 2003 | £317.24 |
| Liable parties 18 | Not applicable | Trust Deed | 2004 | £1,178.36 |
| Liable parties 18 | Not applicable | Trust Deed | 2005 | £1,046.15 |
| Liable parties 18 | Not applicable | Trust Deed | 2006 | £1,183.83 |
| Liable parties 18 | Not applicable | Trust Deed | 2007 | £1,309.46 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|------------|------|-------------------|
| Liable parties 18 | Not applicable | Trust Deed | 2008 | £1,321.17 |
| Liable parties 18 | Not applicable | Trust Deed | 2009 | £725.68 |
| Liable parties 18 | Not applicable | Trust Deed | 2010 | £1,333.18 |
| Liable parties 18 | Not applicable | Trust Deed | 2011 | £671.25 |
| Liable parties 18 | Not applicable | Trust Deed | 2016 | £442.55 |
| Liable parties 18 | Not applicable | Trust Deed | 2017 | £163.88 |
| Liable parties 18 | Not applicable | Trust Deed | 2018 | £1,400.58 |
| Total | | | | £13,416.74 |
| Liable parties 19 | Not applicable | Trust Deed | 2008 | £169.42 |
| Liable parties 19 | Not applicable | Trust Deed | 2009 | £49.16 |
| Liable parties 19 | Not applicable | Trust Deed | 2010 | £1,303.63 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|------------|------|-------------------|
| Liable parties 19 | Not applicable | Trust Deed | 2011 | £1,253.68 |
| Liable parties 19 | Not applicable | Trust Deed | 2012 | £963.63 |
| Liable parties 19 | Not applicable | Trust Deed | 2013 | £1,214.28 |
| Liable parties 19 | Not applicable | Trust Deed | 2014 | £1,540.53 |
| Liable parties 19 | Not applicable | Trust Deed | 2015 | £1,409.62 |
| Liable parties 19 | Not applicable | Trust Deed | 2016 | £1,553.29 |
| Liable parties 19 | Not applicable | Trust Deed | 2017 | £1,383.80 |
| Total | | | | £10,841.04 |
| Liable parties 20 | Not applicable | Trust Deed | 2002 | £139.40 |
| Liable parties 20 | Not applicable | Trust Deed | 2003 | £235.95 |
| Liable parties 20 | Not applicable | Trust Deed | 2004 | £681.53 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|------------|------|-----------|
| Liable parties 20 | Not applicable | Trust Deed | 2005 | £839.38 |
| Liable parties 20 | Not applicable | Trust Deed | 2006 | £994.12 |
| Liable parties 20 | Not applicable | Trust Deed | 2007 | £1,088.62 |
| Liable parties 20 | Not applicable | Trust Deed | 2008 | £813.40 |
| Liable parties 20 | Not applicable | Trust Deed | 2009 | £857.03 |
| Liable parties 20 | Not applicable | Trust Deed | 2010 | £815.04 |
| Liable parties 20 | Not applicable | Trust Deed | 2011 | £284.88 |
| Liable parties 20 | Not applicable | Trust Deed | 2012 | £370.18 |
| Liable parties 20 | Not applicable | Trust Deed | 2012 | £361.75 |
| Liable parties 20 | Not applicable | Trust Deed | 2013 | £766.35 |
| Liable parties 20 | Not applicable | Trust Deed | 2014 | £775.17 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|------------|------|-------------------|
| Liable parties 20 | Not applicable | Trust Deed | 2015 | £1,015.12 |
| Liable parties 20 | Not applicable | Trust Deed | 2016 | £955.87 |
| Liable parties 20 | Not applicable | Trust Deed | 2017 | £1,022.88 |
| Total | | | | £12,016.67 |
| Liable parties 21 | Not applicable | Trust Deed | 1999 | £161.78 |
| Liable parties 21 | Not applicable | Trust Deed | 2000 | £190.96 |
| Liable parties 21 | Not applicable | Trust Deed | 2001 | £217.35 |
| Liable parties 21 | Not applicable | Trust Deed | 2002 | £217.80 |
| Liable parties 21 | Not applicable | Trust Deed | 2003 | £220.00 |
| Liable parties 21 | Not applicable | Trust Deed | 2004 | £230.22 |
| Liable parties 21 | Not applicable | Trust Deed | 2005 | £280.50 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|------------|------|-----------|
| Liable parties 21 | Not applicable | Trust Deed | 2006 | £581.47 |
| Liable parties 21 | Not applicable | Trust Deed | 2007 | £786.44 |
| Liable parties 21 | Not applicable | Trust Deed | 2008 | £862.07 |
| Liable parties 21 | Not applicable | Trust Deed | 2009 | £989.14 |
| Liable parties 21 | Not applicable | Trust Deed | 2010 | £792.12 |
| Liable parties 21 | Not applicable | Trust Deed | 2011 | £1,046.79 |
| Liable parties 21 | Not applicable | Trust Deed | 2012 | £1,080.63 |
| Liable parties 21 | Not applicable | Trust Deed | 2013 | £273.31 |
| Liable parties 21 | Not applicable | Trust Deed | 2014 | £659.71 |
| Liable parties 21 | Not applicable | Trust Deed | 2014 | £912.18 |
| Liable parties 21 | Not applicable | Trust Deed | 2015 | £535.89 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|------------|------|-------------------|
| Liable parties 21 | Not applicable | Trust Deed | 2016 | £299.59 |
| Liable parties 21 | Not applicable | Trust Deed | 2016 | £260.55 |
| Liable parties 21 | Not applicable | Trust Deed | 2017 | £418.12 |
| Total | | | | £11,016.62 |
| Liable parties 22 | Not applicable | Trust Deed | 1995 | £132.60 |
| Liable parties 22 | Not applicable | Trust Deed | 1996 | £811.67 |
| Liable parties 22 | Not applicable | Trust Deed | 2003 | £24.00 |
| Liable parties 22 | Not applicable | Trust Deed | 2007 | £1,296.51 |
| Liable parties 22 | Not applicable | Trust Deed | 2008 | £1,479.11 |
| Liable parties 22 | Not applicable | Trust Deed | 2009 | £1,523.63 |
| Liable parties 22 | Not applicable | Trust Deed | 2010 | £1,373.98 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------|----------------|---------------|------|-------------------|
| Liable parties 22 | Not applicable | Trust Deed | 2011 | £1,110.06 |
| Liable parties 22 | Not applicable | Trust Deed | 2012 | £1,473.24 |
| Liable parties 22 | Not applicable | Trust Deed | 2013 | £1,534.28 |
| Liable parties 22 | Not applicable | Trust Deed | 2014 | £1,540.53 |
| Liable parties 22 | Not applicable | Trust Deed | 2015 | £1,546.86 |
| Liable parties 22 | Not applicable | Trust Deed | 2016 | £1,553.29 |
| Liable parties 22 | Not applicable | Trust Deed | 2017 | £1,559.80 |
| Total | | | | £16,959.56 |
| Scottish Homes | Not applicable | Irrecoverable | 1993 | £73.40 |
| Scottish Homes | Not applicable | Irrecoverable | 1994 | £518.78 |
| Scottish Homes | Not applicable | Irrecoverable | 1995 | £2,324.34 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|----------------------|----------------|---------------|------|--------------------|
| Scottish Homes | Not applicable | Irrecoverable | 1996 | £3,119.02 |
| Scottish Homes | Not applicable | Irrecoverable | 1997 | £7,154.12 |
| Scottish Homes | Not applicable | Irrecoverable | 1998 | £5,814.50 |
| Scottish Homes | Not applicable | Irrecoverable | 1999 | £324.03 |
| Scottish Homes | Not applicable | Irrecoverable | 2000 | £470.64 |
| Total | | | | £19,798.83 |
| Overall Total | | | | £344,389.67 |



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Housing Benefit Overpayments: Accounts for write off

1. Summary

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

Table 1

| Housing Benefit Overpayments | | |
|-------------------------------------|--------------------|-------------------|
| Reason | No. Debtors | Value |
| Sequestered | 1 | £50,213.99 |
| Total | 1 | £50,213.99 |

2. Recommendations

2.1 The Board is asked to authorise the write-off of £50,213.99 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
-

Author Emma Shields/Ext 6880

Appendix

| Liable Party | Period of Overpayment | Reason | Amount |
|--------------|--------------------------|--------------|------------|
| Person 1 | 01/05/2002 to 21/05/2017 | Sequestrated | £50,213.99 |
| TOTAL | | | £50,213.99 |



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Non-Domestic Rates: Accounts for write off

1. Summary

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

Table 1

| Non Domestic Rates | | |
|---------------------------|--------------------|--------------------|
| Reason | No. Debtors | Amount |
| Dissolved | 5 | £144,305.30 |
| Liquidated | 4 | £75,233.14 |
| Total | 10 | £219,538.44 |

2. Recommendations

2.1 The Board is asked to authorise the write-off of £219,538.44 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
-

Author: Emma Shields/Ext 6880

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

Appendix

| Name | Address | Reason | Year | Amount |
|---------------------------------|---|-----------|------|-------------------|
| Halal Processors (Scotland) Ltd | Unit B, 1 Lyon Road Linwood, Paisley, PA3 3BQ | Dissolved | 2011 | £456.43 |
| Halal Processors (Scotland) Ltd | Unit B, 1 Lyon Road Linwood, Paisley, PA3 3BQ | Dissolved | 2012 | £5,692.50 |
| Halal Processors (Scotland) Ltd | Unit B, 1 Lyon Road Linwood, Paisley, PA3 3BQ | Dissolved | 2013 | £5,844.30 |
| Halal Processors (Scotland) Ltd | Unit B, 1 Lyon Road Linwood, Paisley, PA3 3BQ | Dissolved | 2014 | £5,416.50 |
| Halal Processors (Scotland) Ltd | Unit B, 1 Lyon Road Linwood, Paisley, PA3 3BQ | Dissolved | 2015 | £5,520.00 |
| Halal Processors (Scotland) Ltd | Unit B, 1 Lyon Road Linwood, Paisley, PA3 3BQ | Dissolved | 2016 | £4,227.11 |
| Total | | | | £27,156.84 |
| Hope-Happiness Ltd | The Hayloft Pannell, 77h Kilbarchan Road Bridge Of Weir, PA11 3RN | Dissolved | 2014 | £10,885.07 |
| Hope-Happiness Ltd | The Hayloft Pannell, 77h Kilbarchan Road Bridge Of Weir, PA11 3RN | Dissolved | 2015 | £12,936.00 |
| Hope-Happiness Ltd | The Hayloft Pannell, 77h Kilbarchan Road Bridge Of Weir, PA11 3RN | Dissolved | 2016 | £464.57 |
| Total | | | | £24,285.64 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|------------------------|---|-----------|------|-------------------|
| Pollok Cloth House Ltd | 727 Pollokshaws Road, Glasgow, G41 2aa | Dissolved | 2014 | £2,109.93 |
| Pollok Cloth House Ltd | 727 Pollokshaws Road, Glasgow, G41 2aa | Dissolved | 2015 | £20,498.94 |
| Pollok Cloth House Ltd | 727 Pollokshaws Road, Glasgow, G41 2aa | Dissolved | 2016 | £21,205.80 |
| Pollok Cloth House Ltd | 727 Pollokshaws Road, Glasgow, G41 2aa | Dissolved | 2017 | £2,504.72 |
| Total | | | | £46,319.39 |
| Richdale Ltd | Hanison Business Centre, 567 Cathcart Road Glasgow, G42 8SG | Dissolved | 2010 | £1,867.45 |
| Richdale Ltd | Hanison Business Centre, 567 Cathcart Road Glasgow, G42 8SG | Dissolved | 2011 | £3,514.50 |
| Richdale Ltd | Hanison Business Centre, 567 Cathcart Road Glasgow, G42 8SG | Dissolved | 2012 | £3,712.50 |
| Richdale Ltd | Hanison Business Centre, 567 Cathcart Road Glasgow, G42 8SG | Dissolved | 2013 | £3,811.50 |
| Richdale Ltd | Hanison Business Centre, 567 Cathcart Road Glasgow, G42 8SG | Dissolved | 2014 | £2,651.79 |
| Richdale Ltd | Mcnairs Solicitors, 15 Glasgow Road, Paisley, PA1 3QS | Dissolved | 2005 | £1,852.93 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|---------------------------------|---|------------|------|------------|
| Total | | | | £17,410.67 |
| Westinch Ltd | Radleigh House, 1 Golf Road Clarkston, Glasgow, G76 7hu | Dissolved | 2015 | £2,204.76 |
| Westinch Ltd | Radleigh House, 1 Golf Road Clarkston, Glasgow, G76 7hu | Dissolved | 2016 | £26,928.00 |
| Total | | | | £29,132.76 |
| Saporito Wine Bar Ltd | Begbies Traynor, 3rd Floor Findlay House, 10-14 West Nile Street Glasgow, G1 2PP | Liquidated | 2016 | £7,905.52 |
| Saporito Wine Bar Ltd | Begbies Traynor, 3rd Floor Findlay House, 10-14 West Nile Street Glasgow, G1 2PP | Liquidated | 2017 | £2,788.85 |
| Total | | | | £10,694.37 |
| Gk Contracts (Scotland) Limited | C/O Begbies Traynor, Suite 9 River Court, 5 West Victoria Dock Road Dundee, DD1 3JT | Liquidated | 2016 | £5,380.52 |
| Gk Contracts (Scotland) Limited | C/O Begbies Traynor, Suite 9 River Court, 5 West Victoria Dock Road Dundee, DD1 3JT | Liquidated | 2017 | £8,236.71 |
| Total | | | | £13,617.23 |
| A Supplies Ltd | 29 Brandon Street, Hamilton, ML3 6DA | Liquidated | 2013 | £15,371.31 |

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

Appendix

| Name | Address | Reason | Year | Amount |
|-------------------------------------|---|------------|------|--------------------|
| A Supplies Ltd | 29 Brandon Street, Hamilton, ML3 6DA | Liquidated | 2014 | £17,874.45 |
| A Supplies Ltd | 29 Brandon Street, Hamilton, ML3 6DA | Liquidated | 2015 | £6,949.77 |
| Total | | | | £40,195.53 |
| Estate Properties International Ltd | 1353 Pollokshaws Road, Glasgow, G41 3RG | Liquidated | 2010 | £1,162.78 |
| Estate Properties International Ltd | 1353 Pollokshaws Road, Glasgow, G41 3RG | Liquidated | 2011 | £2,811.60 |
| Estate Properties International Ltd | 1353 Pollokshaws Road, Glasgow, G41 3RG | Liquidated | 2012 | £2,970.00 |
| Estate Properties International Ltd | 1353 Pollokshaws Road, Glasgow, G41 3RG | Liquidated | 2013 | £3,049.20 |
| Estate Properties International Ltd | 1353 Pollokshaws Road, Glasgow, G41 3RG | Liquidated | 2014 | £732.43 |
| Total | | | | £10,726.01 |
| Overall Total | | | | £219,538.44 |



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Sundry Debtors: Accounts for write-off

1. Summary

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

Table 1

| Sundry Debtors | | | |
|--|---------------|--------------------|------------------|
| Service | Reason | No. Debtors | Amount |
| Environmental and Planning & Transport | Sequestrated | 1 | £5,973.58 |
| Social Work | Sequestrated | 1 | £3,763.19 |
| Housing | Sequestrated | 1 | £54.23 |
| Total | | 3 | £9,791.00 |

2. Recommendations

2.1 The Board is asked to authorise the write-off of £9,791.00 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

Author: Emma Shields/Ext 6880

Appendix

| Name | Address | Charge | Write Off Reason | Amount |
|-----------------------|---|----------------------------------|------------------|------------------|
| Saporito Wine Bar Ltd | 44 Old Sneddon Street, Paisley, PA3 2AP | Trade refuse uplift | Sequestrated | £5,130.00 |
| Saporito Wine Bar Ltd | 44 Old Sneddon Street, Paisley, PA3 2AP | Profit Share (Spree Festival) | Sequestrated | £843.58 |
| Total | | | | £5,973.58 |
| Debtor 1 | Not applicable | Social Care | Sequestrated | £3,763.19 |
| Total | | | | £3,763.19 |
| Debtor 2 | Not applicable | Housing Repairs | Sequestrated | £54.23 |
| Total | | | | £54.23 |
| Overall Total | | | | £9,791.00 |



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Customer & Business Services Performance Report

1. Summary

- 1.1 This report details performance across key Customer & Business Service (CBS) functions including revenue collection and benefit administration for the period ending 30 September 2018 (including an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund). This report also provides a performance update in relation to customer services provision for the same period.
-

2. Recommendations

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

3. Revenue Collection

3.1 Council Tax

- 3.1.1 This section details the collection performance as at 28th September 2018 for Council Tax. It also provides details of the total sums collected for the previous year.
- 3.1.2 The billable sum for 2018/19 is £77,766,151
- 3.1.3 The sums collected to date for 2018/19 are £46,866,045 which is 60.27% of the billable sum. This is the same level of cash collection as a proportion of net charges billed compared with the same point in 2017/18.

3.1.4 The Council Tax Reduction awarded is £12,514,094 amounting to 13.86% of the billable sum, which is 0.33% less than at the same point last year. 3.1.5

3.1.5 The Service continues to work to address the reduction in applications referred above. Activities include close tracking of potential applications, data matching and the use of visiting officers to maximise Council Tax Reduction awards.

3.2 Non Domestic Rates

3.2.1 This section details the collection performance as at 28th September 2018 for Non Domestic Rates (NDR). It also provides details of the total sums collected for the previous year.

3.2.2 The Non Domestic Rates (NDR) charges billed for 2018/19 amount to £130,955,278.

3.2.3 The cash receipts to date amount to £67,309,200 which is 51.40% of the sums billed. This is an increase in cash collection as a proportion of net charges billed of 0.13% compared with the same position for 2017/18.

4. Benefit administration

4.1. This section details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of September 2018. Also provided is an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund.

4.2 The Service continues to successfully balance a significant work load along with managing the impact of the ongoing effect from the UK Government's welfare reform agenda, including Universal Credit Full Service Roll out which commenced in Renfrewshire on 18 September 2018.

4.3 Speed of Processing – Housing/Council Tax Benefit

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

4.3.2 In relation to New Claims processed within 14 days of all information received, this measure is also within target for the period and year to date.

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

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

Table 1 – Performance Summary

| Performance measure | 4 Week Reporting Period 10 August 2018 to 13 September 2018 | Year to date position | Annual Target |
|---|--|------------------------------|----------------------|
| New Claims – processing time | 20 days | 21 days | 24 days |
| New Claims - % processed within 14 days of all information received | 97% | 96% | 92% |
| Changes in Circumstance – processing time | 10 days | 9 days | 10 days |

4.4 Discretionary Housing Payments

- 4.4.1 The total budget for Discretionary Housing Payments for 2018/19 is shown in table 2 below.
- 4.4.2 Funding for DHP was previously provided to Local Authorities by the Department for Work and Pensions, following the new social security powers devolved to the Scottish Government (SG), DHP funding is now provided entirely by SG. The total budget is detailed in table 2 below and shows the indicative spending split provided to the Council.
- 4.4.2 The DHP budget has been calculated to include the full Scottish Government estimate of the amount of funding required to fully mitigate the effect of the Bedroom Tax. This estimate includes a 20% reserve allocation which will be paid in May 2019, if required.
- 4.4.3 Table 2 below has been updated to reflect the additional £140,000 of resources approved by the Council's Leadership Board on 19 September 2018
- 4.4.3 In line with DHP Policy and DHP Regulations, the Service makes awards to fully mitigate the effect of the Bedroom Tax and maximise spend within the year.
- 4.4.4 Table 3 shows the performance information in relation to DHPs. The table shows that processing time in relation to DHP is within target.

Table 2 – DHP Budget

| Funding – indicative allocations | amount |
|--|-------------------|
| Financial Hardship (non Benefit Cap) – Scottish Government | £99,384 |
| Financial Hardship (Benefit Cap) – Scottish Government | £186,847 |
| Bedroom Tax* – Scottish Government | £1,940,786 |
| Financial Hardship – Renfrewshire Council | £140,000 |
| Total budget for the year | £2,367,017 |

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

Table 3 – DHP Performance Summary

| Measure | 1 April 2018 to 30 September 2018 |
|--|--|
| Volume of DHP applications received | 4,621 applications |
| Volume of DHP decisions made | 4,625 decisions |
| Number of DHP awards | 4,418 awards |
| Average processing time (target 29 days) | 10 days |
| Total amount committed/paid | £2,092,355 |

4.5 The Scottish Welfare Fund

- 4.5.1 The Scottish Welfare Fund (SWF) provides a safety net for vulnerable people on low incomes through the provision of Community Care Grants and Crisis Grants. The Scottish Welfare Fund is a national scheme, underpinned by law and delivered on behalf of the Scottish Government by all local councils. The SWF replaced elements of the Social Fund abolished by the Department for Work and Pensions in 2013.
- 4.5.2 Table 4 below has been updated to reflect the additional £48,000 of resources approved by the Council's Leadership Board on 19 September 2018 in anticipation of increased demand following the commencement of Universal Credit Full Service.
- 4.5.3 The Service makes awards in 2018/19 in line with Scottish Government guidance and had spent 46.32% of its total budget for the Scottish Welfare Fund (SWF) by the end of September 2018.

- 4.5.4 The performance data relating to the Fund is presented in table 4 below. The Service has processed Crisis and Community Care Grants well within target for the month.

Table 4 – SWF Performance Summary

| Measure | 1 April 2018 to 30 September 2018 |
|--|--|
| Number of Crisis Grant applications received | 4,336 |
| Number of Crisis Grant Awards | 3,425 |
| Total amount paid for Crisis Grants | £240,457 |
| Average Processing time (2 working days target) | 1 day |
| Average Processing time (within month) | 1 day |
| Number of Community Care Grant applications received | 979 |
| Number of Community Care Grant Awards | 618 |
| Total amount paid for Community Care Grant | £324,874 |
| Average processing time year to date (15 working days target) | 13 days |
| Average processing time (within month) | 12 days |
| Total amount paid/committed from the fund | £565,331 |
| Budget provided by Scottish Government | £1,172,473 |
| Additional Council Resources | £48,000 |
| Total Budget | £1,220,473 |

5. Customer Service Provision

- 5.1 This section details the performance of the customer service unit for September 2018 and the year to date position from 1st April to 30th September 2018. The report provides an update on the overall contact centre call handling response times as well as face to face response times across the three customer service locations in Paisley, Renfrew and Johnstone.

5.2 Telephone Call handling

- 5.2.1 High level monthly summary – in September the contact centre received 25,747 calls and answered 96% against a primary target of 90% for the period.

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

| Primary target | Year | September - Calls Received | September - % Answered | Year to Date – Calls Received | Year to Date - % Answered |
|--------------------|------|----------------------------|------------------------|-------------------------------|---------------------------|
| 90% calls answered | 2018 | 25,747 | 96% | 185,866 | 97% |
| | 2017 | 27,913 | 95% | 179,719 | 96% |

5.2.3 The contact centre is currently exceeding the primary target of answering 90% of all calls.

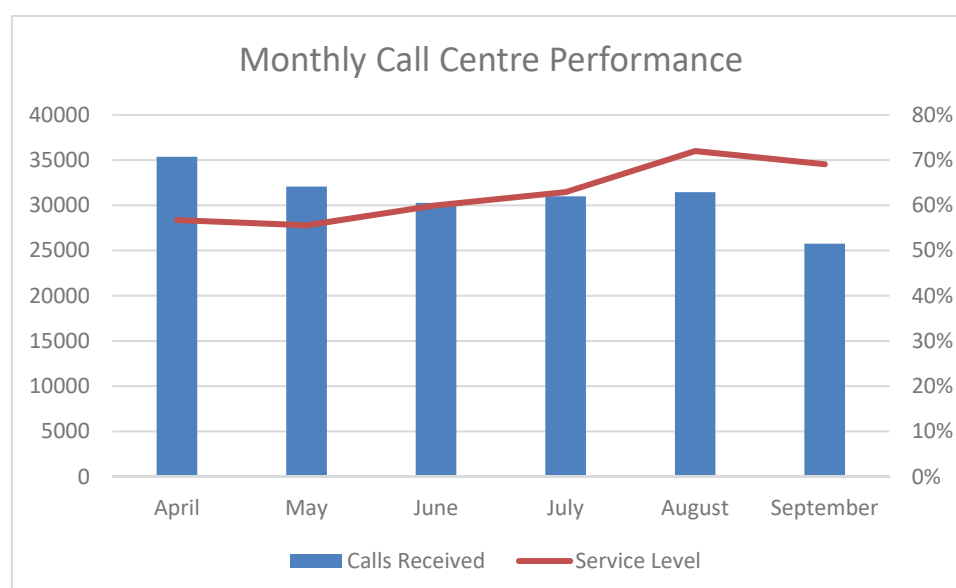
5.2.4 The secondary target is to respond to 70% of all calls within 40 seconds

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

| Secondary target | Year | September | Year to date |
|-------------------------|------|-----------|--------------|
| 70% calls in 40 seconds | 2018 | 69% | 62% |
| | 2017 | 65% | 66% |

5.2.5 The contact centre was marginally below target for the month of September, mainly due to the public holiday weekend which typically resulted in an increased demand during the last week of the month.

Members are reminded that a new contact centre call management system was implemented at the end of April which had an impact on the year to date performance compared to last year. By August, the service had recovered and was achieving target, with 72% of calls answered within 40 seconds.



5.3 Face to face provision

- 5.3.1 The primary target for Face to Face customer service is to ensure average wait time for all customer visits is below 20:00 minutes. The table below outlines the performance for the period across all Customer Service locations.
- 5.3.2 The service received 3,524 customer visits in September and continues to deal with these customers within target performance. This is compared to 3,833 visits for the same period last year. All locations continue to achieve target for face to face customer service visits.
- 5.3.3 Year to date, the customer service centre has supported 23,025 customers within the performance target. The volume of customers is broadly in line with the same period last year.

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

| Location | Year | September | Year to Date |
|------------------|-------------|--------------|--------------|
| Paisley | 2018 | 15:49 | 16:53 |
| | 2017 | 16:14 | 16:09 |
| Renfrew | 2018 | 06:47 | 06:12 |
| | 2017 | 07:31 | 05:42 |
| Johnstone | 2018 | 11:19 | 11:23 |
| | 2017 | 11:54 | 11:43 |

5.4 Factors impacting performance in the period

The service level for the contact centre was below the target of 70% of calls answered in 40 seconds. The key factor which caused this was the September Weekend public holiday.

The contact centre was achieving target of 70% for the month on Thursday 20th September, however the increased demand immediately after the long weekend holiday reduced the overall performance level to 69% by the end of the month.

Implications of the Report

1. **Financial** - The level of collection of Local Taxation continues to provide funding for the delivery of Council services throughout Renfrewshire.
2. **HR & Organisational Development** - None
3. **Community/Council Planning –**
 - Our Renfrewshire is fair - An effective Benefits service is vital to the quality of life of many of our citizens as it provides vital support for low income households to sustain tenancies and meet their rent obligations
 - Working together to improve outcomes - An efficient and effective billing and administrative process for the collection of local taxes is vital for ensuring the recovery of income to the council to support the provision of local services. This is supported by a range of payment opportunities for the public, including electronic and digital payments (e.g. Direct Debit, Website and Telephone).
 - Working together to improve outcomes – An efficient and effective Customer Service Unit is vital to ensuring citizens have equality of access to Council services whether this is digitally, by telephone or face to face
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The Recommendation contained within this report has been considered in relation to its impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for consideration of performance only.
8. **Health & Safety** - None

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

List of Background Papers

- (a) None

Author: **Rhona McGrath, Head of Customer & Business Services Ext 6879**

Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28TH September 2018

| COUNCIL TAX | | |
|------------------------------------|----------------|----------------|
| | 2017/18 | 2018/19 |
| | £m | £m |
| Projected Yield | 82.043 | 85.957 |
| Gross Charges | 86.207 | 90.280 |
| Less rebates | 12.144 | 12.514 |
| Net Charges Billed | <u>74.063</u> | <u>77.766</u> |
| Cash Collected | 70.805 | 46.866 |
| Rebate Grant | 12.144 | 12.514 |
| | <u>82.949</u> | <u>59.380</u> |
| Cash collected as % of Net Charges | 95.60% | 60.27% |
| Income as % of Projected Yield | 101.10% | 69.08% |

| NON-DOMESTIC RATES | | |
|--|----------------|----------------|
| | 2017/18 | 2018/19 |
| | £m | £m |
| Projected Yield | 123.578 | 128.336 |
| Gross Charges | 146.049 | 151.138 |
| Less reliefs | 19.949 | 20.183 |
| Net Charges Billed | <u>126.100</u> | <u>130.955</u> |
| Cash Collected | 122.807 | 67.309 |
| Cash collected as % of Net Charges | 97.39% | 51.40% |
| Cash collected as % of Projected Yield | 99.38% | 52.45% |

Customer & Business Services Performance Report – Appendix 2

Supplementary KPIs – Finance & Resources Policy Board

APPEALS

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

| | | | |
|-------------------------------------|---------------------|-----------------|---------------|
| Target processing speed | 60 | | |
| Result: last 3 months (days) | July: 25 days | August: 21 days | September: 33 |
| Average (12 months to date) | 42 days | | |
| Average Appeals Completed | 6 Appeals per month | | |

Comment:- Appeals have been processed well within target over the period.

REVISIONS

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

| | | | |
|-----------------------------|----------|------------|---------------|
| Target | 28 days | | |
| Result last report | May: 35 | June: 26 | July: 28 |
| Result Last 3 months | July: 28 | August: 29 | September: 23 |

Comment:- The service missed target processing time for Revisions due to year end activity, the outstanding volume of Revisions is significantly lower than last year therefore the Service aims to be back within target by the next reporting period.

ACCURACY

The Service proactively monitors the accuracy of benefits decisions made through a robust audit checking programme. The Service targets to audit 4% of all calculations. The actual level of checking for this reporting period is higher due to a number of new staff joining the Benefits team and therefore requiring 100% of their work to be checked.

| | Target % | Actual % |
|--------------------------------|----------|----------|
| Volume of Audits | 4% | 17% |
| Accuracy – September 18 | 95% | 88% |
| Accuracy – Year to Date | 95% | 89% |

Comment:- The Service has set a stretching target for Accuracy, during the period new employees had taken up benefit assessment roles and as a result this has affected the overall accuracy. Focussed training and support remains ongoing for new team members.

OVERPAYMENTS

| | Target % | Actual % |
|---|----------|----------|
| 17/18: % recovery of debt raised | 73% | 76.77% |
| 18/19: % recovery of debt raised | 73% | 89.05% |

Comment:- The value of overpayments reported at the last Board was £7,458,475, the current value is £7,433,821. The collection percentage was boosted by targeted action for recovery of overpayments from ongoing Housing Benefit during April.



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2018-21 Mid-Year Monitoring Report

1. Summary

- 1.1. The Chief Executive's Service Improvement Plan 2018-21 was approved by the Finance, Resources and Customer Service Policy Board in March 2018.
- 1.2. In April 2018, the Leadership Board agreed to implement changes to the senior management arrangements for the council. For the Chief Executive's Service, this involved the transfer of the post and responsibilities of the Head of Regeneration and City Deal Director to the service. A number of actions and performance indicators relating to regeneration, economic development and City Deal, which were previously included in the Development and Housing Service Improvement Plan 2018-21, are now reported in the Chief Executive's Service Improvement Plan.
- 1.3. This report acts as an interim report as the approved Service Improvement Plans were based on the previous service arrangements. New Service Improvement Plans will reflect the new service structure next year.
- 1.4. This report reflects the new service structure and contains details of the Chief Executive Service's performance over the period 1 April 2018 to 30 September 2018. The main purpose of the report is to provide:

- details of the key achievements of the service over the period;
- a progress update on implementing the action plan linked to the 2018-21 Service Improvement Plan;
- details of how the work of the service contributes to the service scorecard of core performance indicators; and
- an overview of priorities for the service over the next six months.

1.5. The service has an overarching strategic role within the organisation, working with external partners at a local and national level, and with internal services to drive improvement and to progress the strategic objectives of the organisation.

1.6. Key services that are delivered relate to: communications and marketing, events management, procurement, community planning, the development and delivery of the City Deal programme, economic growth and regeneration, strategy development and the provision of policy advice and support. Officers across the service also provide support and advice to elected members, directorate management teams, senior officers across the Council and to the Corporate Management Team. The nature of this work ranges from policy briefings, press and media support or in relation to the development of key plans and strategies.

1.7. In addition, officers across the service also lead on key initiatives relating to the Council's Digital Strategy, the City Deal programme, the Tourism Strategy, the tackling poverty programme and the organisation's equalities agenda amongst other areas.

2. Recommendations

2.1 The Finance, Resources and Customer Services Policy Board is asked to:

- note the progress that has been made on service performance from April to September 2018;
- note the progress made on actions and performance in the action plan; and
- note that an outturn report will be provided on full year performance to this Board in June 2019.

3. Background

3.1. The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members

to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

- 3.2. The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress made in the first six months of the 2018-21 plan.
- 3.3. Section 5 of this report provides details of the service's achievements, aligned to the Council Plan priorities, over the period April to September 2018. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detail is provided in the Action Plan and Performance Scorecard which forms Appendix 1.
- 3.4. An outturn report providing full year performance will be brought before this board in summer 2019.

4. Service update

- 4.1. In April 2018, the Leadership Board agreed to implement changes to the senior management arrangements for the council. For the Chief Executive's Service, this involved the transfer of the posts and responsibilities of the Head of Regeneration and City Deal Project Director to the service.
- 4.2. The Chief Executive's Service is now made up of several broad service areas: Policy and Commissioning, Marketing, Communications and Events, and Economic Development and Regeneration, each with associated delivery units and employing 225 staff. The service also has a varied remit and oversees cross-council services such as policy, communications, marketing, economic development and procurement. Joined-up cross-departmental working is a core purpose of the Chief Executive's Service, with teams providing support to other services as they work towards meeting the Council's strategic objectives and priorities in line with corporate practice alongside working closely with external stakeholders and partners.
- 4.3. The service also has a lead role in terms of supporting continuous improvement and achieving best value through the work of the Council.

5. Key achievements in last six months – by Council Plan priority

- 5.1. Detailed below are some of the service's achievements over the last six months, aligned to the Council Plan priorities. Full detail on the service's

progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period is included as Appendix 1 to this report.

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

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- the delivery of an enhanced events programme for 2018/19, which has attracted increased audience numbers and UK media coverage. The most recent events delivered were the very successful Spree Festival and the massively successful Halloween Festival which attracted 34,000 attendees;
- the launch of the paisley.is destination website and dedicated social media channels, with the website achieving 75,000 unique visitors during quarter 1;
- the development and launch of the Paisley Welcomes online training portal for product familiarisation and customer service excellence for Renfrewshire tourism businesses, with 15 tourism businesses across Renfrewshire currently engaged and 56 trainees in progress;
- the Paisley 2021 campaign winning the UK Chartered Institute of PR's award for excellence, the COSLA Excellence Awards and being shortlisted for the Holyrood Public Services Awards;
- our cultural infrastructure project team are critical to the delivery of the 2021 Legacy Plan. The team have worked successfully to achieve "concept design" stage for the Paisley Town Hall refurbishment and new Paisley Library and working towards concept design for Paisley Museum investment by end 2018;
- for the first time, securing the headline position for Renfrewshire Council across broadcast media for 2018 exams results, focusing on telling the story of the impact that Council services have on local people, for example in relation to attainment;
- the team have worked with services such as the Health and Social Care Partnership to deliver market engagement events to promote upcoming tender opportunities and to encourage providers to feedback on how best to shape our services;
- the service is in the final stages of completing the £1million investment programme for public Wi-Fi. Johnstone and Renfrew are now live and the Paisley go live will be finalised during winter 2018;
- the Procurement Team was recently recognised in the Annual Audit Report prepared by Audit Scotland. The report concluded that the Council has good procurement practices in place and is committed to continuous improvement.

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

For example:

- the Live Contracts Register is now published online providing information on all current contracts keeping supply base informed and providing early notice of contract renewal dates;
 - 25% of all current contracts were awarded to providers located within Renfrewshire;
 - Over 700 Community Benefits have been offered through current Council contracts awarded to external providers, including a broad range of employment and education initiatives. These include a ten week programme offered by a Paisley based contractor, of woodwork classes provided in schools by one of the contractors joiners, the contractor will also provide all of the materials for the class to use, promoting learning and skills for life;
 - the Strategic Procurement Team winning the GO Procurement Project of the Year Award for their input into the Council's Street Lighting Replacement Programme.
-
- significant progress has been achieved in terms of progressing City Deal projects; tenders for the main Glasgow Airport Investment Area contract being received and currently being evaluated;
 - the team are focused on maximising all opportunities relating to local investments and are continuing to work with partners on the delivery of an Advance Manufacturing Innovation District in Renfrewshire;
 - the Townscape Heritage Initiative/Conservation Area Regeneration Scheme (THI/CARS) project continues to make good progress with one building repair project successfully completed and several projects on site including the first new residential flats on Paisley High Street for a generation;
 - funding being secured through the Heritage Lottery Fund for Paisley and Renfrewshire's Great Place Scheme;
 - our economic development service is focused on promoting business growth and employment locally. The Invest in Business Programme supported 123 new business start-ups and delivery of 38 Business Gateway workshops with 287 attendees. Benchmarking confirms that this performance compares well with our neighbouring authorities;
 - An economic development conference is planned for later in November 2018 with a specific focus on delivering inclusive economic growth in Renfrewshire; and
 - Project Search started its fifth intake in July with 12 new young people joining the programme.

Strategic Outcome 2: Building strong, safe and resilient communities

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- developing a new model of 'Local Partnerships', which was agreed by Council in late September. These new structures represent a new way of working for communities, elected members and partners to work together at a local level, and will see more power devolved to communities to establish local priorities and deliver against these. The new Local Partnerships were developed following an extensive programme of engagement with communities and elected members, including the Cross Party Sounding Board, with the first meetings arranged to take place in late 2018;
- the annual programme of community planning engagement events took place in October 2018, with the partnerships team out and about talking to interested groups and individuals about the new Local Partnerships;
- the launch of the Community Empowerment Fund in July alongside the establishment of a single point of contact for communities. The fund is progressing well with a number of awards made to date and a good pipeline of other applications coming forward for development;
- publication of the Community Planning Partnership Annual Report which was reported to Board in September and submitted to the Scottish Government. This highlighted real progress across a number of key areas and allowed partners to identify priorities for the next 12 months;
- holding several meetings and workshops with Community Planning Partners on Brexit preparations. A number of shared areas of interest have been identified with a report on the Council's preparations being prepared for submission to the Leadership Board in December;
- the establishment of a new youth panel comprising 20 young people who will take the lead on event design and delivery, including the very successful Halloween Festival;
- the LEADER programme, our European Union funded Community Development Scheme which focuses on delivering a bottom-up method of support for rural development working with a wide range of community organisations and private businesses, has resulted in five applications being approved for funding; and
- under Community Benefits offered by contractors awarded Council contracts, interactive sessions have been offered to school children on the dangers of construction sites, promoting safety and increasing hazard awareness.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- reviewing and implementing a new Tackling Poverty programme which was approved by Leadership Board in June 2018. This provided continued funding for programmes and initiatives having a real impact on the ground such as breakfast clubs, peer health initiatives and school counselling, amongst others;
- preparing for the implementation of the new Fairer Scotland duty with a report submitted to Leadership Board in September 2018 outlining future requirements for the Council;
- undertaking a mapping exercise to understand the support services available across Renfrewshire in preparation for Universal Credit rollout, working as part of the wider Advice Renfrewshire partnership to ensure services are ready to support the impact;
- the development of a British Sign Language (BSL) Plan in consultation with BSL users and the wider public which was submitted to the Scottish Government in October 2018. A new BSL Action Plan was agreed to be progressed in partnership by service users, the Council and partners;
- holding an affordable credit event over the summer for partners which was well attended; and
- ensuring fair working practices are considered for all providers tendering to provide products and services to and for the Council.

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

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- the Renfrewshire Fairtrade Steering Group continues to meet regularly to support communities in achieving and renewing Fairtrade status. The Steering Group supported World Fairtrade Day, the Paisley 10k and the Renfrewshire schools Fairtrade Awards;
- the provision of a marketing and communications plan supporting recent waste changes to keep the public fully informed;

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

- winning the New Civil Engineer Low Carbon Leader Award through incorporating a range of measures to reduce carbon emissions on our Glasgow Airport Investment Area and Clyde Waterfront and Renfrew Riverside City Deal Infrastructure projects;
- continued marketing and communications support for the Team Up to Clean Up campaign, with a very successful thank you event held for volunteers and all involved in the Town Hall in September 2018; and
- embedding sustainable procurement, including consultation with the Soil Association Scotland to ensure the promotion of sustainable food.

Strategic Outcome 5: Working together to improve outcomes

Achievements April 2018 – September 2018

The service's achievements to date for this priority include:

- the successful completion of the second round of The Lens intrapreneurship programme in Renfrewshire culminating in an awards ceremony for 8 finalists from across Council services in June 2018. The programme encourages front line staff to bring forward ideas which they receive support and investment to develop from industry leading professionals;
- a review being undertaken of the council's complaints handling policy which will be submitted to a future board for approval. New guides have been developed for members of the public and staff;
- the introduction of a new on-line survey platform to be used by services to improve citizen engagement;
- receiving a positive Annual Audit report from Audit Scotland which recognised the progress being made to implement the recommendations in our Best Value Assurance Report;
- the development of a self-evaluation toolkit, with services piloting this in December 2018. The aim of this approach will be to engage even more with staff about the improvement of their service;
- services now enhancing the use of geographic information, population projections and economic data provided by the data analytics team to improve the efficiency and accessibility of services;
- supporting services to submit successful applications for external accreditation such as the COSLA Excellence Awards, the Guardian Public Service Awards and the Holyrood Public Services Awards;

Strategic Outcome 5: Working together to improve outcomes

- the approval of the new Communications and Marketing Strategy 2018-2022 which outlines key projects and campaigns to be delivered during 2018/19; and
- the completion of phase 1 of the Council's new intranet with a refreshed internal communications plan being approved in May 2018.

5.2 Areas where actions have been reviewed or delayed

- 5.2.1 The due date for developing a new digital strategy for Renfrewshire, focusing on economic growth, digital skills and digital participation has been extended. This will allow for a more detailed strategic review to be undertaken which allows us to build on the success of DigiRen and work on enhancing digital skills, and the implementation of the public Wi-Fi project; and success of DigiRen and internal work on digital skills.
- 5.2.2 The review of corporate grants process and monitoring arrangement is slightly behind schedule due to team resource being focused on the new Community Empowerment Fund roll-out.

6. Progress against service scorecard

- 6.1. The service scorecard contains 28 indicators, a subset of which is reported on a quarterly basis, as part of the CMT scorecard.
- 6.2. Of the 21 indicators with targets, 15 are performing well, 1 requires monitoring and 5 are below target. Performance is regularly reviewed by senior managers across the service who use this information to target service improvement activity.
- 6.3. A full summary of performance is outlined in the service scorecard at Appendix 1. The scorecard highlights the following areas of positive performance:
- Number of followers on social media is increasing each quarter with an increase of 4,743 followers compared to quarter 2 2017/18;
 - Number of friends on Facebook is performing well, with an increase from 17,500 in Q1 2018/19 to 17,800 in Q2 2018/19;
 - Local spend at events is performing above the target of £200,000 for quarter 2 at £273,100;
 - Number of Credit Union members is above target with 20,261 members against a target of 19,000;

- 100% of invoices were paid within 30 days, which is above the target of 90.5%; and
- 39 properties are on the Buildings at Risk Register, which is above the target of 42.

6.4. The scorecard highlights the following areas which are currently below target:

- Average number of work days lost through sickness absence was 1.05 for Quarter 2 which is below the target of 0.48. The quarter 2 figure however represents an improvement since quarter 1, where it was 1.57 days. Due to the size of the service, a small number of long term absences can have a significant impact on this figure. Absence continues to be monitored by senior managers on an ongoing basis to support attendance;
- The regional economic impact of events was below target in quarter 2, £1,929 compared to target of £30,000. The monitoring of this figure has been impacted by a change of research company which provides us with this data;
- 89% of FOI requests were completed within timescales, compared to target of 100%;
- 70% of complaints were responded to within timescales, which is below target. The service led a review into our complaints handling policy and as the recommendations from the review are being implemented, performance will improve; and
- The number of unemployed people being supported through the council's Employability Programme is below target, 154 against a target of 250. The numbers are lower than anticipated for the quarter although traditionally unemployment figures are lowest during this quarter. The service recently underwent a full service redesign and has moved to a sectoral approach in line with growth sectors which should positively impact on this figure.

7. Priorities over the next six months

The service continues to deliver the actions contained in the plan and will prioritise the following over the next six months:

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

7.1 Progressing the investment programme of Paisley Town Centre. The proposed £100m+ investment into Paisley's strongest cultural assets, including Paisley Museum and library alongside the creation of outdoor event space which offer increased reasons for day visits and for local people to spend more time there.

- 7.2 Coordinating a partnership approach which seeks the best outcomes for the local area. A long-term Paisley Vision will be developed during 2019 with the Scottish Government and Scottish Towns Partnership which will aim to set out lessons for other traditional town centres.
- 7.3 Recent announcements linked to Advanced Manufacturing District at Inchinnan could see £350m invested (including NMIS and MMIC which will be unique in Scotland) in the next 5 years to an area centred around the new City Deal infrastructure. The service needs to ensure that this investment is co-ordinated around a strong brand and offer which attracts further investment beyond the stated levels. This will create significant employment opportunities at the site and within the supply chain and at present the service are commencing preparation of a Skills Action Plan with partners to ensure that the “workforce of tomorrow” is able to recognise and make the most of these opportunities.
- 7.4 Progressing the development and delivery of the 3 City Deal projects: Glasgow Airport Investment Area (GAIA); the proposition for the Advanced Manufacturing Innovation District Scotland (AMIDS); and Clyde Waterfront & Renfrew Riverside (CWRR).
- 7.5 Addressing the audit recommendations of Airport Access project (AAP): following the independent audit commissioned by Transport Scotland. This work is being undertaken in liaison with Transport Scotland, Network Rail and Jacobs
- 7.6 Work will continue with member authorities to look to develop a City Region approach to Youth Guarantee and for new Intensive Employability Programme for Parents (as part of the Tackling Child Poverty Delivery Plan 2018-22).
- 7.7 GAIA South/Paisley North project: work is continuing develop a draft business case for a possible Paisley North/GAIA South project. Following a review of the draft business case, the next steps for this will be agreed.
- 7.8 Undertaking contingency planning to prepare for Brexit outcomes and working across a number of other priority sectors for the local economy, including care, healthcare, creative industries and tourism.
- 7.9 Working with Renfrewshire’s first business led Economic Panel (and six sectoral sub-groups) to advise on the first ever Renfrewshire Economic Strategy which will be consulted upon by summer 2019.
- 7.10 Continue to deliver year 1 activity within the Renfrewshire Visitor Plan including successful delivery of the council’s winter events programme and associated marketing campaigns; and

- 7.11 Establishing the Charitable Trust for the Paisley Museum Capital Appeal and appointment of a Capital Appeal Director and fundraising team will be a priority of the marketing and communications service.
- 7.12 Work will continue to develop options for a possible bid to the Department for Digital, Culture, Media and Sport to support the Council's ambitions for a full fibre build throughout Renfrewshire as part of the Council's wider digital strategy.
- 7.13 We will continue to develop our Community Benefits strategy and promote partnership working across the Council and with the voluntary sector to drive regeneration and improve opportunities for all.

Strategic Outcome 2: Building strong, safe and resilient communities

- 7.14 The service will support the development of the new local partnerships and local area action plans. This is a significant exercise which will also be delivered alongside the continued development of the single point of contact for community groups and organisation of the community empowerment fund.
- 7.15 Strategic procurement will continue to work closely with all Council services and key stakeholders to promote early engagement and actively encourage a strategic commissioning approach to promote the delivery of sustainable services which deliver the Council's strategic outcomes and help to ensure financial sustainability.

Strategic Outcome 3: Tackling Inequality, ensuring opportunities for all

- 7.16 The development of new partnership arrangements to deliver on new Child Poverty Action Plans, required to be in place and led by health boards and local authorities in 2019.
- 7.17 The formation of a Drug and Alcohol Commission with the principal aim being to assess the nature, causes and impact of drug and alcohol misuse in Renfrewshire. It is envisaged that the first meeting of the Commission will take place in early 2019. with membership of the Commission being comprised of national and local experts in relation to the key areas of focus, as well as being drawn from lead professionals working in Renfrewshire to support people affected by drug and alcohol misuse.
- 7.18 The service will co-ordinate the scoping and implementation of Renfrewshire's Improving the Cancer Journey project, in conjunction with Macmillan. The main aim of the project is to develop and deliver for everyone in Renfrewshire with a cancer diagnosis.

Strategic Outcome 5: Working together to improve outcomes

- 7.19 Self-evaluation is an important aspect of understanding how we are performing and where there are areas for improvement. Services are currently being identified to take part in the piloting of our new self-evaluation framework with the aim of this commencing in December 2018.
- 7.20 We will continue to monitor absence and support attendance at work as part of a wider commitment to staff health and wellbeing.
- 7.21 We will focus on the continued delivery of the marketing and communications strategy. Over the next six months this will include: staff engagement and communications through the ongoing implementation of Business World and phase 2 intranet development; delivering the marketing and PR campaign to support changes to waste collections; supporting the 2019/20 budget process; providing communications support for the Better Council change programme; supporting the cultural infrastructure programme; ongoing deliver of service actions within the legacy programme for 2021; and development of the Advanced Manufacturing Innovation District - Scotland (AMIDS) brand and positioning of the wider City Deal Infrastructure projects.

8. Financial outlook

- 8.1 In September 2018, the Director of Finance and Resources submitted a report to full Council on the financial outlook for 2019-2021. The report noted that whilst the Council's current financial position remains stable, it is recognised that the Council will continue to face significant medium term financial challenges to maintain its financial stability and sustainability. The scale of this challenge remains subject to a significant degree of uncertainty in relation to the local government settlement and also because of other factors such as Brexit and pay inflation.
- 8.2 The report noted that each service is involved in an ongoing programme to identify existing resources which can be used to offset new emerging pressures, as well as new opportunities for change and transformation. The Chief Executive's Service continues to lead on these areas of activity.

Implications of the Report

- 1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital budget for 2018/19.

2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for the Chief Executive’s Service, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community/Council Planning** – as detailed in report
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. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.
8. **Health & Safety** - None
9. **Procurement** - None
10. **Risk** – The Service Improvement Plan supports the overarching management of risk with Renfrewshire Council and aligns closely with the Chief Executive’s Service’s Risk Register.
11. **Privacy Impact** – None
12. **Cosla Policy Position** - None

List of Background Papers none

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Appendix 1

Chief Executive's Service Improvement Plan and Scorecard 2018-2021




Mid-year monitoring report














| Action Status | |
|---------------|----------------|
| | Cancelled |
| | Overdue |
| | Check Progress |
| | In Progress |
| | Completed |






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







| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|--------|---------------------------|--------------|---|
| CE.SIP.18.01.01 | Progress our digital ambitions, implementing free public Wi-Fi across our town centres and working with partners to promote digital skills and development | | <div><div>90%</div></div> | 31-Mar-2019 | Johnstone Town Centre public Wi-Fi went live in December 2017, followed by Renfrew Town Centre in June 2018. Paisley Town Centre installation is almost complete subject to some final legal and technical issues being resolved. The anticipated go live date for Paisley Town Centre is late November. The DigiRen network continues to promote digital skills and development with partners. |
| CE.SIP.18.01.02 | Develop a new digital strategy for Renfrewshire focusing on economic growth, digital skills and digital participation | | <div><div>10%</div></div> | 31-July-2019 | Due date has been revised to 31 July 2019. The Digital Strategy 2016-2019 was published in 2016 and is now being reviewed and rolled forward for the next three years. A survey was conducted during the summer with the DigiRen network about digital maturity in Renfrewshire linked to the Digital Office for Local Government who we |


| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|---|---------------------------|-------------|--|
| | | | | | continue to link with. The aim is to get the refreshed strategy in place for the 2019-2022 period. |
| CE.SIP.18.01.03 | Lead on the Council's bid for national funding to support the implementation of a full fibre network in Renfrewshire |  | <div><div>20%</div></div> | 31-Dec-2018 | <p>The Council is considering submitting to Wave 3 of the Department for Digital, Culture, Media and Sport (DCMS) Local Full Fibre Network Challenge Fund. There are no fixed submission dates for this Wave and DCMS have established iterative pre-dialogue and dialogue processes which the council is engaging in.</p> <p>Delivery of the destination marketing plan is well underway, with destination website paisley.is and social media channels launched and performing well. PR and social media activity has performed very well year to date against targets:</p> <ul style="list-style-type: none"> - 120,000 unique web users year to date against an annual target of 100,000 - Combined social media following of 6,269 year to date against an annual target of 10,000 - 282 million opportunities to see or hear something positive about Paisley year to date against annual target of 120million – based on Paisley 2021 benchmark - 1,152 positive articles about Paisley year to date – across regional and national editorial and broadcast |
| CE.SIP.18.01.04 | Implement our destination marketing plan |  | <div><div>50%</div></div> | 31-Mar-2021 | <p>Partnerships established with Chamber of Commerce, St Mirren, The List, The Herald, Scotrail and Visit Scotland. Paisley trademark filed.</p> <p>The 2018/19 events programme will deliver 16 events against a target of 190,000 unique attendees. In Q1 and Q2, the programme was attended by 81,390 people. The following events have been delivered: Paisley Food Festival; St Mirren league celebration; British Pipe Band Championships; Renfrew and Barshaw Gala days; the Scottish Album of the Year Awards; Pagliacci; Sma' Shot and Weave Festival; Johnstone Fire Engine Rally; Renfrewshire Doors Open Day (including Abbey Drain and Gleniffer Braes).</p> |
| CE.SIP.18.01.05 | Deliver a range of diverse and exciting events to increase visitor numbers to our town centre and grow local event attendances |  | <div><div>50%</div></div> | 31-Mar-2021 | <p>The Spree Festival (wee Spree and Spree for All – Renfrewshire-wide), Halloween Festival, Renfrewshire Fireworks and Christmas Lights switch-on events take place from October to December. Paisley's Halloween Festival secured £48,000 of EventScotland funding and is a Signature Event for Scotland's Year of Young people, with opportunities for 700 children and young people to co-design and participate in the event.</p> |

| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|---|---|-------------|---|
| | | | | | Year to date local spend is £864,653 with direct economic impact of £392,329. 36% of attendees to the event programme are day visitors from outside Renfrewshire. |
| CE.SIP.18.01.06 | Implement the Renfrewshire Visitor Plan |  |  | 31-Mar-2021 | Good progress continues to be made across the seven portfolios contained in the plan. The tourism sector identified key priorities within the plan including establishing a tourism business network, improving visitor experience, developing and understanding target audience insights and improving facilities and itineraries for travel trade. Quarter 1 and 2 highlights include: launch of the destination brand; establishment of a tourism group and two tourism business networking events – supported by VisitScotland; the launch of Paisley Welcomes – online training programme covering Renfrewshire product familiarisation and customer service excellence; the development of summer and winter visitor campaigns and new national marketing materials; new visitor data – Paisley visitor survey extended and annual Visitor Attraction Monitor commissioned. Paisley is was exhibited at VisitScotland EXPO 2018 which is Scotland's largest travel trade event and itineraries are now being developed with travel trade as a result. |
| CE.SIP.18.01.07 | Create a positive destination brand to drive positive perceptions of Paisley and Renfrewshire as a great place to live, work and visit, and implement the destination marketing strategy |  |  | 31-Mar-2021 | The new destination brand, destination website and social channels were launched in March to mark Scottish Tourism Month, endorsed by VisitScotland. The destination marketing plan is now being implemented. |
| CE.SIP.18.01.08 | Establish a commercialisation model that reconnects the Paisley Pattern to Paisley |  |  | 31-Dec-2020 | Digitalisation of the Pattern Collection is completed and commissioning of Digital Asset Management tool underway. The first formal partnership agreement with an international brand is in place with a worldwide product launch in February 2019 – branded 'Paisley from Paisley'. A UK and International PR plan is being developed to support the launch. |
| CE.SIP.18.01.09 | Deliver the events strategy to 2022. This will include bidding for new events and delivering an enhanced events programme on an annual basis as part of the Paisley 2021 Legacy plan |  |  | 31-Mar-2021 | <p>The Renfrewshire events strategy supports the targets set out in the Renfrewshire Visitor Plan and has a commitment to attract 400,000 event attendees annually by 2022. Events include the council's existing programme plus new events funded through the Paisley legacy programme. The 2018/19 events programme is well underway.</p> <ul style="list-style-type: none"> - Successful event bids for 2018/19 – British Pipe Band Championships and Scottish Album of the Year Awards. - £48,000 of EventScotland funding secured to expand Halloween Festival as a Signature Event for Scotland's Year of Young People, supported by a national marketing plan – broadcast, outdoor, press and digital across Renfrewshire, Glasgow, Central Scotland and Edinburgh. |




| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|---|----------------------------|-------------|---|
| | | | | | <ul style="list-style-type: none"> - Legacy events delivered in 2018/19 – Scottish Opera Pagliacci. Future legacy commissions will include Glen Cinema Commemoration 2019 and the Radical War events 2020. Currently developing a business case for a largescale cycling event for Renfrewshire. - Event evaluation has been implemented across the programme to measure economic, social and reputational impact – reported annually through the Renfrewshire Visitor Plan update to Leadership Board. - Paisley Food and Drinks Festival and the Spree listed as must-visit UK festivals, national media profile secured for Food and Drink Festival, Sma' Shot/Weave, Scottish Album of the Year Awards, Pagliacci, Doors Open Day and Halloween Festival. - Support provided for Lochwinnoch Arts Festival and Spree for All fringe festival programme in Renfrew, Johnstone, Linwood and Lochwinnoch. - Programming board established – Renfrewshire-wide cultural community. |
| CE.SIP.18.01.10 | Develop population projections for localities and communities in Renfrewshire |  | <div><div>25%</div></div> | 31-Mar-2019 | <p>A small area population projection using planning areas has now been developed and population groups established with Services to look at the available population data. New figures are now available for population and households and new models and scenarios will now be developed in conjunction with Services.</p> <p>The strategic procurement team hosted market engagement events to promote upcoming tender opportunities and to encourage providers to feedback on how best to shape our services. Events have included:</p> <p>Joint event with RHSCP, including engagement from Scotland Excel on Care Homes in Renfrewshire asking providers how we can work better together for Renfrewshire;</p> <p>Supplier engagement event hosted by the Strategic Procurement Construction Team for suppliers interested in Early Years opportunities;</p> <p>Our aim is to make better use of the Quick Quote facility for Works contracts up to £500,000 with a view to ensuring that 75% of the organisations asked to quote are local suppliers where suppliers with the right skills are available.</p> <p>Community Benefits are included in all relevant contracts. The CB forum work with procurement and suppliers to help maximise benefits and ensure that they are delivered.</p> |
| CE.SIP.18.01.11 | Build capacity of local supply base, promote 'grow local' |  | <div><div>75%</div></div> | 31-Dec-2018 | |
| CE.SIP.18.01.12 | Maximise use of community benefits - ensure that ambitious community benefits are included in all appropriate tenders. |  | <div><div>100%</div></div> | 31-Dec-2018 | |

| Action Code | Action | Status | Progress | Due Date | Update |
|------------------|---|---|---------------------------|-------------|--|
| | Improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits | | | | Community Benefits delivery is monitored by contract officers and recorded in our Contracts Register - this information is required as part of our Annual Report for Scottish Government. |
| CP17.DHS.01 | Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel |  | <div><div>40%</div></div> | 31-Mar-2022 | The Council has facilitated the creation of Renfrewshire's first business led Economic Panel and 5 sub-groups have been set-up: Tourism, Manufacturing, Creative Industries, Care and Transport. The Panel will advise on the new Renfrewshire Economic Strategy which will be consulted upon by summer 2019. |
| CP17.DHS.04 | Proactively work with property owners to bring some of the area's most valued assets back into use |  | <div><div>15%</div></div> | 30-Mar-2021 | Discussions are ongoing with property owners and landlords to encourage use of vacant property with good progress being made with a number of vacant assets in the last six months. |
| CP17.DHS.05 | Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally |  | <div><div>30%</div></div> | 31-Mar-2022 | Work is progressing with partners (Scottish Enterprise and Scottish Government) to establish an Advanced Manufacturing Innovation District on the site of the former Netherton Farm with the National Manufacturing Institute for Scotland and the Medicines Manufacturing Innovation Centre (UK) as anchor tenants. Design teams are appointed, and work is progressing to turn Paisley Museum, Paisley Arts Centre and Town Hall into 21st century facilities. A new learning and cultural hub offering library services on the heart of the High Street is also in design and all the projects will be complemented by the recently approved £10m investment to improve the outdoor streetscape and transport links in the town. |
| DHS.SIP18 - 1.02 | Work with partners to deliver the Advanced Manufacturing Innovation District –Scotland (AMIDS) |  | <div><div>50%</div></div> | 31-Mar-2020 | We are continuing to work with Scottish Enterprise and other key partners to ensure that the benefits from the AMIDS district are maximised. Work undertaken in relation to the main site includes preparation and submission of the Planning Permission in Principle (PPiP), work on a longer-term development strategy and a utilities strategy. Work continues with partners on the delivery of the National Manufacturing Institute for Scotland and Medicine Manufacturing Innovation Centre facilities, which will act as anchors for AMIDS. |
| DHS.SIP18 - 1.03 | Deliver our City Deal Projects – the Glasgow Airport Investment Area (GAIA) Project, the Airport Access Project, the Clyde Waterfront and Renfrew Riverside (CWRR) Project and City Region wide employment programmes |  | <div><div>50%</div></div> | 31-Mar-2020 | Tenders for the main Glasgow Airport Investment Area (GAIA) contract have been returned and are currently being evaluated, with the aim of commencing on site in early 2019. Pending the decision on the called-in planning application for the Clyde Waterfront and Renfrew Riverside (CWRR) project, tender documents are being finalised for issue after a positive decision, with voluntary land |

| Action Code | Action | Status | Progress | Due Date | Update |
|------------------|--|---|----------------------------|-------------|---|
| | | | | | negotiations continuing in parallel to the preparation of a Compulsory Purchase Order. |
| | | | | | Work is continuing to progress the 'independent audit' actions for the Airport Access Project. |
| | | | | | Targets have been met for both employability projects. |
| | | | | | Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS) project is making good progress. One building repair project successfully completed. Several projects are due to start before March 2019. |
| DHS.SIP18 - 1.08 | Develop and deliver a range of heritage led regeneration projects across Renfrewshire |  | <div><div></div></div> 35% | 31-Mar-2021 | Paisley Learning and Cultural Hub at 22 High St has reached concept and design stage with Hub West. Delivery of a wide programme of Heritage-led activities through TH/CARS Project and Doors Open Day. Paisley Museum is making good progress. Paisley Town Hall refurbishment also reached concept design stage and stakeholder engagement on both Learning & Cultural Hub and Town Hall commences October 2018 |
| DHS.SIP18 - 1.09 | Develop and coordinate the delivery of a Development Framework for Paisley North/GAIA South |  | <div><div></div></div> 10% | 31-Mar-2021 | Discussions and engagement with stakeholders is ongoing for the Paisley North/GAIA (Glasgow Airport Investment Area) South. |
| DHS.SIP18 - 1.10 | Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre |  | <div><div></div></div> 50% | 31-Mar-2021 | Paisley Town Centre Action Plan 2016/2026 is currently under review and will be reported to Leadership Board in December 2018. Initial review has indicated majority of short term actions have been achieved. |
| DHS.SIP18 - 1.11 | Deliver Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project |  | <div><div></div></div> 20% | 31-Mar-2021 | One building repair project and one small grant project has been completed. Positive discussion with priority building owners is continuing. Two shopfronts onsite and an additional two are being delivered by March 2019. The tender process for the appointment of the design consultant for the public realm project is nearing completion. A comprehensive programme of activities continues to be delivered in association with a range of community and stakeholder groups. |
| DHS.SIP18 - 1.12 | Develop and deliver the Great Place Scheme: Developing a Cultural Destination |  | <div><div></div></div> 5% | 30-Sep-2020 | Funding has been secured through Heritage Lottery Fund for Paisley and Renfrewshire Great Place Scheme. The recruitment process for a dedicated Project Officer has proved challenging, the post will be re-advertised, however progress continues to be made with the Great Place Scheme project. |
| DHS.SIP18 - 1.13 | Deliver Invest in Renfrewshire (Invest in Business Programme) |  | <div><div></div></div> 50% | 31-Mar-2021 | During the first half of the year (Apr-Aug 2018) we have supported 123 business start-ups. The InCube programme commenced on the 5th intake of |
















| Action Code | Action | Status | Progress | Due Date | Update |
|------------------|--|---|---------------------------|-------------|--|
| | | | | | small businesses in June, 7 new-start companies will undergo a 6-month period of incubation and support. |
| | | | | | We delivered 38 Business Gateway workshops with 287 people attending. |
| | | | | | We delivered 5 Digital Boost Workshops with 42 people attending. 47 people have been supported through our Expert Help programme. |
| | | | | | We have worked with 171 local companies looking to grow and develop and have provided 36 companies with grants or loans. |
| | | | | | During the first half of the year (Apr-mid Sep 2018) we have supported 1,306 people, 426 of the 1,306 were new registrations. 194 people have moved into jobs or paid positions (traineeships) over this time. Project Search (our programme for young people with a Learning Disability) started a fifth intake in July with 12 new young people joining the programme. Our new employability programme focussing on offenders has now engaged with 31 people and is proving very successful. We secured 2 SDS contracts to start on 1 April: |
| DHS.SIP18 - 1.14 | Deliver Invest in Renfrewshire (Employability Programme) |  | <div><div>50%</div></div> | 31-Mar-2021 | <ul style="list-style-type: none"> - A contract for 41 places on the Employability Fund; and - A contract for 32 places for the Modern Apprenticeship Programme. <p>Our pilot programme "9 Streets" to support those in Ferguslie's SIMD 1 area has been really successful and a number of people have moved into work over the last 6 months. There has been a service redesign of the Employability Service in Economic Development and a new structure was implemented in October 2018.</p> |




Strategic Outcome 1: Reshaping our place, our economy and our future – performance indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|-------------|--|---|---|---|---------|--------|---------|--------|------------|--------|------------|--------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| DHS.E MP.01 | Number of unemployed people being supported through Renfrewshire Council Employability |  |  |  | 1,464 | - | 1,185 | 1,500 | 286 | 250 | 154 | 250 | The Invest Employability Service continues to support around 1,500 unemployed people each year through the main hub at the Russell Institute Paisley and through the outreach and engagement programme across Renfrewshire. The service has recently undergone a full service redesign and has moved to a sectoral approach in line with growth sectors. The |











| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|--|--|----------------|------------------|-----------------|---------|--------|---------|--------|---------------------------|--------|------------|--------|---|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| Programme (INVEST) | | | | | | | | | | | | | |
| target figures represent the new and additional unemployed people registering with the service each year (estimate 1,000 new people and 500 existing people are supported each year). | | | | | | | | | | | | | |
| The numbers are lower than anticipated for the quarter (unemployment stats are lowest during June - Sept) but are likely to catch up in quarter 4 when unemployment is at its highest value. | | | | | | | | | | | | | |
| Please note that this figure reflects the 'claimant count' for Renfrewshire at end of September 2018. | | | | | | | | | | | | | |
| DHS.E MP.09 | Renfrewshire Claimant Count (NOMIS) | | | | 3,040 | - | 3,290 | - | 3,225 | - | 2,855 | - | This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits, so doesn't count all unemployed people in the area. |
| DHS.SL AEDOC 9 | Town Vacancy Rate | | | | 11.8% | - | 11.7% | - | Not measured for Quarters | | | | Vacancy in Renfrewshire's Town Centres has decreased slightly to 11.7% which is above the Scottish average of 9.2%. The vacancy rate across Renfrewshire is largely attributed to vacancy in Paisley Town Centre, although vacancy in Paisley continues to fall. |
| DHS.C P.RR01 | Number of properties on Buildings at Risk Register | | | | 45 | | 41 | 42 | 39 | 42 | 39 | 42 | Of the 39 properties on the Buildings at Risk Register, 6 are described as undergoing a process of restoration. |
| DHS.E MP.08 | Number of new business start-ups in Renfrewshire with Business Gateway support | | | | 326 | - | 265 | 300 | 76 | 75 | 73 | 75 | The number of new business start-ups in the first two quarters of this year are up in comparison to the same period last year. |
| DHS.W ORKPO P | Percentage of Renfrewshire population working age (16-64) | | | | 64.4% | - | 64.4% | - | Not measured for Quarters | | | | These figures are based on NRS 2017 mid-year estimates |





| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|-----------------------|--|----------------|------------------|-----------------|--------------------|-----------|------------|-----------|---------------------------|----------|------------|----------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| CE.CP. EV01 | Number of visitors to the events we create | | | | 122,500 | 115,000 | 165,088 | 105,000 | 57,000 | 60,000 | 24,390 | 30,000 | Sma' Shot day, the Scottish Album of the Year Awards, Fire Engine Rally, Doors Open Day and Pagliacci contributed to the total attendance in Q2. The audience numbers fell short of our target of 30k visitors, this is attributed to Sma' Shot/Weave Festival not meeting our initial target. The Festival had benefited from external funding from Event Scotland in 2017 and the wider Weave programme was also financially sponsored by Paisley First. This funding was not available for the 2018 programme and therefore had an impact on the programming and in turn numbers who attended the event. |
| CE.SIP 17.EV0 2 | Local spend at events | | | | New PI for 2017/18 | | £2,046,373 | £150,000 | £591,487 | £400,000 | £273,100 | £200,000 | The Scottish Album of the Year awards, Sma' Shot Day and Doors Open day events were held in Q2 with Sma' Shot day generated a local spend of £273k compared to £159k at the 2017 event. |
| CE.SIP 17.EV0 3 | Regional economic impact of events | | | | New PI for 2017/18 | | £402,000 | £400,000 | £390,400 | £420,000 | £1,929 | £30,000 | The only event measured in Q2 was Sma Shot'Veave Festival due to the unexpected and sudden closure of our previous research partners Culture Republic. It should be noted that whilst our target was not met in the figures reported here, Sma' Shot/Weave went from a negative impact in Q2 in 2017 of -£45 to a positive in 2018. Events also delivered within this quarter include The Scottish Album of the year Awards, Pagliacci and Doors Open Days and would have delivered a positive economic impact however we were unable to evaluate these. |
| CE.SIP 17.EV0 4 | Number of visits to Renfrewshire (and Paisley) attractions | | | | 1,740,000 | 1,770,000 | 1,759,021 | 1,800,000 | Not measured for Quarters | | | | This data is provided by the Moffat Centre for all regions through the Annual Visitor Attractions survey. Data for 2018 is not yet available. |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|-----------------|---|---|---|---|--------------------|-----------|------------|------------|---------------------------|--------|---------------------------|--------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| CE.SIP 17.EV0 5 | Opportunities to see or hear something positive about Paisley and Renfrewshire (OTSH) |  |  |  | 72,000.00 | 45,000.00 | 600,000.00 | 120,000.00 | Not measured for Quarters | | Not measured for Quarters | | 282 million opportunities to see or hear something positive about Paisley and Renfrewshire has been achieved year to date, against an annual target of 120 million – target based on Year 1 OTSH generated through the Paisley 2021 campaign. |
| SOA16 DH.13 | Number of vacant retail units in Paisley Town Centre |  |  |  | 71 | - | 64 | 68 | Not measured for Quarters | | Not measured for Quarters | | The 2018 survey of Paisley Town Centre was completed in April and focuses on ground floor commercial units within the town centre and doesn't include upper floors. 64 units are currently vacant, which is 14% of the ground floor commercial units in Paisley Town Centre, this is down from 16% the previous year. The declining vacancy rates are related to a rise in local retail, cafe and service type uses in recent years. |
| CE.SIP 18.EV0 6 | Increase participation across our communities |  |  |  | New PI for 2018/19 | | | | Not measured for Quarters | | Not measured for Quarters | | This is a new PI for 2018/19 and baseline data will be established this year. |
| DHS.E MP.02 | Number of unemployed people supported into work through Renfrewshire Council's Employability Programme (INVEST) |  |  |  | 613 | - | 523 | 500 | Not measured for Quarters | | Not measured for Quarters | | This indicator shows a slight decline in comparison to last year but the figures still show a high number of people supported into work through the programmes. The proportion of jobs to registrations remained constant. |
| DHS.E MP.03 | Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST) |  |  |  | 287 | - | 238 | 150 | Not measured for Quarters | | Not measured for Quarters | | Sustainment figures are achieved by tracking those entering employment. In 2017/18 the figures exceeded the target of 150 and approximately 50% of clients supported into work sustained in work at 6 months. This figure may be higher but it is not always possible to track or contact all clients who enter employment. |








| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|---------------|--|---|---|---|--------------------|--------|---------|--------|------------|--------|---------------------------|--------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| DHS.E MP.07 a | Number of new companies supported to grow a business |  |  |  | New PI for 2017/18 | | 512 | 450 | | | Not measured for Quarters | | The Business Growth team have assisted local companies to identify and unlock any barriers to their growth potential to ensure they are in a position to play a full part in increasing local economic activity. |


Strategic Outcome 2: Building strong, safe and resilient communities - actions

| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|---|---|---|-------------|---|
| CE.SIP.18.02.01 | Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities |  |  | 31-Mar-2021 | A single point of contact for community groups and organisations has been developed by the Partnerships team. Officers are currently engaging with a number of partner organisations to develop strategic partnership agreements and have a lead role for the administration and development of the Community Empowerment Fund in Renfrewshire, which has a key focus of asset transfer and development. The fund was launched in July and made awards to three organisations in August 2018. |
| CE.SIP.18.02.02 | Implement a new approach for Local Area Committees |  |  | 31-Mar-2019 | Following an extensive programme of engagement with communities and elected members, the new model of local governance was approved by full Council on 27 September 2018. Local Area Committees have now been disbanded and the first meeting of new Local Partnerships will take place in late November/ early December. |
| CE.SIP.18.02.03 | Work with communities to develop local action plans to tackle the issues people care about most |  |  | 31-Mar-2021 | The new Local Partnerships will be supported to develop local actions as an early priority. Local data profiles are being prepared to support the priority setting process. |
| CE.SIP.18.02.04 | Make Renfrewshire a leader in supporting volunteering within communities |  |  | 31-Mar-2021 | The delivery of the Winter Events Programme will evidence a strong co-design approach through the creation of a new youth panel comprising 20 young people including those from hard to reach groups who will take a lead on event design and delivery. Part of this approach is also the delivery of a new creative learning programme for 180 young people to be trained by cultural, marketing and events professionals through master classes and workshops. We will also engage 15 new young volunteers to work with the events and marketing team in all aspects of event delivery. |
| CE.SIP.18.02.05 | Launch and deliver new Community Plan |  |  | 31-Oct-2018 | Community Plan was approved in September 2017 and submitted to the Scottish Government. A performance framework has been developed and the first annual report was prepared and submitted to Scottish Government in September 2018. |













| Action Code | Action | Status | Progress | Due Date | Update |
|------------------|---|---|---------------------------|-------------|---|
| CE.SIP.18.02.06 | Develop approach to deliver participatory budgeting / community choices |  | <div><div>20%</div></div> | 31-Mar-2021 | The Council is working to a position of 1% of budget being allocated to participatory budgeting approaches. The Youth Challenge element of the new Local Partnerships grant funding will be disbursed through participatory budgeting. New funds such as the Community Empowerment Fund and Green Spaces and Villages Investment Fund also support this approach. |
| CE.SIP.18.02.07 | Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership |  | <div><div>90%</div></div> | 31-Dec-2018 | The community planning governance arrangements have been implemented. The final stage of the programme related to the development of an Improving Life Chances board which has now met twice and is developing role / remit. |
| CE.SIP.18.02.08 | Review of corporate grants process and monitoring arrangements |  | <div><div>15%</div></div> | 31-Mar-2019 | The review of corporate grants has now commenced and is slightly behind schedule to allow for team resource to be focused on the new Community Empowerment Fund roll out. |
| DHS.SIP18 - 2.02 | Deliver Invest in Renfrewshire (Invest in Communities Programme) |  | <div><div>50%</div></div> | 31-Mar-2021 | During April to September 2018 we have supported 79 social economy organisations, and over the same period, have provided social enterprise investment totalling £12,936 to four organisations. |
| | | | | | During April to September 2018 we have worked with local communities on 10 funding applications and have so far secured £37,500 external funding over this period. |
| | | | | | The LEADER programme has worked with a wide range of community organisations and private businesses across Renfrewshire, East Renfrewshire and Inverclyde and has received 7 funding applications of which 5 have been approved these are: - Wider Connexions - helping adults and families affected by problematic substance use. - Financial Fitness - independent welfare benefits advice service. - Linwood 3G Pitch. - Garage for community mini-bus in Eaglesham. - Children's play park in Waterfoot. |

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all - actions



| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|---|----------------------------|-------------|--|
| CE.SIP.18.03.01 | Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme |  | <div><div>50%</div></div> | 31-Mar-2021 | The next phase of the Tackling Poverty programme was approved by the Leadership Board in June 2018. Progress of funded projects will be reported on a six-monthly basis. |
| CE.SIP.18.03.02 | Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms |  | <div><div>30%</div></div> | 31-Dec-2018 | A programme of work is underway from the rollout of Universal Credit in September 2018. In particular, work has been undertaken to understand and map the support services across Renfrewshire, and to develop and deliver a communications strategy to keep residents, tenants and staff informed. |
| CE.SIP.18.03.03 | Deliver a range of interventions to support financial inclusion across Renfrewshire |  | <div><div>70%</div></div> | 31-Mar-2019 | Partnership groups around key areas of financial inclusion continue to meet, including the Advice Partnership, Credit Union Forum and Renfrewshire Affordable Credit Alliance (RACA). In particular, the RACA group held an affordable credit event over the summer for partners which was well attended and are progressing with a focus on uptake on bank accounts. |
| CE.SIP.18.03.05 | Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes |  | <div><div>60%</div></div> | 31-Mar-2019 | The Partnerships and Inequalities teams continue to support the development of both internal staff and community organisations. A report was submitted to the Leadership Board in September 2018 in relation to the new socio-economic duty and the work that will be undertaken by officers to ensure it is embedded within strategic activities and governance arrangements. |
| CE.SIP.18.03.06 | Work with British Sign Language (BSL) users and relevant Council services to develop a local BSL plan |  | <div><div>100%</div></div> | 31-Oct-2018 | Following extensive service user and a full public consultation, the BSL plan was approved by the Leadership Board in September 2018. The plan was submitted to the Scottish Government by the required due date of 31 October 2018. |
| CE.SIP.18.03.07 | Implement the digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet |  | <div><div>60%</div></div> | 31-Mar-2019 | The Digital Strategy now supersedes the digital participation plan. A Digital Participation Officer was funded by the Tackling Poverty Programme to support the strategy actions on reducing Digital Exclusion. Additional funding from the Tackling Poverty programme to extend this work will seek to recruit a similar role targeting older adults and people with a disability on a temporary basis. Long term sustainability of this type of role in services will be explored in partnership. Communities, Housing and Planning have recruited a temporary Digital Participation Officer to increase digital participation of council tenants. |
| CE.SIP.18.03.08 | Use the Events Strategy to increase participation across all communities |  | <div><div>25%</div></div> | 31-Mar-2021 | All events within the 2018/19 programme provide opportunities for community groups to co-design, co-produce and participate in events and includes active targeting of groups who face barriers to participation. Over 500 community |

| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|---|---------------------------|-------------|--|
| | | | | | representatives across all age groups participated in the Sma' Shot parade – groups were involved in projects including dance, costume-making, float design and poetry. Through Scottish Opera, 100 tickets were allocated to community groups for Pagliacci – administered by Engage Renfrewshire – this included the Disability Resource Centre, Street Stuff and Police Scotland Youth Volunteers. 10% of Spree Festival tickets allocated to target groups through partnership with Engage Renfrewshire and Youth Services. Over 500 children were involved in the production of Paisley's Halloween Festival. |
| | Promote fair working practices including payment of the living wage across the councils' supply base. Include Fair Work as a standard agenda item at supplier review meetings to be considered alongside all other contract management matters |  | <div><div>25%</div></div> | 31-Mar-2021 | Fair working practices are assessed for all tenders. The Corporate Procurement Unit provides clear information to tenderers setting out our objectives and aspirations for the delivery of Fair Work Practices and payment of the Living Wage. |
| CE.SIP.18.03.09 | | | | | |



Strategic Outcome 3: Tackling inequality, ensuring opportunities for all – performance indicators

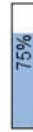

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|-------------------|--|---|---|---|---------------------------|--------|-------------|--------|---------------------------|--------|------------|--------|---|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| CE.SIP1 7.CP01 | Number of people who felt they have been engaged within the community planning process |  |  |  | New indicator for 2017/18 | | 928 | 928 | Not measured for Quarters | | | | 928 pledge cards and diagrams/surveys have been received by people involved in the community planning process. |
| CE.SIP1 7.TP02 | Number of Credit Union members |  |  |  | New indicator for 2017/18 | | 59,183 | 57,000 | 20,153 | 19,000 | 20,261 | 19,000 | Credit Union membership continues to increase, supported through partnership working. |
| CE.SIP1 7.TP03 | Interest saved against high interest lenders |  |  |  | New indicator for 2017/18 | | £196,188.36 | - | £201,378.82 | - | £9,175 | - | Salary Stretcher Loans issued 19 loans over 6 months and Fast Cash Loans issued 3 loans over 26 weeks, interest saved was £9,175. |
| CE.SIP1 8.EV07 | Increase % of people participating in events from our most deprived communities |  |  |  | New indicator for 2018/19 | | | | Not measured for Quarters | | | | Baseline data will be established for 2018/19 |











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




| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|---|---------------------------|-------------|---|
| CE.SIP.18.04.02 | Maintain commitment to being a Fairtrade Council |  | <div><div>40%</div></div> | 31-Mar-2021 | The Renfrewshire Fairtrade Steering Group has been meeting regularly to support Renfrewshire communities, towns and villages in achieving and renewing Fairtrade status. The Steering Group has also supported World Fairtrade Day, the Paisley 10k and the Renfrewshire Schools Fairtrade Awards. Over the next six months the Steering group will refresh the local Fairtrade networks, support Renfrewshire's Fairtrade campaign and work towards achieving its fair trade goals. This will involve developing a response to the recently published International Charter of Fairtrade and delivering a series of events to celebrate Fairtrade fortnight, 2019. |
| CE.SIP.18.04.03 | Plan, implement and coordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign |  | <div><div>50%</div></div> | 31-Dec-2019 | <p>Waste changes – a marketing and communications plan has been developed to effectively communicate changes to the public ensuring those affected are fully informed. Phase 1 (awareness raising of recycling) is completed and Phase 2 is being implemented to highlight the changes. Measurement and evaluation takes place every six months.</p> <p>Team Up to Clean Up campaign on track. Key stats for Q1 and Q2 include:</p> <ul style="list-style-type: none"> - Media reach 719,000; - Local advertising circulation reach 1.79 million; - 25,000 people engaged on social media; and - Marketing campaigns delivered – Renfrewshire's Big Spring Clean and support for community clean-ups. |

Strategic Outcome 5: Working together to improve outcomes - actions
















| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|---|---------------------------|-------------|--|
| CE.SIP.18.05.01 | Undertake a review of the complaints handling process and roll-out to all services |  | <div><div>90%</div></div> | 31-Dec-2018 | A review of the complaints handling procedure was completed in September 2018. Revised guidance has now been produced and work has begun on designing customer-friendly marketing material. From 1 October, all services are now using the revised policy and performance will be monitored by the corporate management team on a quarterly basis. |
| CE.SIP.18.05.02 | Implement a new model for self-assessment |  | <div><div>20%</div></div> | 30-Sep-2019 | Service restructuring, inspections and priorities such as Business World resulted in postponements of the roll-out the self-evaluation pilots. A revised list of pilots is being developed for implementation in December 2018. |










| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|---|---|---|-------------|---|
| CE.SIP.18.05.03 | Develop collaborative relationships across Local Authorities and other public-sector bodies |  |  | 31-Mar-2019 | Strong relationship with other Councils but more active engagement with other public-sector bodies required. |
| CE.SIP.18.05.04 | Review and enhance working relationships across the policy and commissioning team and with partner services |  |  | 31-Mar-2019 | These relationships are being strengthened through the new community planning governance arrangements. The Strategic Partnership Arrangement with West College Scotland will be reviewed in the forthcoming months. |
| CE.SIP.18.05.05 | Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit |  |  | 31-Mar-2019 | The Improvement Plan is reported to the Leadership Board on a six-monthly basis, with the next update to be considered in November 2018. In the recently published Annual Audit Report, Audit Scotland confirm that the Council is making good progress in terms of implementing the recommendations made through the Best Value Assurance Report. |
| CE.SIP.18.05.06 | Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions |  |  | 31-Mar-2021 | Strategic planning and policy development has led on the submission of applications to the COSLA Awards, the Guardian Public Services Awards and the Holyrood Public Services Award. A dedicated awards page is being developed for the intranet and the team is now developing an awards submission protocol to ensure consistency across the Council. |
| CE.SIP.18.05.07 | Develop the scope and functionality of our open data platform and expand its use in the community |  |  | 31-Mar-2019 | An open data platform is now established and consultation is under way with Council staff, the Third Sector and communities on how the service will develop. Feedback is sought on the feel and layout of the site and on which datasets should be available. This consultation will be used as the basis for the expanded use of the open data platform in the Council and community. |
| CE.SIP.18.05.08 | Expand the use of our Geographic Information Systems (GIS) across services |  |  | 31-Mar-2019 | GIS services continue to be developed throughout a range of Council Services. Developments of note include: - introduction of Survey123 as the Council's default survey platform being used by services to improve citizen engagement; - Continued migration of GIS ICT estate to new Pulsant datacentres. - Data sharing nationally with Spatial Hub; and - All LocalView internet sites decommissioned and replace with ArcGIS Online equivalents improving the online mapping available. |
| CE.SIP.18.05.09 | Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach |  |  | 31-Mar-2019 | The data analytics and research team is now working with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. As the Council's ICT capabilities expand with the roll out of Office 365 and Business World we will continue to support the use of data analytics to support services and the community. |
| CE.SIP.18.05.10 | Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources |  |  | 31-Mar-2019 | Strategic Partnership Agreement with West College Scotland under review to be updated. |

| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|--|---|---|-------------|---|
| | | | | | Community Planning Partners engaged in relation to Brexit and contingency planning workshop held in October 2018. |
| | | | | | Collaborative Leadership Programme with Police Scotland and Scottish Fire and Rescue being piloted through the Chief Officers Group. |
| CE.SIP.18.05.11 | Fully embed our staff "intrapreneurship" programme and recognise staff for success |  |  | 31-Mar-2019 | The second phase of the Lens programme is now complete, culminating in an award ceremony in June. So far in the two years of the programme we have had 15 ideas securing £127k in investment. 9 projects are now underway or have been implemented. Early evaluation of the programme shows an increase in key organisational innovation attributes like collaboration, empowerment and looking out, as well as an increase in key innovation skills among the programme participants. A full review of the programme is currently underway to inform the development of phase 3. |
| CE.SIP.18.05.12 | Improve and evolve how we communicate with employees through the development of a new staff intranet and refreshed internal communications plan |  |  | 31-Dec-2019 | Refreshed internal communications plan approved in May 2018 and new engagement channels in place. Phase 1 intranet launched successfully. Web Editor in post from October and phase 2 plans to be implemented by March 2019. Key highlights in Q1 and Q2 include the Lens, Management Programmes – Leaders of the Future, ASPIRE, CMI, digital skills training, GDPR, staff engagement on the next phase of the intranet and Business World communications. |
| CE.SIP.18.05.13 | Development of organisational communications and marketing strategy |  |  | 31-Dec-2019 | Communications and Marketing Strategy 2018-2022 was approved by CMT. The strategy outlined a number of key projects and campaigns to delivered in 2018-2019. |
| CE.SIP.18.05.14 | Protect the council's reputation, reinforcing the corporate vision and positioning the council as open, modern and ambitious, through the local and national media |  |  | 31-Dec-2019 | 28 million opportunities to see and hear about Renfrewshire in media coverage has been generated in the first two quarters of 2018. Key highlights include: Team Up to Clean Up, Saints Streets housing redevelopment, Medicines Manufacturing Centre announcement, City Deal and 2018 exam results. |
| CE.SIP.18.05.15 | Implement Chief Executive's Workforce Plan |  |  | 31-Oct-2018 | The Workforce Plan is well embedded within the service and progress reviewed every 6 months by the SMT. The Plan will require to be updated given the new service structure approved in June 2018. |
| CE.SIP.18.05.16 | Promote Council Plan to a wider audience |  |  | 31-Dec-2018 | Engagement sessions with Heads of Service underway, with activities programmed against each of the Council Plan themes. Council Plan linked to new PPT process and to Leadership Development Programme. |

| Action Code | Action | Status | Progress | Due Date | Update |
|-----------------|---|---|----------------------------|-------------|--|
| CE.SIP.18.05.17 | Review current Public Services Panel arrangements and investigate options for further development |  | <div><div>100%</div></div> | 31-May-2018 | Paper copies of the plan provided to all senior managers. CMT approved revised approach. New specification developed and working with procurement team to tender for new provider |
| CE.SIP.18.05.18 | Refresh existing Business Continuity arrangements and develop new plan |  | <div><div>100%</div></div> | 30-Sep-2018 | Plan reviewed in Summer 2018 and in place. The plan will now be reviewed in light of the new service structure. A Service Crisis Resilience Management Team meeting takes place 2-3 times per year, chaired by the Head of Policy and Commissioning. |
| CE.SIP.18.05.19 | Support Better Council Change Programme |  | <div><div>75%</div></div> | 31-Mar-2019 | The team continue to support services in delivering change initiatives whilst also leading on several such as the intranet development. |

Strategic Outcome 5: Working together to improve outcomes – performance indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|-------------------|---|---|---|---|---------|--------|---------|--------|---------------------------|--------|---------------------------|--------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| CE08 | % of FOI requests in a quarter completed within timescale in the Chief Executive's Department |  |  |  | 100% | 100% | 90.75% | 100% | 77% | 100% | 89% | 100% | 9 single department FOIs were received by the Chief Executive's Service in quarter 2, with 89% being completed within timescales. |
| CE.SIP1 7.CP02 | % of local people who feel well informed about their Council |  |  |  | 39% | - | 63% | - | Not measured for Quarters | | Not measured for Quarters | | This question was asked as part of the Public Services Panel Winter survey. The percentage has increased significantly from 2016/17 to 63%. |
| CE.SIP1 7.IC01 | % of staff who feel well informed about matters that are important to them |  |  |  | 60.44% | 60% | - | 75% | Not measured for Quarters | | Not measured for Quarters | | This is a new indicator from 2016/17 internal comms staff survey. 60.44% of staff feel well informed about matters that are important to them. This will be measured in spring 2019. |
| CE138 | Number of followers on social media (twitter) |  |  |  | 17,512 | 14,000 | 22,915 | 15,000 | 23,000 | 15,000 | 23,200 | 15,000 | The number of social media followers continues to grow with an increase of 4,743 followers on Twitter compared to the same quarter last year. |
| CE139 | Number of friends on Facebook |  |  |  | 11,055 | 8,000 | 17,181 | 8,500 | 17,500 | 8,500 | 17,800 | 8,500 | The number of social media followers continues to grow with an increase of 5,442 friends on the council's Facebook channel compared to the same quarter last year. |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|---------------|--|---|---|---|---------|--------|---------|--------|------------|--------|------------|--------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| CE153 | % of complaints responded to within timescales agreed with customer |  |  |  | 100% | 100% | 33% | 100% | 72% | 100% | 70% | 100% | The Chief Executive's Service received 29 complaints in quarter 2, with 70% being completed within timescales. The recently completed complaints review and subsequent recommendations will improve performance in future quarters. |
| CEABS01dii | Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE) |  |  |  | 8.12 | 2 | 9.61 | 2 | 1.57 | 0.48 | 1.05 | 0.5 | Absence for quarter 2 was 1,049 days which is higher than the target of 0.5. However, represents a slight decrease since quarter 1. Monitoring of absence continues across the service with monthly reports being provided to senior managers showing monthly, cumulative and quarterly absence information. |
| FCSCRE DCE01f | % of invoices paid within 30 days by the Chief Executive's Service |  |  |  | 98.71% | 99.2% | 98.98% | 90.5% | 99.2% | 90.5% | 100% | 90.5% | The Chief Executive's Service received 144 invoices during quarter 2, with all being paid within timescales. |



To: **Finance, Resources and Customer Services Policy Board**

On: **14 November 2018**

Report by: **Director of Finance and Resources**

Heading: **Finance and Resources Service Improvement Plan 2018/21:
Mid-Year Monitoring Report**

1. Summary

- 1.1 The finance and resources service improvement plan 2018-21 was approved by the finance, resources and customer services policy board in March 2018. The plan sets out the priorities for the development of the service over a three year period and details the actions which will contribute to the priorities of both the Council and the Community Planning Partnership. It also sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured.
- 1.2 This report contains details of the service's performance over the period 1 April 2018 to 30 September 2018. The main purpose of the report is to provide members with:
 - details of the key achievements of the service over the period;
 - a progress update on implementing the action plan linked to the 2018-21 service improvement plan;
 - details of how the work of the service contributes to the service scorecard of core performance indicators; and
 - an overview of priorities for the service over the next six months.
- 1.3 The service has an overarching strategic role within the organisation, working with external partners at a local and national level, and with internal services to drive improvement and to progress the strategic objectives of the organisation.
- 1.4 Finance and resources is one of the largest services within Renfrewshire Council and employs approximately 1,200 employees. The service has a wide

and varied remit. It covers the breadth and depth of all Council business and is integral to a number of high profile projects and improvements within other Council departments. Finance and resources supports the Council to strategically manage and plan for the effective and sustainable deployment of its financial, workforce, technological and physical resources in both the short term but also the medium to longer term remains a key overarching priority for the service. The service provides multi-disciplinary professional support functions and key priorities and these are intrinsically linked and influenced by the development and delivery of major investment programmes and projects which are critical to supporting the Council to deliver against its wider key objectives.

- 1.5 The mid-year monitoring report sets out the progress the service has made against their priorities for ensuring financial sustainability of the Council, delivering on the Council's transformation programme, supporting major investment and strategically managing the Council's, legal, property, ICT, human resources administration and customer services as well as maintaining sound governance across the Council.

2. Recommendations

- 2.1. The Finance, Resources and Customer Services Policy Board is asked to:
- note the progress that has been made on service performance;
 - note the progress made on actions and performance in the action plan; and
 - note that an outturn report on full year performance will be provided to this Board in summer 2019.

3. Background

- 3.1 The service improvement plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.
- 3.2 The service improvement plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress made in the first six months of the 2018-21 plan.

- 3.3 Section 5 of this report provides details of the service's achievements, aligned to Council Plan priorities, over the period April to September 2018. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detail is provided in the Action Plan and the Performance Scorecard which forms Appendix 1.
- 3.4 An outturn report providing full year performance will be brought before this board in summer 2019.

4. Service update

- 4.1 Finance and Resources is one of the largest services in Renfrewshire Council. It employs over 1,200 staff. The service has a wide and varied remit providing support for other services in the form of business administration, and a full range of professional support and advisory functions such as financial, property and legal services, as well as audit, information and communication technology for the Council and its partners, as well as providing the main customer services activity for the Council such as the rollout of Business World. This system will transform the way the Council manages and delivers its key financial and management processes.

Finance and Resources core activities include:

- Delivering effective strategic management of the Council's financial, property, ICT and human resources maintaining sound corporate governance across the Council;
- Providing high quality advice and support to the Council to effectively develop and deliver its medium term financial strategy, and ensuring that the Council is deploying increasingly limited resources in an effective and financially sustainable manner which supports the delivery of strategically key objectives and outcomes;
- Delivering high quality professional services;
- Delivering efficient and effective licensing, 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 Better Council Change Programme (BCCP) 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;

- Supporting elected members and the democratic procedures of the Council; and
- Protect Council resources through effective internal audit, risk management and counter fraud services.

5. Key achievements in last six months – by Council Plan priority

- 5.1. The Service has made strong progress on the outcomes and underpinning actions set out in the service improvement plan over the last six months, the wider Council Plan priorities and has implemented a number of transformation and change initiatives for the Council to aid towards the current and future financial sustainability of the organisation.
- 5.2. Detailed below are some of the service's achievements over the last six months, aligned to the Council Plan priorities. Full detail on the service's progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period is included as Appendix 1 to this report.

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

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- Elected Members approved the updated financial outlook for 2019-2021 in September 2018. The outlook provided a range of scenarios in terms of the potential financial position of the Council over the medium term and forms a key part of the Council's ongoing medium term financial planning arrangements and preparations for setting the 2019/20 budget.
- ensuring that the Council's current financial position remains stable and within the financial planning parameters established when the Council set its budget for 2018/19. Audit Scotland has recently completed their audit of the 2017/18 accounts and the audited financial position remains in line with that reported to Council in June 2018.
- our ongoing work to provide a wide range of professional and business support to deliver the Cultural Infrastructure Programme, which will result in substantial investment in our venues and town centre infrastructure;
- continue to provide high quality advice and support to effectively develop and deliver on the medium term financial strategy; and
- providing a range of multi-disciplinary professional services and expertise to support the delivery of major economic and regeneration priorities such as City Deal and Heritage-led Regeneration Investment.

Strategic Outcome 2: Building strong, safe and resilient communities

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- continuing to progress Community Asset transfer applications, with 42 requests having been received to date and staff are working positively with all applicants to develop their proposals;
- development of a Community Asset Transfer 'Roadshow' which was delivered in September with approximately 40 attendees. Further events for 2019 are being considered with Development Trust Association Scotland; and
- continuing to support the delivery of the School Estates Management Plan in conjunction with Children's Services colleagues.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- detailed preparations have been undertaken to prepare customers and council services for the introduction of Universal Credit Full Service across Renfrewshire on 18 September 2018. The focus has been on working with DWP and other partners to provide information to the public on how and where to claim, including digital and personal budgeting support;
- developing effective modelling tools to identify and monitor the impact of welfare reform changes, including Universal Credit, on Council services and resources;
- tracking the actual impacts of Universal Credit on Renfrewshire residents now that it is live to ensure that Council services continue to support citizens and manage the resource demands;
- liaising with COSLA and Scottish Government officials in relation to the new social security powers for Scotland and have contributed to consultations and information sharing events; and
- developing a counter fraud policy which will be taken to CMT and board for approval.

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

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- continuing to make excellent progress in respect to the Carbon Management Plan to ensure it is on programme and an update report will be provided to Infrastructure, Land & Environment Policy Board;
- continuing to ensure energy management initiatives are aligned to our Capital Investment programme and Corporate Asset Strategy to optimise use of our property estate and reduce overall running costs and energy consumption levels. The ongoing programme will support the release of a further £0.2 million of efficiencies between now and the end of 2017/18; and
- employing a Targeting and Monitoring Officer to work with Head Teachers and Building Managers to identify areas for improvement in terms of gas and electricity usage.

Strategic Outcome 5: Working together to improve outcomes

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- a key focus of the OD Strategy 2016-19 is to improve efficiency, modernise our ways of working and support long term sustainability. To support this, the HR & OD Policy Review Plan for 2018 has progressed well throughout the year with five new HR& OD Policies being approved by Board which include Recruitment, People, Performance and Talent Policy, Flexible Working, Trade Union Facility Time Policy and Parenting Leave and Pay policies;
- *100 frontline employees attended digital skills training during summer 2018;*
- Council services continue to make good progress implementing their workforce planning priorities with 71% of the overall Council's Workforce Plan has been completed to date;
- launching the Cross Organisational Mentoring Scheme in September 2018 involving Renfrewshire, Glasgow, Inverclyde, South Lanarkshire, West Dunbartonshire Councils and NHS Greater Glasgow and Clyde. Each partner has put forward mentors and mentees across senior

Strategic Outcome 5: Working together to improve outcomes

manager levels to facilitate the sharing of knowledge and expertise to help us see and do things differently and improve outcomes;

- delivering a week of member development sessions in April, with 31 members attending at least one session. Sessions included personal safety, council budget, social media and ICT drop in sessions.
- implementing Business World for core users on 1 October, and self-service for all services and partners on 18 October 2018. The new system represents the biggest single technology project ever undertaken by the Council and provides the platform to transform how the Council approaches and delivers its key business and financial processes.
- staff working on Digital First Projects attending service design and digital masterclasses run by the Scottish Government and academic institutions supporting the development of user centric strategy and service design;
- *the Corporate Asset Strategy 2018-2021 being approved by Board in June;*
- *the development of the Customer Strategy 2017-2022 action plan which is underway to create a programme team leading the implementation of the new Strategy;*
- appointing BT as our Telephony as a Service partner. The Contact Centre solution was implemented in the spring of 2018 and mobile sims were swapped over to BT during the summer; and
- *over 30,000 Renfrewshire citizens having signed up for MyAccount and over 200 new users joining each week;*
- implementing General Data Protection Regulation (GDPR) in Renfrewshire which represented the most significant change to data protection in twenty years.

6. Progress against service scorecard

- 6.1. The service scorecard contains 29 indicators, a subset of which is reported as part of the CMT scorecard on a quarterly basis.
- 6.2. Several indicators have been removed from the scorecard as they are no longer collected:

- Cost of democratic core per 1,000 population – this was a statutory indicator but is no longer collected as part of the Local Government Benchmarking Framework and therefore has been removed from the scorecard;
 - The number of councillors with a Personal Development Plan in place – this indicator
 - Percentage of managers in the 360 process and percentage of employees having completed IDPs – these indicators are no longer collected as a new Performance Appraisal process was approved by board in June which will involve developing new indicators to capture the appraisals being completed with managers and employees; and
 - Customer satisfaction rating for services delivered by the Customer Service Unit – a new survey system is being implemented and this indicator will be reinstated once able to collect data.
- 6.3. Of the 28 indicators with targets, 19 are performing well, 7 require monitoring and 2 are below target. Performance is regularly reviewed by senior managers across the service who use this information to target service improvement activity.
- 6.4. A full summary of performance is outlined in the service scorecard at Appendix 1. The scorecard highlights the following areas of positive performance for quarter 2:
- Time taken to process new housing benefit applications was well within the target, 20.56 days compared to target of 24;
 - Time taken to process change of circumstances housing benefit applications was within target, 8.47 days compared to target of 10;
 - It took an average of 1 day to process a Crisis Grant, compared to target of 2;
 - Community Care Grants continue to be processed within timescales, 13 days compared to target of 15;
 - 95.38% of invoices were paid within 30 days across the whole council, compared to a target of 90.5%;
 - 98% of calls to the Customer Service Centre were answered, compared to target of 90%;
 - 100% of customer enquiries were resolved at first point of contact by Customer Service advisors against a target of 90%;
 - The average waiting time for customers in the Customer Service Centre was 12.04 minutes, compared to a target of 20 minutes;
 - 100% of FOI reviews were completed within 20 days which meets the target of 100%;
 - 60.27% of council tax due has been collected which met target;
 - 51.4% of Non-Domestic Rates were collected in quarter 2 against a target of 51.27%; and
 - 45.9% of the Audit Plan has been completed by quarter 2 compared to target of 42.8%.

6.5. The scorecard highlights the following areas as being below target:

- 61.8% of IT service requests were fulfilled within target fix time, compared to a target of 85%;
- The average number of work days lost through sickness absence was 2.624 days, this is below the target of 1.47. Monitoring of absence continues across the service with monthly reports being provided to senior managers.

7. Priorities over the next six months

- 7.1. In September 2018, the director of finance and resources submitted a report to full Council on the financial outlook for 2019-2021. The report noted that whilst the Council's current financial position remains stable, it is recognised that the Council will continue to face significant medium term financial challenges to maintain its financial stability and sustainability going forward. The scale of this challenge remains subject to a significant degree of uncertainty in relation to the local government settlement and also factors such as Brexit and pay inflation.
- 7.2. The report noted that each service is involved in an ongoing programme to identify existing resources which can be used to offset new emerging pressures, as well as new opportunities for change and transformation. Due to the potential scale of future savings requirements there will be an increasing need for the Council to make fundamental transformational changes to how the organisation operates, engages with customers and works with local communities and businesses. Finance and Resources Service will continue to support these areas of activity.
- 7.3. The service will continue to lead on the work to prepare for Brexit and the impact it may have across the Council and the Renfrewshire area. The service will continue to work closely with its community partners to ensure a joint response is developed when more detailed implications of Brexit emerge.
- 7.4. The Better Council Change Programme will continue to be led by the service with a renewed focus on priorities, customers and communities. This programme will provide a platform for innovation and change ensuring we the financial challenges are met whilst transforming services.
- 7.5. Digital First work will continue to progress and will play a key role in changing the way that the council engages and operates with customers and stakeholders.
- 7.6. The continued roll out of Business World functionality including planned / unplanned absence and year-end activities will be a focus for the service. The continued roll out of Telephony as a Service (TaaS) will be implemented during the remainder of 2018 with pilot sites going live during November and December and the main rollout due to be implemented in January with completion by spring 2019.

- 7.7 Work has commenced on developing a new employee benefits package for employees with an expected launch date of spring 2019. Employee benefits offer a way to attract and retain employees and contribute towards improving well-being and enhancing staff engagement. Examples of employee benefits may include discount schemes, salary sacrifice schemes such as cycle to work, and ICT equipment and voluntary healthcare and financial well-being initiatives.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Finance and Resources Service, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community/Council Planning** –
Our Renfrewshire is thriving - none
Our Renfrewshire is well - none
Our Renfrewshire is fair - none
Our Renfrewshire is safe - none
Reshaping our place, our economy and our future – none
Building strong, safe and resilient communities – none
Tackling inequality, ensuring opportunities for all – none
Creating a sustainable Renfrewshire for all to enjoy – none
Working together to improve outcomes - none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** - none
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.






8. **Health & Safety** - none
9. **Procurement** – none
10. **Risk** – the Service Improvement Plan supports the overarching management of risk with Renfrewshire Council and aligns closely with the Finance and Resources Risk Register.
11. **Privacy Impact** - none
12. **Cosla Policy Position** – none

List of Background Papers none



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Appendix 1

Finance & Resources: Service Improvement Plan 2018-2021




| Action Status | |
|---|----------------|
|  | Cancelled |
|  | Overdue |
|  | Check Progress |
|  | In Progress |
|  | Completed |

Outcome 1 - Reshaping our place, our economy and our future - actions



| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|---|---|---------------------------|-------------|--|
| FRSIP18.01.01 | Delivery of the Financial Strategy |  | <div><div>50%</div></div> | 31-Mar-2020 | Council agreed an updated Financial Outlook in September 2018; which provided a range of scenarios in terms of the potential financial position of the Council over the medium term. A revised financial strategy will be developed in 2019 which will incorporate information from the 2019 Spending Review and the 2019/20 UK and Scottish Budgets which will be published by mid-December 2018. |
| FRSIP18.01.02 | Deliver on major Infrastructure investment programmes |  | <div><div>20%</div></div> | 31-Mar-2020 | Governance arrangements have been established for the Cultural Infrastructure Programme (CIP) and the Early Years Programme (EYP). Design teams have been established and development has commenced on all CIP projects including Paisley Town Hall, Paisley Arts Centre, Paisley Museum and the new Learning and Cultural Hub. |









| Action Code | Action | Status | Progress | Due Date | Update |
|-------------|--------|--------|----------|----------|---|
| | | | | | Programme / Project development has commenced in liaison with Children's Services, on the EYP projects. |

Outcome 2 - Building strong, safe and resilient communities - actions







| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|--|---|---------------------------|-------------|--|
| FRSIP18.02.03 | Progress Community Asset transfer applications |  | <div><div>25%</div></div> | 31-Mar-2020 | 42 Community Asset Transfer requests have been received to date, of which 3 have been successfully completed and a further 2 due to be recommended to Board. Staff are working positively with all applicants to develop their proposals. No applications have been rejected. An Elected Member briefing was held on 30 October 2018. |
| FRSIP18.02.04 | Support the ongoing development of community engagement and participation |  | <div><div>20%</div></div> | 31-Mar-2021 | A Community Asset Transfer 'Roadshow' was delivered on 28/09/2018. The event was attended by approximately 40 attendees with positive feedback. Further events for 2019 are being considered with Development Trust Association Scotland. |
| FRSIP18.02.05 | Provide professional Finance and Property support to deliver the School Estate Management Plan |  | <div><div>25%</div></div> | 31-Mar-2020 | Support is available on an ongoing basis to the development of future phases of the schools' estates strategy in conjunction with Children's Services colleagues. |

Outcome 3 - Tackling inequality, ensuring opportunities for all - actions

| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|--|---|---------------------------|-------------|--|
| FRSIP18.03.06 | Revise and enhance the anti-fraud and corruption governance arrangements to support organisational awareness and positive outcomes |  | <div><div>80%</div></div> | 31-Mar-2019 | A draft counter fraud policy has been prepared for consultation with the CMT and approval by Board thereafter. |
| FRSIP18.03.07 | Provide effective support to people affected by the introduction of Universal Credit Full Service by September 2018 onwards |  | <div><div>30%</div></div> | 31-Mar-2020 | Universal Credit (UC) Full Service went live across Renfrewshire area on 18/09/2018. The numbers of people claiming UC will gradually rise month on month. The council has worked with DWP to provide information on how and where to claim and is providing digital support and personal budgeting support for those that require it as they transition to UC |

| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|--|---|---|-------------|---|
| FRSIP18.03.08 | Monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts |  |  | 31-Mar-2020 | The council has developed effective modelling tools to identify and monitor the impact of welfare reform changes, including Universal Credit, on Council services and resources. Now that UC Full Service is live across Renfrewshire the actual impacts will be tracked to ensure that Council services continue to support citizens and manage the resource demands |
| FRSIP18.03.09 | Contribute to Scottish Government and COSLA discussions on the delivery of the new social security powers in Scotland and consider the implications for services and wider welfare support arising from the emergence of proposed arrangements |  |  | 31-Mar-2020 | Officers continue to engage with Cosla and Scottish Government officials in relation to the new social security powers in Scotland and have contributed to SG consultations and information sharing events in relation to Carers Allowance Supplement, Funeral Expense Assistance and Best Start Grants. Meetings with SG officials are planned to discuss local delivery of services |
| FRSIP18.03.10 | Support the development and delivery of the early learning and Childcare expansion plans, including financial planning, delivery of workforce expansion and new facilities to provide increased placements by 2020/21 |  |  | 31-Mar-2020 | A Programme Board led by Children's Services has been set up and the first meeting is on 6/12/2018. Finance & Resources Heads of Service covering Finance, Property and CBS will actively contribute to planning and decision making. Officers from Finance & Resources sit on the Steering Group overseeing the development of workstream plans. |
| FRSIP18.03.11 | Provide the full range of required professional support to the development and delivery of changes arising from the review of school governance |  |  | 31-Mar-2019 | The service has been working with Children Service's colleagues as well as contributing fully to the national agenda to provide financial, HR and legal expertise. |

Service Outcome 3: Tackling inequality, ensuring opportunities for all – performance indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|------------|---|---|---|---|---------|--------|---------|--------|------------|--------|------------|--------|---|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| FCSKPI005a | Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative) |  |  |  | 22.9 | 24 | 23.2 | 24 | 20.5 | 24 | 20.56 | 24 | Processing speed for New Claims was well within target for the second quarter of 2018/19 |
| FCSKPI005c | Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative) |  |  |  | 5.98 | 10 | 6.98 | 10 | 7.02 | 10 | 8.47 | 10 | Processing of Changes of Circumstance was within target for the second quarter of 2018/19 |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|-----------|--|----------------|------------------|-----------------|---------|--------|---------|--------|------------|--------|------------|--------|---|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| FCSKPI010 | Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days | | | | 1 | 2 | 1 | 2 | 1 | 2 | 1 | 2 | The service continues to process Crisis Grants well within target. |
| FCSKPI011 | Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days | | | | 16 | 15 | 12 | 15 | 14 | 15 | 12 | 15 | The service processed Community Care Grants well within target during Quarter 2 2018/19 |

Outcome 4 - Creating a sustainable Renfrewshire for all to enjoy - actions







| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|---|--------|----------|-------------|--|
| FRSIP18.04.12 | Meet the Scottish Government's targets and expectation on Carbon Reduction Measures | | | 31-Mar-2020 | The Council's Carbon Management Plan 2015-2020 was approved by the Planning & Property Policy Board on 11 th November 2014. The Plan sets a target reduction of 36% carbon emissions from the 2012/13 baseline by March 2020. The Update Report provided to Infrastructure, Land & Environment Policy Board on 24 January 2018 evidenced progress ahead of target. |
| FRSIP18.04.13 | Increase the focus on Carbon and Financial standings through monitoring and targeting | | | 31-Mar-2020 | A Targeting & Monitoring officer has been appointed to work with Head Teachers and building managers who are supplied with their energy consumption versus target along with 3 years of history to identify any trends or changes in use for both gas and electricity and to determine areas of improvement. This post builds on the work that has been done in recent years with technological interventions and helps contribute to not only achieving, but exceeding the targets that were set out in the Carbon Management Plan. |
| FRSIP18.04.14 | Implement the key actions of the Carbon Management Plan | | | 31-Mar-2020 | The Council's Carbon Management Plan 2015-2020 was approved by the Planning & Property Policy Board on 11 th November 2014. The Plan sets a target reduction of 36% carbon emissions from the 2012/13 baseline by March 2020. The Update Report provided to Infrastructure, Land & Environment Policy Board on 24 January 2018 evidenced progress ahead of target. |









Outcome 4 - Creating a sustainable Renfrewshire for all to enjoy – performance indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|----------|---|----------------|------------------|-----------------|---------|--------|---------|--------|---------------------------|---------------------------|---------------------------|---------------------------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| FRCMT2 4 | Total CO2 emissions (tonnes) from public buildings | | | | 18,189 | 25,928 | 17,020 | 25,675 | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | Reduction of 41% for 2017/18 which equates to 17,020 total tonnage of CO2 from public buildings. |
| FRSIP22 | % Reduction in overall CO2 emissions for Renfrewshire Council (CMP 2014-2020) | | | | 34.7% | 7.9% | 44% | 10.1% | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | 44% reduction of CO2 emissions and equates to a total tonnage of 29,119 across the entire CMP. |

Outcome 5 - Working together to improve outcomes - actions

| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|--|--------|----------|-------------|---|
| FRSIP18.05.15 | Monitor the progress of the Corporate Workforce Plan and all service workforce plans for 2017/18 are implemented | | | 31-Mar-2020 | The Council Workforce Plan and all service workforce planning priorities are implemented and continue to be monitored through Service Improvement Plans and are updated on the Pentana Performance system. This ensures robust monitoring and that workforce planning is not seen as a standalone activity. Progress on the Council Workforce Plan was also presented to the Finance, Resources and Customer Services Board Policy in June 2018. The next progress report is due to be presented to the Finance Resources and Customer Services Policy Board in November. |
| FRSIP18.05.16 | Develop a People, Performance and Talent Management Strategy | | | 31-Mar-2019 | A People, Performance and Talent Policy was approved by the Finance, Resources and Customer Services Board in June 2018. |
| FRSIP18.05.17 | Introduce a new appraisal system to capture employee performance and continuous improvement | | | 31-Mar-2019 | Following approval of the People, Performance and Talent Policy, supporting guidance has been delivered for staff on the policy and individual training plans are being rolled out across services. A Talent Management approach will be embedded as part of the process to support succession planning across the workforce. |
| FRSIP18.05.18 | Improve learning and development opportunities | | | 31-Mar-2019 | Phase 2 of the review is nearing completion. Feedback from the review is being presented to services to agree the new corporate training provision due to be launched early 2019. |
| FRSIP18.05.19 | Strengthen our work as a Disability Confident Employer | | | 31-Jul-2018 | The next Disability Confident Employer assessment is not due till July 2019 as this is now a 2-yearly assessment. |













| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|---|---|----------------------------|-------------|--|
| FRSIP18.05.20 | Support staff who are involved in change projects to ensure resilience and capacity is at a suitable level |  | <div><div>50%</div></div> | 31-Mar-2019 | Ongoing support is given to staff involved in change projects for example the Leaders of the Future programme has a specific module on change management. |
| FRSIP18.05.21 | Review / identify opportunities to streamline current recruitment processes along with activity to promote Renfrewshire Council (including Finance and Resources) as an employer of choice |  | <div><div>60%</div></div> | 31-Mar-2020 | A new Recruitment Policy was approved at the Finance, Resources and Customer Services Policy Board in June 2018. Since approval, work is on-going with CBS to review the local recruitment processes in place and develop new guidance to drive and support the new policy principles. Work has commenced with marketing and communications to promote the Council's employee benefits and suite of flexible and supportive HR & OD policies through the recruitment process to help attract and retain talent. |
| FRSIP18.05.22 | Develop and introduce a service succession planning approach to provide structure, focus and key actions to mitigate associated risks |  | <div><div>60%</div></div> | 31-Mar-2020 | Through service workforce plans, approaches to support succession planning across all services are being implemented. These include Graduate Level Apprenticeships, Leadership and management programmes (Leaders of the Future, ASPIRE and CMI) and Cross Organisational Mentoring programme. Further programmes will be implemented in early 2019 including an Internal Mentoring programme and internal Careers Advisory Service. |
| FRSIP18.05.23 | Undertake a skills profile exercise within Finance and Resources to identify skills gaps and opportunities for improved flexibility, and agile working within the service, and work towards improving the skills mix within these areas |  | <div><div>100%</div></div> | 31-Jul-2018 | The new People, Performance and Talent policy will also support service succession planning. Current and future skill gaps have been identified in the Finance and Resources Workforce Plan. These include areas such as programme management, specialist accountancy, audit, risk, customer service and cyber security. Flexibility and resilience are being strengthened by accessing specialist skills on demand by working in partnership with other groups and organisations and developing employees to "grow our own". The Council Workforce Plan and People Development review has also identified organisational skills gaps, digital skills, change management, partnership working and wellbeing and resilience building. |
| FRSIP18.05.24 | Develop a career pathways and a learning and development plan for Finance and Resources |  | <div><div>75%</div></div> | 31-Mar-2019 | Career pathways are in place across the divisions of the service and these are detailed in the Finance and Resources workforce plan. New accredited CMI qualifications and Graduate Level apprenticeships in Business Management and Civil Engineering and the Cross Organisational Mentoring programme will all provide improved opportunities to progress along career pathways. The service continues to support and develop employees through the people and management development provisions currently on offer. |
| FRSIP18.05.25 | Implement Enterprise Resource Planning (ERP) / Business World |  | <div><div>75%</div></div> | 31-Mar-2021 | Business World went live for core users on Monday 1st October 2018 and self-service went live on Thursday 18th October 2018 for all services and partners |
















| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|--|---|----------------------------|-------------|--|
| FRSIP18.05.26 | Implement ERP / Business World to agreed timescales and investigate the potential for future phases of the project to enhance service delivery and deliver efficiencies across the Council |  | <div><div>75%</div></div> | 31-Mar-2021 | Business World went live for core users on Monday 1st October 2018. Self-service went live on Thursday 18th October 2018 for all services and partners. A model for the support and development of Business World has now been proposed by the Head of ICT with the objective of delivering additional functionality from 2019 onwards. |
| FRSIP18.05.27 | Implement Digital First services, where the channel of choice is digital, achieved and supported by end to end process re-design maximising the opportunity were appropriate to digitise, standardise and automate |  | <div><div>5%</div></div> | 31-Mar-2021 | Recruitment to the Digital First Team is progressing. Work is ongoing to create the roadmap for Digital First delivery, with tactical deployment of digital and automated processes in areas such as bookings and appointments being progressed |
| FRSIP18.05.28 | Implement and deliver the Customer Strategy outcomes to agreed timescales, putting service users at the centre, ensuring equalities are considered when developing and designing services |  | <div><div>10%</div></div> | 31-Mar-2021 | Service design principles and activities are being deployed in all Digital First work to ensure that user needs are understood and that services are designed with these needs at the core. Staff working on Digital First Projects have attended service design and digital masterclasses run by Scottish Government and academic institutions to support the development of user centric strategy and service design |
| FRSIP18.05.30 | Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme |  | <div><div>65%</div></div> | 31-Mar-2019 | <p>The Council has moved away from the approach of implementing the Business Classification Scheme (BCS) across all systems and is now focussing on implementing it as and when identified as beneficial by departments. The BCS will be added to the Information Management Strategy action plan to ensure that, where relevant, future IT tender requirements will include the need for Function Classification and Retention Period monitoring functionality.</p> <p>Three of the five elements of the RMP that were set at amber (Assessment & Review, Audit and Destruction Arrangements) have now been assessed as Green by the National Records of Scotland following our updated submission.</p> <p>The council's new approach to self-assessment will be piloted in December 2018. Finance and Resources SMT received a presentation on the new approach and appropriate services will be scheduled into the programme accordingly.</p> |
| FRSIP18.05.31 | Support implementation of new corporate approach to self-assessment |  | <div><div>15%</div></div> | 31-Mar-2020 | |
| FRSIP18.05.32 | Support the implementation of the recommendations from the Council's Best Value Assurance Report |  | <div><div>100%</div></div> | 31-Aug-2018 | Finance and Resources contribute to the Best Value Improvement Plan which is reported to the Leadership Board on a six-monthly basis. |
| FRSIP18.05.33 | Implement ICT Strategy |  | <div><div>40%</div></div> | 31-Mar-2020 | The ICT Strategy 2017 – 2020 continues to be implemented following design principles such as 'right sourcing' (for example, Telephony as A Service). |
| FRSIP18.05.35 | Monitor the impact of Brexit developments |  | <div><div>100%</div></div> | 31-Mar-2020 | The progress for this action is now 100% as developments are continually monitored. |

| Action Code | Action | Status | Progress | Due Date | Update |
|---------------|---|--------|----------------------------|-------------|---|
| FRSIP18.05.36 | Introduce NDR Revaluation appeals | | <div><div>10%</div></div> | 31-Oct-2020 | 'Blanket' appeal submitted – ongoing negotiations with Assessor |
| FRSIP18.05.37 | Promote organisational awareness of fraud risks and investigate and reduce the fraudulent activity on Council services and comply with Audit Scotland's national fraud initiative | | <div><div>60%</div></div> | 31-Mar-2020 | Training on fraud related issues continues as required. Co-ordination of the National Fraud Initiative (NFI) continues and is on target. |
| FRSIP18.05.38 | Deliver the 2017/18 planned programme of internal audit assurance | | <div><div>100%</div></div> | 30-Jun-2018 | Time for 100% completion has been included on the 2018/19 audit plan. |
| FRSIP18.05.39 | Continue to assess and improve the suitability of office accommodation | | <div><div>30%</div></div> | 31-Mar-2021 | Major works at Renfrewshire House and Abbey House are underway. All staff at Abbey House have been decanted to temporary accommodation. |
| FRSIP18.05.40 | Implement a consistent approach to equality impact assessment to support members in their decision making and scrutiny | | <div><div>30%</div></div> | 31-Mar-2020 | Equality Impact Assessments have been reviewed as part of the Fairer Scotland Duty. New guidance for staff will be implemented during the remainder of 2018/19. |
| FRSIP18.05.41 | Develop a new Corporate Asset Strategy | | <div><div>100%</div></div> | 31-Dec-2018 | Corporate Asset Strategy 2018-2021 approved by Finance, Resources & Customer Services Policy Board - 06 June 2018 |
| FRSIP18.05.42 | Successfully deliver the Better Council Change programme | | <div><div>30%</div></div> | 31-Mar-2019 | There are 24 "live" projects in the current phase of the Better Council programme. These projects support the delivery of savings and efficiencies across the organisation and are managed in 5 key themes including: Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change. Within Finance & Resources, there are 8 projects which sit within the Customer Experience & Digital theme. These projects focus on developing customer service and delivering digital services. All projects are in delivery and progressing well. |

Outcome 5 - Working together to improve outcomes – performance indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|----------|---|----------------|------------------|-----------------|---------|--------|---------|--------|------------|--------|------------|--------|---|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| FCSKPI01 | Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date) | | | | 95.96% | 96% | 96.05% | 96% | 32.76% | 32.68% | 60.27% | 60.27% | Council Tax collection level with the equivalent position for 2017/18. More customers are paying over twelve months therefore collection will have increased by year end. |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|------------|---|---|---|---|---------|--------|---------|--------|---------------------------|---------------------------|---------------------------|---------------------------|---|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| FCSCSU 03 | % of calls answered by the Customer Service Unit within target (40 seconds) |  |  |  | 52% | 70% | 69% | 70% | 57% | 70% | 68% | 70% | A significant improvement on previous quarter performance with service level target being achieved in August and public holidays in Sept having only a slight impact on call handling performance. |
| FCSCO MPYR | Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date) |  |  |  | 92.36% | 100% | 96.5% | 100% | 100% | 100% | 97% | 100% | 79 Complaints were received in total (April - September (Qtr 2)). To date, 67 complaints have been completed within the required timescale. 10 complaints from September are still being followed up within timescale, and 2 complaints are still being followed up outwith timescale. |
| FRCMT1 4a | The proportion of operational accommodation in satisfactory condition. |  |  |  | 90% | 91% | 92.24% | 92% | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | The 2017/18 measure of condition shows an increase to 92.24%, as new primary school developments are completed. e.g. St. Fergus Primary, St. Pauls in Paisley, Riverbrae Assisted Needs School Linwood, new joint campus at St. John Bosco and Bargarran Primaries in Erskine. Other factors which have had a positive impact on the performance of this indicator includes the demolition of former school buildings and the new Museum store in Paisley High Street. Furthermore, the maintenance budget will be used to prioritise statutory health and safety obligations and wind and watertight repairs. |
| FRCMT1 4b | The proportion of operational accommodation that is suitable for its current use. |  |  |  | 93% | 94% | 94.7% | 95% | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | The 2017/18 suitability measure has increased marginally to 94.7% for the 235 operational properties, as the continued investment in the primary schools' portfolio, with the opening of the new St. Fergus Primary, St. John Bosco & Bargarran Joint campus, St. Pauls Primary along with Riverbrae, Assisted Needs School at Linwood and the opening of the new museum store at 7-11 High Street Paisley come on stream. This confirms that a significant proportion, of the non-housing operational |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|--------------|---|---|---|---|---------|--------|---------|--------|---------------------------|---------------------------|---------------------------|---------------------------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| FCSCOR P01 | Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure) |  |  |  | 4.23% | - | - | - | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | estate is fit for purpose and suitable for service delivery. This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. The 2017/18 data is due to be published late in 2018. |
| FCSABS 01dii | Average number of work days lost through sickness absence per employee (F&R) (FTE) |  |  |  | 9.28 | 6.4 | 9.19 | 6.4 | 2.56 | 1.32 | 2.62 | 1.47 | It has been noted that absence is above target for Qtr 2. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information. Monitored through covalent process through HR Team. All absent statistics go through CMT and reported to Board. |
| FCSKPIO 03 | Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative) |  |  |  | 97.01% | 96% | 96.58% | 96% | 96.3% | 96% | 95.75% | 96% | At the end of Qtr 2 a total of 115,931 invoices were received of which 111,002 were processed within 30 days |
| FCSKPIO 08 | Cost of collecting council tax per chargeable dwelling |  |  |  | 11.84 | 15.55 | 11.42 | 16.1 | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | Not measured for Quarters | This indicator reports on the cost of collecting Council Tax per chargeable dwelling: Total cost of collecting council tax = £992,247 Number of eligible dwellings = 86,862 Cost per dwelling = £11.42 (£992,247/86,862) This is a 3.6% reduction in comparison to last years £11.85 cost and primarily has arisen due to an increase in the number of dwellings and a small reduction in operating costs. |
| CSADIV 35MS | Number of Councillors with a Personal Development Plan in place |  |  |  | 29 | 40 | 2 | 22 | 3 | 22 | 3 | 22 | No further progress has been made over the quarter. Progress is dependent on participation by Councillors |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|-----------------|---|----------------|------------------|-----------------|---------|--------|---------|--------|------------|--------|------------|--------|--|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| FCSCRE DALL01 f | % of invoices paid within 30 days - all services | | | | 92.22% | 90.5% | 95.68% | 90.5% | 96.3% | 90.5% | 95.38% | 90.5% | During Qtr 2 69,911 invoices for all services were received and 66,678 invoices were processed within 30 days |
| FCSCRE DFCS01 f | % of invoices paid within 30 days - Finance & Resources invoices | | | | 99.44% | 98% | 99.5% | 98% | 99.62% | 98% | 100% | 98% | During Qtr 2 1,802 invoices for Finance & Resources were received and processed within 30 days |
| FCSCSU 07 | Customer Service Unit - % of calls answered | | | | - | - | 96% | 90% | 93% | 90% | 98% | 90% | Target achieved for the quarter |
| FCSCSU ENQ01 c | Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative | | | | 100% | 90% | 100% | 90% | 100% | 90% | 100% | 90% | 100% of all customer enquiries are handled first time. |
| FCSCSU SAT09 | Average waiting time of customers in the Customer Service Centre | | | | 15.18 | 20 | 14.84 | 20 | 15.95 | 20 | 12.04 | 20 | Service has remained in target for the year. |
| FCSFOI0 7 | % of FOI reviews completed within 20 days | | | | 100% | 100% | 92.8% | 100% | 84% | 100% | 100% | 100% | 13 reviews were received and all were responded to on time |
| FCSFOI0 8 | % of Finance and Resources FOI requests completed within timescale | | | | 97.63% | 100% | 93.45% | 100% | 85% | 100% | 92.8% | 100% | There were 125 enquiries due for responding solely by Finance and Corporate Services during 01/07/18 - 30/09/18. Only 9 of these requests missed the statutory deadlines giving a success rate of 92.8% |
| FCSICT0 01 | Percentage of IT incidents fixed within target fix time (annual cumulative to date figure) | | | | 87.5% | 85% | 89.6% | 85% | 86.5% | 85% | 87% | 85% | ICT identified that there was continuing problems in meeting the performance targets. To address the issue, ICT have recently completed an internal restructure and altered the staffing structure within the End User support team. These changes coupled with us starting to roll out a self-service portal will allow for more staff time to be available to resolve calls quicker. As these changes take effect we |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 2018/19 | | Q2 2018/19 | | Explanation of Performance |
|------------|---|----------------|------------------|-----------------|---------|--------|---------|--------|------------|--------|------------|--------|---|
| | | | | | Value | Target | Value | Target | Value | Target | Value | Target | |
| FCSICT002 | Percentage of IT service requests fulfilled within target fix time (annual cumulative figure) | | | | 81.7% | 85% | 74.3% | 85% | 63.5% | 85% | 61.8% | 85% | expect to see significant changes in performance over the next 3 quarters. ICT identified that there was continuing problems in meeting the performance targets. To address the issue, ICT have recently completed an internal restructure and altered the staffing structure within the End User support team. These changes coupled with us starting to roll out a self-service portal will allow for more staff time to be available to resolve calls quicker. As these changes take effect we expect to see significant changes in performance over the next 3 quarters. |
| FCSICT004 | Percentage of uptime for key IT systems | | | | 99.95% | 99% | 99.99% | 99% | 99.98% | 99% | 99.99% | 99% | Actual 99.99%, target 99%, 37 key systems are monitored, unplanned downtime totalled 3.00Hrs over 2 systems |
| FCSKPI002 | Percentage of income due from Council Tax for prior years (cumulative position to date) | | | | 97.16% | 97.27% | 97.2% | 97.27% | 97.13% | 97.27% | 97.17% | 97.27% | Follow up continues to be run each month. We continue to monitor both the current year and previous years' collection |
| FCSKPI004a | Percentage of Non-Domestic Rates due in the year, collected by the end of the year (cumulative to date) | | | | 98% | 98% | 98.03% | 98% | 20.17% | 19.46% | 51.4% | 51.27% | The 2018/19 collection figure for NDR is up by 0.13% on the equivalent position for 2017/18 |
| FCSKPI133 | Percentage of Audit Plan completed (cumulative) | | | | 91.8% | 95% | 93.2% | 95% | 24.3% | 19% | 45.9% | 42.8% | Qtr 2 target has been achieved |
| FRCOM PFL | F&R Front Line complaints (Cumulative) | | | | - | - | 82.8% | 100% | 93.4% | 100% | 91% | 100% | April - September we received 146 complaints. 132 have been completed within the timescale, 1 complaint for September is still being followed up within timescale. |



To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

On: 14 November 2018

Report by: Director of Environment & Infrastructure

**Heading: Environment & Infrastructure Service Improvement Plan 2018/19:
Mid-Year Monitoring Report**

1. Summary

- 1.1 The Environment & Infrastructure Service Improvement Plan 2018-19 was approved for Environment & Communities by the Infrastructure Land and Environment, Communities Housing and Planning and Finance and Customer Services Policy Boards in March 2018.
- 1.2 In April 2018, the Leadership Board agreed to implement changes to the senior management arrangements for the Council. A new service, Environment & Infrastructure was created in order to align services to reflect board remits. Environment & Infrastructure has responsibility for Roads and Transportation, Fleet, StreetScene and Land Services, Waste, and Hard and Soft Facilities Management, Building Services and strategic management of PPP contract.
- 1.3 The changes also included the transfer of the post and responsibilities of the Head of Communities and Public Protection to the newly formed Communities, Housing, and Planning service. A number of actions and indicators, relating to Communities and Public Protection, which were previously included in the Environment & Communities Service Improvement Plan 2018-21, will now be reported in the Communities and Housing Service Improvement Plan.
- 1.4 This report reflects these new structures and contains details of Environment & Infrastructure's performance over the period 1 April 2018 to 30 September 2018. This report acts as an interim report as the approved Service Improvement Plans were based on the previous service arrangements. New Service Improvement Plans will reflect the new service structure next year.

- 1.5 The attached Service Improvement Action plan and Performance Scorecard (Appendix 1) show progress against the agreed priorities for the service which are aligned against the 5 Strategic Outcomes in the Council Plan for 2017 – 2022. Although Environment & Infrastructure works in collaboration with other services to ensure the delivery of all priorities within the Council Plan, it should be noted that the service does not have any specific actions or performance indicators under Council Plan Priority 2 (Building strong, safe and resilient communities).
- 1.6 The main purpose of the report is to provide:
- Details of the key achievements of the service;
 - How the work of the service contributes to the priorities set out in the Council Plan;
 - A progress update on implementing the action plan;
 - An assessment of performance in relation to the service scorecard of core performance indicators; and
 - An overview of priorities for the service over the next six months.
- 1.7 Environment & Infrastructure has continued to progress an ambitious programme of service development over the first six months of 2018/19 covering the areas of activity overseen by the Infrastructure, Land and Environment Policy Board. Key achievements that are relevant to the remit of this Policy Board have included:
- 1.7.1 **Depot Refurbishment**
- The refurbishment works to improve facilities for our frontline workforce has seen the completion of a £2.5 million investment project at Underwood Road. This has delivered new stores provision and workshops for Building Services, a new shed to store salt in preparation for winter gritting, modernised facilities to store StreetScene machinery, and a modern office space for the integrated workforce.
- This programme has also integrated staff working in waste, StreetScene, roads, vehicle maintenance and building services.
- 1.7.2 **Mobile Platform – Building Services**
- A contract has been awarded to provide a mobile ICT platform within the service. This will modernise the way services are delivered and allow staff to use handheld mobile devices, providing efficiencies in the way we work.
- 1.7.3 **FM Team and Project SEARCH**
- The FM Team in Renfrewshire House supported Project SEARCH to assist young people with additional support needs and autism gain work experience within FM services and has been shortlisted in the Guardian Public Services Awards 2018.
- 1.8 Over the next six months, the key priorities to be delivered are:
- 1.8.1 **Staff Engagement**
- Following the establishment of the new Environment & Infrastructure service a new approach to staff engagement will be implemented at all levels across the service with a particular focus on listening and supporting front line employees. Initial workshop

sessions have been held with trade unions and managers to agree the process of how this engagement will be delivered.

1.8.2 Better Council Change Programme

Delivering of key projects under the Council Better Council Change programme:

- Delivering changes to the waste collection service;
- Embedding an integrated FM approach for housing repairs and maintenance to provide an efficient responsive service to the public; and
- Deliver the agreed efficiencies within the vehicle maintenance activities.

1.8.3 Responsiveness to Complaints

Environment & Infrastructure received 1,243 frontline resolutions in the first quarter of 2018/2019 and 1,507 in quarter 2; with a response rate of 82% and 83% responded to on time respectively.

The complaints process has been changed to allow officers to respond more efficiently to elected members and public enquiries. The improvement between Quarter 1 to Quarter 2 was largely due to an increased focus being given to missed bin complaints within the waste service. The aim of this is to ensure repeat complaints will be thoroughly investigated and prevented in the future. Future area of focus is to develop a robust management of actions arising from enquiries and complaints.

1.8.4 Sustainable Food Strategy

Leading on the implementation of Renfrewshire's Sustainable Food Strategy and the delivery of food education programmes with partners, this project aims to deliver more local produce and sustainable food. Working in partnership with the Soil Association, the service will develop and deliver elected member training.

1.8.5 Workforce Plan

Taking forward the 4 strands of the Environment & Infrastructure workforce plan: Recruitment, Training, Absence, and Overtime. Senior managers within Environment & Infrastructure have been allocated these areas to take a focus and develop and deliver throughout the service.

1.8.6 Use of Data and Technology

The service will continue to work with the Chief Executive's data analytics team to develop innovative ways of working using existing data and new technology to improve the efficiency and performance of the service.

1.8.7 Financial Position

In September 2018, the Director of Finance and Resources submitted a report to full Council on the financial outlook for 2019-2021. The report noted that whilst the Council's current financial position remains stable, it is recognised that the Council will continue to face significant medium term financial challenges to maintain its financial stability and sustainability going forward. The scale of this challenge remains subject to a significant degree of uncertainty in relation to the local government settlement and also factors such as Brexit and pay inflation.

The report noted that each service is involved in an ongoing programme to identify existing resources which can be used to offset new emerging pressures, as well as new

opportunities for change and transformation. Environment & Infrastructure will continue to support these areas of activity.

2. Recommendations

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

- 2.1 Note that this report reflects the new service structure for Environment & Infrastructure;
 - 2.2 Notes the progress that has been made on service performance;
 - 2.3 Notes the progress made on actions and performance in the action plan;
 - 2.4 Agrees that an out-turn report in respect of areas of activity delegated to this Policy Board be provided to this Board in Spring 2019.
-

3. Background

- 3.1 The Environment & Infrastructure Service Improvement Plan provides a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.
- 3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2018-19 Plan actions and performance indicators.
- 3.3 Service improvement plans are aligned to reflect the Council Plan's five strategic priority outcomes:
 - Priority 1: Reshaping our place, our economy and our future
 - Priority 2: Building strong, safe and resilient communities
 - Priority 3: Tackling inequality, ensuring opportunities for all
 - Priority 4: Creating a sustainable Renfrewshire for all to enjoy
 - Priority 5: Working together to improve outcomes

Service Update

Role of Environment & Infrastructure and Key Service Activities

- 4.1 The principal role and purpose of Environment & Infrastructure is to provide:
 - Operations and Infrastructure - Waste, StreetScene & Land Services, Roads & Transportation, Fleet & Transportation, Infrastructure;
 - Facilities Management - Hard Services which include Building Services, repairs and compliance in all schools and public buildings and Soft Services including janitorial, catering, cleaning, caretaking and school crossing patrol services. This service also includes strategic management of the PPP contract.
- 4.2 Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,600 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £66 million.
- 4.3 These wide ranging and highly visible services are delivered at around 270 Council premises, to over 89,000 households and businesses with more than 846km of roads and transport structure being maintained across Renfrewshire.
5. **Performance of Environment & Infrastructure from 1 April 2018 to 30 September 2018**
- 5.1 The main achievements of the service over the first 6 months of the plan that are of particular relevance to the remit of this Policy Board are provided in Appendix 1 which provides a summary of progress achieved over the period April to September 2018. The Appendix highlights areas where significant advances have been made and gives clear targets for completing actions that have been reviewed or delayed.
6. **Areas where actions have been reviewed or delayed**
- 6.1 All actions in the areas of activity delegated to this Policy Board are progressing in line with anticipated timescales.
7. **Progress against service scorecard**
- 7.1 The performance scorecard for Environment & Infrastructure contains 33 indicators of which 8 are for information only and have no target. A third of this total, 11 indicators, are covered by the areas of activity delegated to this Policy Board.
- 7.2 The full performance scorecard is included as part of Appendix 1 of this report.
- 7.3 Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service will release a first draft of the 2017/18 data in late November early December 2018.

7.4 A final validated version of the LGBF data for 2017/18 will be published by the Improvement Service in late February 2019. A summary of Renfrewshire Council's performance will be reported to the Audit, Risk and Scrutiny Board in March 2019.

7.5 Some examples of good performance with particular relevance to this Policy Board include:

100% of reported street lighting faults were attended within the 7-day timescale and achieved the operational target. Performance has improved continuously since the service was brought in house in February 2016.

This performance represents the attendance to site only. Once attended the fault is triaged into 3 streams:

1. Dealt with internally and repaired.
2. Subject to Scottish Power (28 days max)
3. Subject to Procurement (56 days max).

7.6 A few of the performance indicators are currently performing below target and require improvement:

- The cumulative free school meal uptake for the first 6 months of 2018/19 was 68.6%. This is below the annual target of 75%.

The service continues to work with Head Teachers, Parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. Work is being undertaken to change the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals. Active Communities and Healthy Lives groups within schools are also involved to consider menus in line with Health and Well Being initiatives.

- Absence at the end of quarter 2, at 3.18 days lost per FTE, was above the quarterly target of 2.15. A working group, through the workforce plan, has been set up to ensure the department is monitoring the progress of employees through the absence management process. Actions are now in place and are showing an improvement in performance on last year at the same time.
- The number of frontline resolutions and complaint investigations dealt with within timescale are below the 100% target. Over 2,750 frontline resolutions or complaints were received by the service in the first 2 quarters with 82% completed on time.

The complaints process has been changed to allow officers to respond more efficiently to elected members and public enquiries. This has led to performance improvements between Quarter 1 and Quarter 2. These were largely due to an increased focus being given to missed bin complaints within the waste service. The aim of this is to ensure repeat complaints will be thoroughly investigated and prevented in the future. Future area of focus is to develop a robust management of actions arising from enquiries and complaints.

7.7 Changes to measures or targets since last report

Two of the performance indicators within Environment & Infrastructure have targets that require to be reviewed:

- The overtime rate for Environment & Infrastructure, now includes four services previously classified as Trading Accounts, namely Catering, Roads, Transport & Building Services. Each Trading Account had its own target, which has historically been set above the 5% set for Environment & Infrastructure in the Plan. A revised Environment & Infrastructure target of 8% is proposed for this indicator; and
- Environment & Infrastructure absence performance has previously been reported in the Service Improvement Plan as the percentage of work days lost. To ensure consistency with corporate reporting this has been changed with absence now being measured by days lost per FTE.
- Information on the number of managers with a completed 360 report and employees being supported to obtain SVQ qualifications or having completed an IDP are no longer being gathered. This will be addressed by the role out of the service's workforce plan and will include the Aspire and Leaders of the Future programmes. New performance indicators will be developed for the 2019/20 Service Improvement Plan.

7.8 A refreshed scorecard will be presented in the new Service Improvement Plan for 2019/20

Implications of the Report

1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital Estimates for 2017/18.
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Environment & Infrastructure, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community & Council Planning**

Reshaping our place, our economy and our future – contributing towards the Economic Framework and Paisley Town Centre Action Plan with focus on providing facilities management support to the annual events programme in support of growing the evening and night time economy. The service is also actively involved in the Invest in Renfrewshire scheme.

Tackling inequality, ensuring opportunities for all – delivering free meals for the most vulnerable children in early years establishments and morning clubs for our most vulnerable children. Free school meals and activities will also be provided during holiday periods.

Creating a sustainable Renfrewshire for all to enjoy – working with the Soil Association to achieve Sustainable Food Cities status and leading on the implementation of Renfrewshire's Sustainable Food Strategy.

Working together to improve outcomes – the service is committed to the delivery of the Better Council Change Programme to deliver workforce integration and make better use of the Council's assets.






4. **Legal** – None.
5. **Property/Assets** – Section 10.5 of the 2018/19 – 2020/21 plan sets out the asset management priorities for 2018/19.
6. **Information Technology** – The Service Improvement Plan supports the implementation of the Enterprise Resource Planning System.
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. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.
8. **Health & Safety** – The Service Improvement Plan supports Environment & Infrastructure's commitment to ensuring effective Health & Safety management.
9. **Procurement** – None.
10. **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Environment & Infrastructure Risk Register.
11. **Privacy Impact** – None.
12. **CoSLA Policy Position** – Not applicable

List of Background Papers: None

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Environment & Infrastructure Service Improvement Plan 2018-2021

Mid-Year Monitoring Report

| Action Status | | | |
|---|----------------------------|---|------------------------------------|
|  | Cancelled |  | Completed |
|  | Overdue; Neglected |  | Not Started; In Progress; Assigned |
|  | Unassigned; Check Progress | | |

Council Plan Strategic Outcome I: Reshaping our place, our economy and our future

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|---------------------------|-------------|--|
| 01 | Participate in the Invest in Renfrewshire strategy to support young people into work |  | <div><div>50%</div></div> | 31-Mar-2021 | <p>Environment & Infrastructure work in partnership with Invest in Renfrewshire to provide opportunities for Young People with modern apprenticeships, traineeships, graduate interns and Project SEARCH. The Facilities Management Team in Renfrewshire House, who supported the young people through their training, have been shortlisted for the Guardian Public Service Awards to be held in London in November 2018.</p> <p>Four individuals have moved into work during the reporting period via the Invest in Renfrewshire</p> |




**Council Plan Strategic Outcome I:
Reshaping our place, our economy and our future**

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--------|--------|----------|----------|---|
| | | | | | <p>Programme Project SEARCH. The roles are Housekeeper, Catering Assistant and Seasonal Operative. In addition, the service has provided 23 placements for Mechanics, Admin and Facilities Management.</p> <p>StreetScene has continued to support young people through apprenticeships in horticultural, sports pitch prep and arbour areas.</p> |




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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|---------------------------|-------------|--|
| 01 | Promote equality and diversity through all services |  | <div><div>50%</div></div> | 31-Mar-2021 | Service planning and delivery continue to support all Renfrewshire's residents. |
| 02 | Provide healthy hot meals during designated holiday periods through the Families First project |  | <div><div>75%</div></div> | 31-Mar-2019 | Work is ongoing with Children's Services to deliver hot meals to eligible children during holiday periods. During the summer holiday period nearly 16,000 healthy meals were served. |
| 03 | Deliver morning clubs in targeted areas |  | <div><div>50%</div></div> | 31-Mar-2019 | Tackling Poverty morning clubs continue to be delivered in 9 primary schools and 1 secondary school serving more than 2,000 healthy breakfasts on a daily basis. |



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

Performance Indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 | Q2 | 2018/19 | Explanation of Performance |
|------|--|---|---|---|---------|--------|---------|--------|-------|-------|---------|--|
| | | | | | Value | Target | Value | Target | Value | Value | Target | |
| 01 | % uptake of free school meals in primary and secondary schools |  |  |  | 69.4% | 73% | 73% | 75% | 70.2% | 65% | 75% | <p>School meal uptake at the end of Period 6 was 68.6%. This is below the target of 75%.</p> <p>The service continues to work with Head Teachers, Parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. Work is being undertaken to change the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals.</p> <p>Active Communities and Healthy Lives groups are also involved to consider menus in line with Health and Well Being initiatives in schools.</p> |







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

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|--|---|---------------------------|-------------|--|
| 01 | Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy (Council Plan Action) |  | <div><div>50%</div></div> | 31-Mar-2022 | The Council fleet continues to purchase electric vehicles within the fleet, with an additional 10 electric vehicles added within the first six months of 2018/19. |
| 02 | Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status (Council Plan Action) |  | <div><div>50%</div></div> | 31-Mar-2022 | <p>Work continues with the Soil Association and Renfrewshire Council representatives to progress Sustainable Food Cities status.</p> <p>The school meal service in primaries currently holds the Soil Association 'Food for Life' served here Bronze Award. Joint working continues to explore the possibility of extending this to Silver Award.</p> <p>Environment & Infrastructure continues to lead the Sustainable Food Strategy, delivering food education programmes with partners.</p> |




Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|---|---|---------------------------|-------------|--|
| 01 | Provide our employees with the appropriate support to manage their attendance |  | <div><div>50%</div></div> | 31-Mar-2022 | A working group has been set up to ensure that the whole department is monitoring the progress of employees through the absence management process and ensuring they are provided with the appropriate support required to return to work. |
| 02 | Ensure effective management of overtime |  | <div><div>50%</div></div> | 31-Mar-2021 | Overtime reports are discussed with managers on a four-weekly basis, to identify areas of concern and agree action to be taken. |
| 03 | Implement the Council's new Organisational Development Strategy |  | <div><div>50%</div></div> | 31-Mar-2021 | Environment & Infrastructure has implemented a Workforce Planning Action Group to take forward the key priorities of the OD & Workforce Planning Strategies. |
| 04 | A strategic planning approach to future skills and service requirements will be implemented |  | <div><div>50%</div></div> | 31-Mar-2021 | A key priority of the Workforce Planning Action Plan is the recruitment, training and retention of employees. An action plan has been developed and a Senior Manager identified to take forward the key actions. |
| 05 | Active participation in phase 3 of the Better Council Change Programme |  | <div><div>50%</div></div> | 31-Mar-2020 | Environment & Infrastructure plays an active role in each phase of the Better Council Change Programme, achieving outcomes within the Better Council Change Programme. |
| 06 | Embed an integrated FM approach for housing repairs and maintenance and |  | <div><div>50%</div></div> | 31-Mar-2020 | A working group has been established to ensure that the approach to integrating FM services is a lean as |




Council Plan Strategic Outcome 5: Working together to improve outcomes

Priority Actions

| Code | Action | Status | Progress | Due Date | Update |
|------|---|---|---------------------------|-------------|--|
| | stores provision | | | | possible to provide the maximum efficiencies. |
| 07 | Support the Council to implement the Enterprise Resource Planning system |  | <div><div>80%</div></div> | 31-Mar-2019 | Environment & Infrastructure are participating in user testing sessions and staff training to support preparedness to go live. |
| 08 | Progress the schools PPP contract and finalise the benchmarking of cleaning and catering services |  | <div><div>50%</div></div> | 31-Mar-2019 | Negotiations are currently taking place through the RSP steering group to finalise benchmarking costs. This will follow the conclusion of external validation of Planned, Preventative maintenance capital within the contract. |
| 09 | Review and maintain continuous improvement frameworks |  | <div><div>50%</div></div> | 31-Mar-2019 | <p>Environment and Infrastructure continue to demonstrate compliance with ISO9001 for quality management systems. The Facilities Management Catering Service in Secondary Schools and Council run Care Homes operate to ISO22000 for Food Safety Management Systems, providing confidence in the food produced within the kitchens and served to customers.</p> <p>In addition, Environment & Infrastructure, successfully contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001, a commitment to comply with defined health and safety standards to safeguard employees and customers.</p> |







Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 | Q2 | 2018/19 | Explanation of Performance |
|------|---|---|---|---|---------|--------|---------|--------|---------------------------|-------|---------|--|
| | | | | | Value | Target | Value | Target | Value | Value | Target | |
| 01 | % of E&I managers in the 360 process with a completed 360 report |  |  |  | 88% | 100% | 88% | 100% | Not measured for Quarters | | 100% | Information on the number of managers with a completed 360 report and employees being supported to obtain SVQ qualifications or having completed an IDP are no longer being gathered. This will be addressed by the role out of the Aspire and Leaders of the Future programmes, part of the corporate workforce and organisational development process. |
| 02 | % of E&I employees having completed IDPs (from MDP/MTIPD) |  |  |  | 84% | 100% | 84% | 100% | Not measured for Quarters | | 100% | |
| 03 | Improve SVQ levels across the front-line workforce - number of staff obtaining SVQ qualifications |  |  |  | 39 | 50 | 0 | 50 | Not measured for Quarters | | 50 | |
| 04 | Environment & Infrastructure - Absence % |  |  |  | 12.59 | 10.74 | 15.74 | 10.74 | 3.75 | 3.18 | 10.74 | <p>The absence performance, measured by days lost per FTE, was 3.18 at the end of quarter 2 of 2018/19 and was above the quarterly target of 2.15.</p> <p>A working group has been set up to ensure that the department is monitoring the progress of employees through the absence management process and ensuring they are provided with support</p> |










Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 | Q2 | 2018/19 | Explanation of Performance |
|------|---|---|---|---|---------|--------|---------|--------|-------|-------|------------------------|--|
| | | | | | Value | Target | Value | Target | Value | Value | Target | |
| | | | | | | | | | | | | required to return to work. |
| 05 | % of reported street lighting faults which were repaired within the 7-day timescale |  |  |  | 93% | 95% | 97.1% | 95% | 100% | 100% | 95% | <p>100% of reported street lighting repairs were attended to within the 7-day timescale in the first 6 months of 2018/19.</p> <p>If a light is reported as faulty the service is confirming that it has attended 100% of faults within the timescale of 7 days. However, it should be noted that not all been resolved.</p> <p>Once attended the fault is triaged into 3 streams:</p> <ol style="list-style-type: none">1. Dealt with internally and repaired.2. Subject to Scottish Power (28 days max)3. Subject to Procurement (56 days max). |
| 06 | Environment & Infrastructure - Overtime as a % of total employee costs (cumulative) |  |  |  | 7.3% | 7% | 7.2% | 6% | 8.3% | 9.2% | 8% (Revised target) | <p>The overtime rate now includes four services previously classified as Trading Accounts, namely Catering, Roads, Transport & Building Services. Each Trading Account had its own target, which has historically been set above the 5% target approved for this Service Improvement Plan.</p> |




Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 | Q2 | 2018/19 | Explanation of Performance |
|------|---|---|---|---|---------|--------|---------|--------|-------|-------|---------|---|
| | | | | | Value | Target | Value | Target | Value | Value | Target | |
| | | | | | | | | | | | | <p>To reflect this change the performance indicator will be revised to an annual target of 8%.</p> <p>Overtime costs to the end of period 6 were 9.2% of total employee costs which, just outside the revised target of 8%.</p> |
| 07 | % of FOI requests completed within timescale by Environment & Infrastructure |  |  |  | 100% | 100% | 99% | 100% | 97% | 98% | 100% | Environment & Infrastructure dealt with 330 Freedom of Information Requests in the first 2 quarters of 2018/19 with 98% completed within the required timescale against a target of 100%. Of the 330 FOI requests received, 324 of which were departmental specific and the other 82 were cross-departmental. |
| 08 | % of front line resolutions dealt with within timescale by Environment & Infrastructure |  |  |  | 84% | 100% | 85% | 100% | 82% | 83% | 100% | Environment & Infrastructure received 2,750 front line resolutions in the first 2 quarters of 2018/19, of which 2,293 (83%) were responded to within timescale. |
| 09 | % of complaint investigations completed within timescale by |  |  |  | 91% | 100% | 72% | 100% | 40% | 62% | 100% | Environment & Infrastructure dealt with 184 complaint investigations in the first 2 quarters of 2018/19, 106 (57%) of which were dealt with within the agreed |

Council Plan Strategic Outcome 5: Working together to improve outcomes

Performance Indicators

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2016/17 | | 2017/18 | | Q1 | Q2 | 2018/19 | Explanation of Performance |
|------|--|---|---|---|---------|--------|---------|--------|-------|-------|---------|---|
| | | | | | Value | Target | Value | Target | Value | Value | Target | |
| | Environment & Infrastructure | | | | | | | | | | | timescale. |
| 10 | Building Services - % of overall housing repairs completed within target |  |  |  | 95% | 95% | 94.6% | 95% | 94% | 94% | 95% | At the end of quarter 2 of 2018/19, performance was 94%, slightly under the 95% target. There were 27,713 repairs completed in this period with 26,049 completed within the target timescales for emergency, right to repair, urgent, and routine repairs. Sourcing materials and the manufacture of items continues to have an effect on the completion of repairs on target. |



To: Finance, Resources & Customer Service Policy Board

On: 14 November 2018

Report by: Director of Finance & Resources

Heading: Better Council Programme Update

1. **Summary**

- 1.1 This report provides an update on progress with delivery of the Better Council Change Programme and those projects relevant to this Policy Board.
-

2. **Recommendations**

- 2.1 Note the update provided.
-

3. **Background**

- 3.1 The Better Council Programme is an important element of the Council's transformation approach and is key to the Council's ongoing and future financial sustainability. Since 2014/15 the programme has been developed on a rolling basis and has supported the delivery of over £24 million of savings since 2015.
- 3.2 The Financial Outlook report to Council in September 2018 outlined the ongoing financial challenges facing the Council, and the need to continue to plan to meet significant savings requirements over the medium and longer term.

The report further highlighted the need for the Council to prioritise spend to focus on the delivery of strategic outcomes; and to focus on delivering change and transformation which will underpin the financial sustainability of the Council. Given the potential scale of future savings requirements there will be an increasing need for the Council to make fundamental transformational changes to how the organisation operates, engages with customers and works with local communities and businesses.

- 3.3 In addition, moving beyond 2019/20, the Council's debt smoothing strategy, which has formed a significant part of the delivery of revenue savings over recent years, will come to an end. Moving forward therefore, the Council will be required to place greater reliance on service change and transformation to support the delivery of future savings over the medium term. This change will represent a significant milestone in the Council's long term financial strategy arrangements and will place increased emphasis and need for more significant Change and Transformation at scale to deliver higher levels of savings than it has delivered in recent years.
- 3.4 A key enabler in transforming Council services is a skilled and high performing workforce, and this report provides an update on the Organisational Development Strategy.
- 3.5 The remainder of the report provides updates with regards current key projects forming part of the Better Council Programme.

4. **Update on the Organisational Development Strategy**

- 4.1 Council employees continue to deliver essential day to day services to the Renfrewshire Community which help to make a real difference to individuals and their families.
- 4.2 Good progress continues to be made with the implementation of the Council's Organisational Development Strategy 2016-19 which is supporting our employees to deliver our services of the future. The strategy builds on previous workforce plans and has three key priorities which focus on how we deploy our workforce to meet service demand, how we develop the skills of our future workforce and how we support employee performance. The entire focus of the strategy, aligned to the outcomes in the Better Council Change Programme, is the investment in the development of our people, our most valuable asset.
- 4.3 Key progress made since the last update provided to Members in June 2018 is detailed below under each priority.

Key priority 1 - Workforce Planning (there is an increased focus on managing and challenging service demand to ensure we are targeting our vital, skilled resource where there is the greatest need).

4.4 The Council Workforce Plan approved in August 2017 by the Finance, Resources and Customer Service Policy Board was developed to ensure that the workforce is supported, equipped with the right knowledge and skills and capable to deliver on the Council's future workforce priorities. The plan has five key themes which emerged through engagement with Services and Trade Unions, as follows:

- A modernised and flexible workforce
- A developing workforce
- A resilient workforce
- A skilled workforce
- A partnering workforce

4.5 Each Council service continues to make good progress implementing their workforce planning priorities which are aligned to the key themes above. Each Workforce Plan is monitored through the Council's Pentana Performance System ensuring the robust monitoring of progress. Services also present progress reports on their plan to the Council's Corporate Management Team.

4.6 The table below highlights overall progress made by services since the last report of June 2018. Council overall progress has increased to 71% completion rate from 62%.

Council Workforce Plan Progress by Service and theme.

| Theme | Chief Executive's Service | Children's Services | Communities Housing and Planning Services | Environment and Infrastructure | Finance and Resources | Overall Council Progress % |
|-------------------------------------|---------------------------|---------------------|---|--------------------------------|-----------------------|----------------------------|
| A Modernised and Flexible Workforce | 67% | 65% | 65% | 52% | 66% | 63% |
| A Developing Workforce | 87% | 87% | 87% | 87% | 87% | 87% |
| A Resilient Workforce | 62% | 56% | 46% | 45% | 43% | 49% |
| A Skilled Workforce | 72% | 85% | 78% | 68% | 78% | 76% |
| A Partnering Workforce | 88% | 88% | 80% | 78% | 78% | 82% |
| Total Progress | 75% | 76% | 71% | 66% | 70% | 71% |

4.7 **Appendix 1** provides Members with a more detailed summary of the priorities and progress made by Services collectively as at end of September 2018.

- 4.8 This progress is provided regularly to all the Trade Unions as part of the Joint Trade Union Liaison Meetings which take place with HR&OD, Trade Unions and Services. In July 2018, a detailed presentation was provided to all Trade Unions on the progress and future priorities. HR&OD continue to meet regularly with senior management teams in all services to provide support on workforce planning whilst agreeing progress to date and actions to be progressed over the next 6 months. **Appendix 2** highlights the workforce planning priorities for the next 6 months.

Key priority 2 - People Development (A targeted corporate approach to development for all levels of the workforce will be developed and implemented).

- 4.9 Good progress continues to be made with the roll out of our planned bespoke leadership and management development programmes “Leaders of the Future, “ASPIRE”, and Chartered Management Institute (CMI) accredited programmes specifically designed and aligned to the Better Council Change Programme.
- 4.10 To date, approximately 331 managers from across all services are currently participating in the programmes. 21 cohorts are running with 170 workshops being delivered to date. 72% of all managers attending these programmes are female supporting our gender pay gap priorities. Attendance levels remain positive at 86% and evaluations measuring a range of factors continue to cite delivery style, course content, Head of Service endorsement and peer networking opportunities as the key benefits of participating in the programmes.
- 4.11 Two new accredited CMI work-based qualifications have recently been launched to support the development of career pathways for new and existing supervisors and managers. A new CMI Level 2 Award in Team Leading is a 3 day programme and has been designed to support front line service employees taking their first steps into supervising. A new CMI Level 3 Certificate in the Principals of Management and Leadership is an 8 day programme and was designed for current or aspiring line managers who wish to develop their existing management and leadership skills further.
- 4.12 To further increase the Council’s suite of accredited and academic learning and development provision, discussions are progressing well with both the University of West of Scotland and Scotland Excel to identify and offer more flexible and blended strategic levels of CMI programmes delivered on a partnership approach. It is anticipated that a new level 5 Qualification in Management and Leadership and a new Level 7 Qualification in Strategic Leadership will be launched in early 2019.

- 4.13 To deliver Council priorities, investment in our employees is central to ensuring we manage and develop employee performance appropriately and the workforce is supported to be skilled, motivated and flexible to reach their full potential. To enable this, we are finalising our People Development Review which is a review of the whole suite of corporate training offering to employees and managers. The review has gathered feedback from key stakeholders on all people development activities including classroom face to face, e-learning provision, how to support our female workforce into management and leadership roles, and helped identify the current skills gaps we have and future skills required through strategic workforce planning discussion with all services.
- 4.14 The emerging themes from the review so far, are that stakeholders would like to see more accredited and further education opportunities to support career pathways, a continuation of some classroom face to face training on a range of supportive and needed topics, more e-learning on a more user-friendly modern system, and smaller, shorter “bite size” training courses available on demand. Current and future skills gaps identified include customer service, digital skills, change management, performance management, partnership working and wellbeing and resilience building. The outcomes from the review will be used to inform the new format and development of corporate training provision offered from 2019.
- 4.15 The Clyde Valley’s Learning and Development “Brightwave” eLearning contract has now been extended for a further 3 years. The e-learning system provides employees with a suite of on-line development modules which can be assessed as and when required. The modules offered complement the range of classroom style training offered. As part of the extension to the contract, a refresh and relaunch of the Council iLearn system will take place over the next 6 months to improve the look and feel of the system, make it accessible from devices including tablets and mobiles, provide shorter easier to navigate modules and access to more on line learning events, such as webinars. The new version is anticipated to be ready in early 2019.
- 4.16 A key focus of the Council Workforce Plan 2017-2020 is to strengthen the resilience of the workforce, build a shared sense of commitment, make career pathways clearer for existing and prospective employees and promote careers in the Council and the benefits of working here. To empower employees, improve employee voice and influence, we are developing core employee values and behaviours for the Council. We will continue to engage and work with employees to shape what these should be over the forth coming months.

- 4.17 It is recognised that to improve employee engagement and for employees to buy in to our shared vision, that a good quality induction for new employees is essential. A review of induction is taking place with key stakeholders, services, employees and Trade Unions to modernise and improve the approach to this. Initial feedback at this point has highlighted the need for a more blended approach, with face to face and online information sharing and different programmes being available for managers, employees and our frontline workforce. As a first step in the Induction Review, an updated and re-launched eLearning induction module called “First Impressions” is now available.
- 4.18 Work has commenced on developing a new employee benefits package for employees with an expected launch date of Spring 2019. Employee benefits offer a way to attract and retain employees and contribute towards improving well-being and enhancing staff engagement. Examples of employee benefits may include discount schemes, salary sacrifice schemes such as cycle to work, and ICT equipment and voluntary healthcare and financial well-being initiatives.
- 4.19 Investing in the health and wellbeing of employees will strengthen employee resilience skills and support a proactive approach to maximising attendance at work. 342 employees across services have attended Mindfulness Workshops and Drug Awareness sessions so far in 2018. Further employee wellbeing initiatives are planned to be delivered in partnership with our Occupational Health and Employee Assistance providers. A new Health, Safety and Well-being Strategy 2019-2022 will be implemented early 2019.
- 4.20 To strengthen succession planning and expand career opportunities across the Council, a selection of employee and manager focused programmes and plans are being taken forward. Employees are participating in Graduate Level Apprenticeship provided by Glasgow Caledonian University, which started in September 2018. These are free of charge, except for the time given for employees to attend, and cover various subjects in skill gap areas including Degree and/or Masters level courses in Civil Engineering, Cyber Security, Data Analytics and Business Management. This programme is providing opportunities for employees who have often never been in formal higher education to gain Degree Level qualifications. Skills and experience are considered in the application process, which remove the barriers which entry qualifications can bring. There is also significant interest in courses starting in 2019.

- 4.21 Although we continue to face challenges in the public-sector, we remain ambitious, which often requires a creative and innovative approach to developing our people. A new Cross Organisational Mentoring Programme was launched by the Council in September 2018, a partnership involving 6 public sector organisations. Each partner has put forward mentors and mentees across senior manager levels to facilitate the sharing of knowledge and expertise to help us see and do things differently and improve outcomes. This programme is led by the Council and NHS Greater Glasgow and Clyde, including Renfrewshire HSCP, and includes 4 other neighbouring Councils (Glasgow City, Inverclyde, South Lanarkshire and West Dunbartonshire). A key objective during the launch was to encourage participation from our female workforce, a key action to reduce the Council's gender pay gap. From the 46 Council Officers involved in the programme, 72% are female. Officers from the Council leading the programme are currently completing an accredited mentoring qualification through the Scottish Mentoring Network to enhance the delivery, impact and evaluation of the programme. Mentoring relationships on the programme will typically last 12 months.
- 4.22 It is also proposed to widen out a mentoring approach to support all grade levels of the Council with the launch of an Internal Mentoring Programme, which is anticipated to launch early 2019.
- 4.23 As the future demand to use technology becomes more essential for work, life and learning, the Council, in partnership with West College Scotland, Trade Unions and our local libraries provided front line employees with the opportunity to improve their digital skills. Approximately 100 employees have attended digital skills training so far in 2018, across 5 venues in Renfrewshire. 6 Council employee volunteer "digital navigators" took up the opportunity to support colleagues and college lecturers during this training. The overwhelming feedback from delegates so far (94%) is that the course is relevant, the content and pace is right and they would recommend the course. Digital skills training will continue to remain a focus for the Council over the coming year with further targeted and general training provided to improve and modernise skills across the wider workforce.
- 4.24 An 'Internal Careers Advice Service' is currently being developed. This service will support employees with career advice, information and guidance about career pathways and development opportunities in the Council and help to make decisions on learning, training and career direction. This initiative will not only help services and employees to plan and prepare for future workforce demand and skills requirements but will also support female career progression. The new service will also align with new mentoring and coaching programmes planned for 2019.

- 4.25 A programme is in development that will provide employees with the opportunity to gain voluntary work experience in areas across the Council where particular workforce challenges currently exist or are anticipated in future. Employees will register an interest to volunteer to gain work experience in hard to recruit posts, where turnover is high or where particular skills gaps exist. There are currently challenges, for example, in the recruitment and retention of Social Care Workers and Catering employees, recruiting enough Early Years employees to deliver 1140 hours of free child care by 2020 and encouraging females and males into gender dominated roles, a key action in reducing the Council's gender pay gap.
- 4.26 This programme is designed to promote career pathways, by giving a "taster" in the job or the opportunity for employees to give time to support service delivery and resilience. Services are being engaged to establish the mandatory checks and training required and whether any of these would be prohibitive to operating the programme. Following registration of interest, a short selection process would take place with the volunteer to match to the role. Service authorisation to take up work experience and when this should take place is currently being considered as part of the development of this programme.
- 4.27 A key focus of the Organisational Development Strategy 2016-19 is to improve efficiency, modernise our ways of working and support long term sustainability. To support this, the HR & OD Policy Review Plan for 2018 has progressed well throughout the year with Members already approving several new and revised HR&OD policies. Work will continue with the Trade Unions over the forthcoming months to continue the review into 2019.
- Key priority 3 - Performance Appraisal (A highly effective, systematic & objective process for setting standards for, managing and developing individual performance will be developed and implemented. Performance standards, measures and output, will be aligned to service plans, BCCP, Council Plan and underpinned by core competencies).***
- 4.28 The new People, Performance and Talent Policy (PPT) previously approved at Board modernises the Council's approach to performance appraisal by introducing a continuous improvement cycle, incorporating a new set of Council core competencies, which are used to set fair and consistent guidance on the expected behaviours for employees. This new approach will promote investment in our people by maximising employee performance to support them to reach their full potential.
- 4.29 Managers are encouraged throughout the PPT process to acknowledge and reinforce the importance of what employees do day-to-day and the impact every job has on the achievement of improved outcomes for the Council. The 6 core competencies are:

- Understand the Bigger Picture
- Self and Team Development
- Achieving Excellent Customer Service
- Communication, Relationships and Engagement
- Planning and Delivery
- Approach, Attitude and Values

4.30 Since approval, employee training and guidance is currently being developed through engagement with services to understand the skills that managers will require to support in carrying out PPT successfully. The format of training and the best way to implement this in each area is also being considered. Over the coming months a plan for full roll out of PPT across services will be implemented taking into consideration other on-going Council priorities.

5 **Customer Experience and Digital Projects**

5.1 The Customer Experience and Digital theme of the Better Council Change Programme includes projects focussed on developing the customer experience and delivering digital services. A number of these projects also support the delivery of the Council's Customer Strategy 2017 – 2022, approved at the Finance Resources & Customer Services Board on 8 November 2017. This update to Board is in relation to the move to provide on line access for all school payments and a cashless catering solution.

On line school payments and cashless catering

5.2 A key enabler for delivery of improved processes in cash handling, administrative and catering activities across the school estate is the implementation of on-line school payments and cashless catering. Schools typically receive in excess of £3.4m per annum via 1.14m transactions, of which £1.4m relates to catering income. School trips account for around £900k of that figure with the other amounts relating to uniform sales, in school activities and school fund monies.

5.3 This project will implement an integrated on-line payment, school fund management and cashless catering solution across the school estate that allows parents/guardians to pay online for school services. The project seeks to significantly reduce, and where possible eliminate cash handling and processing in all schools. Introducing this System is seen as a key factor in supporting the overall digital transformational change that the Council is seeking to achieve.

5.4 Following a tender exercise, on 28 March 2018 the Finance Resources and Customer Service Policy Board approved the award of the contract for the technical solution to ParentPay Limited.

Following award of the contract, detailed implementation plans have been developed with the supplier to progress the deployment, with initial planning focussing on agreeing the phasing of the rollout across the estate, as well as confirm the technical requirements needed to deploy the various components.

- 5.5 The deployment of the solution across the school and early years estate is initially planned to go live across six early adopter schools in January 2019, followed by a six-stage phased rollout to deliver the solution and new ways of working across all establishments by April 2020. This staged rollout is the most effective way of providing the support required in each location and deliver the benefits of the solution over a realistic time frame. The phasing of the rollout is shown in Appendix 3.
- 5.6 It is recognised that deployment of the solution will require significant support for staff in schools and early years establishments (teaching staff, administration staff and catering staff) in order to ensure there is maximum take up of the on-line capability. A detailed communications and engagement plan has been developed, with initial communications on the phasing of the rollout shared with all Head Teachers for dissemination to all teaching staff and targeted communications have also been issued to catering and administrative staff. Initial communications with the six-early adopters has also been issued and followed up with on-site engagement meetings with Head Teachers of the establishments.
- 5.7 Working closely with Head Teacher and catering managers, multi-channel communications targeted at parents and children are being developed, with specific engagement plans for each school in the early stages of planning.
- 5.8 Work is also underway to plan for and support the new ways of working that will be required and recognises the changes in culture and working practice required to deliver the benefits of removing cash from schools.

6 **Business World (ERP)**

- 6.1 The Business World ERP (Enterprise Resource Planning) project will replace the Council's existing Finance, HR, Payroll and Procurement systems with a single, online, fully integrated software application which will:
- improve efficiency across the Council's financial, HR, Payroll and Procurement processes and deliver associated financial savings;
 - improve the availability and accuracy of the budgetary, staffing and service information available to support managers plan and run their service more efficiently and effectively;
 - allow managers and staff to self-serve across a range of processes such as expense claims, booking leave, receiving payslips, updating personal information, producing budget and staffing reports etc;

- allow staff and managers more flexible access to information and services wherever they are via different devices (laptop, tablet, smart phone) and,
 - improve service resilience and reduce risk of major systems failure.
- 6.2 Implementation of the chosen ERP solution (“Business World” from Unit 4) commenced in July 2016 and is being undertaken by a joint team from the Council and Agilisys, the Council’s chosen implementation partner.
- 6.3 Previous updates to the Board highlighted that owing to concerns with the condition and quality of existing data, build and configuration issues and skills and knowledge of Council staff, the project had been in a managed pause for a period while these issues were explored and addressed; with a revised go-live date of September 2018 being targeted for core HR/payroll and finance functionality, with procurement functionality being phased in early in 2019, at which point commitment accounting will also be available.
- 6.4 In line with the revised plan, core functionality as outlined above went live on 1 October 2018, with the phased roll out of self-service to staff commencing on 18 October 2018 and anticipated to be complete early in 2019..
- 6.5 The implementation programme has been very demanding on the teams involved and the current period of “hyper-care” will extend throughout November. As previously reported additional external assistance has been required to meet the revised implementation timescales, and this support will require to continue until the end of the calendar year and possibly thereafter as the further phases of functionality are implemented. The additional project funding of £0.8 million previously approved and set aside in closing the 2017/18 annual accounts, is anticipated to be fully required to support the project through to full implementation.
- 6.6 The programme has now moved in effect from a technology implementation to one of business process redesign and culture change across the Council. It is recognised that the adoption of new ways of working across all members of staff will be critical if the business and financial benefits of the system are fully realised moving forward.

7 **Energy Efficiency**

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

| Property | Project Title | Expected Completion Date | Status | Total Financial Saving |
|---------------------------|--------------------------|---------------------------------|---------------|-------------------------------|
| Linwood ON-X | CHP Upgrade Works | Complete | Complete | £33,928 |
| Lagoon | CHP Relocation from ON-X | 21/05/2018 | Ongoing | £11,605 |
| Renfrew Sports Centre | PV | Complete | Complete | £4,303 |
| Bridgewater Sports Centre | PV | Complete | Complete | £3,993 |
| Johnstone Sports Hub Pool | PV | Complete | Complete | £4,678 |
| Lagoon | Variable Speed Drives | Complete | Complete | £9,182 |
| Inchinnan PS | PV | Complete | Complete | £3,869 |
| Bridge of Weir PS | LED Internal Replacement | Complete | Complete | £4,776 |
| East Fulton PS | LED Internal Replacement | Complete | Complete | £4,776 |
| St Catherines PS | LED Internal Replacement | Complete | Complete | £1,929 |
| St Annes PS | LED Internal Replacement | Complete | Complete | £1,891 |
| Underwood Rd Depot | Oil Boiler Replacement | Complete | Complete | £26,460 |
| Our Lady of Peace PS | Boiler Replacement | Complete | Complete | £975 |
| Auchenlodment PS | Boiler Replacement | Complete | Complete | £1,492 |
| Houston PS | Boiler Replacement | Complete | Complete | £2,223 |
| Anchor Centre | Boiler Replacement | Complete | Complete | £3,613 |
| St Fergus PS | Biomass RHI | Complete | Complete | £23,027 |
| Mossvale/St James | Gas Boilers | Complete | Complete | £ 1,393 |
| Riverbrae ASN | Biomass RHI | Complete | Complete | £17,000 |
| Bargarran/St John Bosco | Biomass RHI | Complete | Complete | £12,000 |

| Property | Project Title | Expected Completion Date | Status | Total Financial Saving |
|-----------------|----------------------------------|---------------------------------|---------------|-------------------------------|
| St Pauls PS | Biomass RHI | Complete | Complete | £10,000 |
| Various | Anglian Water Payment in Advance | Complete | Complete | £18,000 |
| Total | | | | £201,113 |

Implications of the Report

1. **Financial** – the Council’s ongoing financial sustainability is dependent on the ability of the Council to transform and modernise services.
2. **HR & Organisational Development** – as outlined in the report
3. **Community/Council Planning** – none
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** – as outlined in the report.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.
8. **Health & Safety** - none
9. **Procurement** – none
10. **Risk** - none
11. **Privacy Impact** - none
12. **Cosla Policy Position** – not applicable

Author: Alan Russell, Director of Finance & Resources

Appendix 1 – Summary of Council Workforce Planning Priorities and Progress

| Theme | Definition | Key Priorities | Key Progress/Activity |
|--|--|---|---|
| A Modernised and Flexible Workforce | Resources are deployed effectively to support a modernised and sustainable approach to service delivery. | <ul style="list-style-type: none"> • Service re-designs arising from modernisation projects. • Flexible employment contracts, working patterns and HR policies. • Recruitment and retention strategies. • Employee pay and benefits package. • ICT/Enterprise Resource Planning (ERP). | <ul style="list-style-type: none"> • Council and Service workforce planning continues to be monitored at a senior level. • Service design and delivery models are continually monitored to improve service delivery models that are flexible, efficient and resilient. • New and revised HR & OD Policies have been approved which are promoting different ways of working and providing greater flexibility and service delivery options. • Reviews of employment contract types and working patterns are in progress for key areas. • Customer Strategy 2017-2022 is progressing to better understand customer needs and expectations. • ERP / Business World implementation programme commenced on 1 October 2018. • ICT Strategy is progressing with actions up until 2020 and will increase the use of digital technology across services and digital skills for employees. • A new Recruitment Policy was approved in June 2018. • A non-financial employee benefits package is currently being developed to attract and retain employees. • Overtime working is scrutinised at a senior level to achieve service savings targets. • Programmes and actions to reduce the Council gender pay gap have commenced. |
| A Developing Workforce | Employees are supported to reach their full potential through access to development creating a high performance culture. | <ul style="list-style-type: none"> • Management and Leadership development. • People Development Review. • People, Performance and Talent Policy. | <ul style="list-style-type: none"> • So far 331 managers from across all services are participating in Leadership and Management development programmes. • An evaluation strategy to measure added value back in the workplace for these programmes has commenced. • 30 managers in RHSCP have attended the “Ready to Lead” programme this year. |

| Theme | Definition | Key Priorities | Key Progress/Activity |
|------------------------------|---|--|---|
| | | | <ul style="list-style-type: none"> • Sector leading Leadership Programmes continue to be provided for Teachers in Children's Services. • RHSCP employees can now access development provided by both the Council and NHS Greater Glasgow and Clyde. • Accredited courses for managers and employees are being identified and developed in partnership with the local Colleges, Universities and Scotland Excel. • Employees are supported to achieve relevant professional qualifications, including SVQ, NC and HNCs. • A full review of all training called the 'People Development Review' is underway with Phase 1 complete. Phase 2 is well underway. Feedback from the review will inform the new corporate training provision due to be launched early 2019. • Bespoke training requests are being delivered across services on coaching and team building etc. • The new People, Performance and Talent (PPT) policy was approved in June 2018. Engagement is progressing to ensure the successful implementation of PPT and that the process is practical for front line employees. • A review of the Council iLearn system is underway to improve the look and feel of the system and make it more easily accessible. The new version is anticipated to be ready in early 2019. |
| A Resilient Workforce | Effective communication to promote opportunities to be engaged and understand the benefits of working in a healthy, inclusive and innovative environment. | <ul style="list-style-type: none"> • Employee engagement – strong Council employment brand. • Career pathways to support succession planning. • Strengthen health, safety and well-being. | <ul style="list-style-type: none"> • Employee engagement methods are in place at both a corporate and service level, including Magazines, Team Briefs, Director Tours and Staff Panels. • Core employee values and behaviours are currently being developed for the Council to empower employees and improve employee voice and influence. These will be launched mid-2019. • A review of employee induction is taking place to improve employee engagement and our shared vision. |

| Theme | Definition | Key Priorities | Key Progress/Activity |
|----------------------------|---|---|--|
| | | | <ul style="list-style-type: none"> Communication structures are established in the RHSCP, including management and operational meetings and Locality Development sessions. Generic job roles and contracts are supporting a flexible and resilient workforce. Take up of Graduate Apprenticeships provided by Glasgow Caledonian University to gain Degree Level qualifications which started in September An 'Internal Careers Service' is being developed with external partners, to support employees with career guidance, training choices and decisions. A programme is in development to provide employees with the opportunity to gain voluntary work experience in Council areas with current or future workforce challenges. The Graduate Internship Programme is creating new career pathways. Secondments and 'acting up' opportunities are developing skills and allowing for better succession planning. Specialist skills are being accessed on demand by working with external partners and groups, which is providing greater service resilience. A new Health, Safety and Well-being Strategy 2019-2022 will be implemented early 2019. 192 employees from across the Council have attended Mindfulness Workshops. 150 front line employees have attended Drug Awareness sessions. The 2018/2019 seasonal flu vaccination programme has been organised to commence in October -November 2019. Current and future skills requirements have been identified in service workforce plans. |
| A Skilled Workforce | Current and future skills are identified, and barriers removed, to ensure the workforce can deliver the services of the future. | <ul style="list-style-type: none"> Current skills gap analysis. Future needs, specialist skills and access on demand. | |

| Theme | Definition | Key Priorities | Key Progress/Activity |
|-------|------------|---|---|
| | | <ul style="list-style-type: none"> Barriers to accessing skills development. | <ul style="list-style-type: none"> The 'People Development Review is also identifying current and future skills gaps, which will inform the new 2019 corporate training provision. The new Cross Organisational Mentoring programme was launched in September 2018. The PPT training package will provide skills in "Giving Effective Feedback, "Having Difficult Conversations" and "Effective Performance and Development Discussions" . Professional Technical and Skills Frameworks are used in some service areas. On the job skills development is available through secondments, "acting up" positions and project working to allow better succession planning. Leadership and management skills are being developed through accredited and bespoke programmes. Graduate Apprenticeships are providing opportunities for employees to gain Degree Level qualifications who have often never been in formal higher education. Skills and experience are considered in the application process, which remove the barriers which entry qualifications can bring. Upskilling the workforce on Digital skills remains a key focus for the Council. Skills gaps being addressed by in-house skills training across teams, sourcing this from services with specialist skills and by knowledge sharing with external partners. |

| Theme | Definition | Key Priorities | Key Progress/Activity |
|-------------------------------|---|--|---|
| A Partnering Workforce | Existing partnership arrangements are strengthened and new opportunities are identified to support capacity and capability. | <ul style="list-style-type: none"> • Utilise partnerships to strengthen service capacity and flexibility. • Further embed business partnering model to support services. • Engage with Trade Unions on workforce planning progress. | <p>The Council continues to foster and develop relationships with partners to deliver core priorities with some examples being:</p> <ul style="list-style-type: none"> • Collaboration with external partners and across services to access Early Years Expansion knowledge and skills. • Strategic Housing Partnerships, for example Homelessness and FLAIR. • The Council working closely with Engage Renfrewshire, Police Scotland and West College Scotland on the Family Firm initiative. • Arts, Health and Culture Steering Group participation. • Social Work partnerships in place across the Council and Scotland. • Collaboration with local Universities and Colleges to offer student placements and to fill “hard to fill” posts such as Social Care Workers, Teachers and Catering. • Specialist knowledge and experience drawn from across the Council to take forward emerging areas of Community Empowerment and the Digital agenda. • Fiscal and legal advice provided by the Council to partners on major investments and infrastructure projects. • Strengthening of the business partnering approach across services in specialist skills, such as, Finance, HR and Project Management to build service and employee capability and knowledge. capacity • Collaboration with partners including West College, local libraries and the Trade Unions to deliver Digital Skills training for front line employees. • Ongoing participation in the Clyde Valley Learning and Development Consortium to share best practice and knowledge with other local authorities. • Supporting Counter Corruption and Fraud investigations with Police Scotland and DWP. |

| Theme | Definition | Key Priorities | Key Progress/Activity |
|-------|------------|----------------|--|
| | | | <ul style="list-style-type: none"> • Expansion of Invest in Renfrewshire programme to offer increased Modern Apprenticeship places. • Bid legacy partnership working at a local and national level. • University of West of Scotland / West College Scotland creative industries skills pipeline. • Participation in 'The West Partnership' education collaborative. • Regular updates are provided to the Trade Unions on OD and Workforce Planning progress at the formal Joint Trade Union Liaison Board to maintain a healthy working environment and good working relations. |

Appendix 2 – Workforce Planning Priorities for next 6 months

| | |
|--|--|
| A Modernised and Flexible Workforce | <ul style="list-style-type: none"> • Implementation of service reviews and re-designs. • HR & OD Policy implementation. • Business World (ERP) delivery. • Better Council Change Programme. • Progression of key Council strategies and priorities. • Recruitment and retention. • New ways of working. • Gender pay gap reduction activity. |
| A Developing Workforce | <ul style="list-style-type: none"> • Increase participation in the new management and leadership development programmes. • Identify more strategic levels of CMI programmes. • Phase 2 of the People Development Review. • Relaunch of the iLearn system. • Develop a new Council Learning & Development Policy. • Implement the People, Performance and Talent Policy. |
| A Resilient Workforce | <ul style="list-style-type: none"> • Core employee values and behaviours • Employee engagement activity. • Continue to support and promote employee health, safety and well-being and build resilience. • Prioritise employee learning and development. • Improve the employee induction. • Develop professional trainee opportunities /internships. • Develop a succession planning approach. • Build on current career pathways. |
| A Skilled Workforce | <ul style="list-style-type: none"> • Address key barriers to accessing skills development. • Promote equality and diversity awareness. • Support front line and core skills development. • Review the employee induction. • Identify routes to access specialist skills on demand. • Cross organisational mentoring scheme. |
| A Partnering Workforce | <ul style="list-style-type: none"> • Collaborate and develop partnerships to strengthen service capacity and flexibility. • Continue to engage with Trade Unions on workforce planning progress. |

On line School Payments and Cashless Catering School /Establishment Rollout Plan

Appendix 3

| Phase 1 | Phase 2 | | Phase 3 | |
|----------------|------------------|--|---------------------|--|
| Go live Jan 19 | Go live April 19 | | Go live August 2019 | |

| | | | | | | |
|----------------------|-------------------|----------------|-------------------|---------------|-----------------|---------------|
| Early Adopters | A1 | B1 | B2 | C1 | C2 | C3 |
| Castlehead HS | Bridge of Weir PS | Johnstone HS | Trinity HS | Park Mains HS | Renfrew HS | Gallowhill PS |
| Gryffe HS | Houston PS | Kilbarchan PS | St Anne's PS | Barsail PS | Arkleston PS | Ralston PS |
| Auchenlodment PS | Wallace PS | Lochwinnoch PS | St Catherine's PS | Bishopton PS | Kirklandneuk PS | |
| Howwood PS | | Thorn PS | St John Bosco PS | Inchinnan PS | Newmains PS | |
| St Fillans PS | | | Bargarran PS | Langbank PS | | |
| St James' PS Renfrew | | | West PS | Rashielea PS | | |
| | | | | | | |
| | | | | | | |

On line School Payments and Cashless Catering School /Establishment Rollout Plan

Appendix 3

| Phase 4 | | Phase 5 | | Phase 6 | |
|----------------|--|----------------|--|------------------|--|
| Go live Oct 19 | | Go live Jan 20 | | Go live April 20 | |

| D1 | D2 | D3 | E1 | E2 | E3 | EY1 | EY2 | ASN |
|------------------|----------------|----------------------|--------------------|----------------------|---------------|---------------------|------------------|-------------------------|
| Lochfield PS | Woodlands PS | St Andrew's Academy | Paisley Grammar | St Benedict's HS | Gleniffer HS | West Johnstone Pre5 | Glenburn Pre5 | Riverbrae School & Pre5 |
| St Fergus PS | Linwood HS | St Charles' PS | Glencoats PS | Our Lady of Peace PS | Brediland PS | Glendee Pre5 | Hugh Smiley Pre5 | Mary Russell School |
| Williamsburgh PS | East Fulton PS | St James' PS Paisley | Cochrane Castle PS | St Anthony's PS | Bushes PS | Moorpark Pre5 | Paisley Pre5 | |
| | | St John Ogilvie PS | Fordbank PS | St David's PS | Heriot PS | Douglas St Pre5 | Spateston Pre5 | |
| | | St Mary's PS | Todholm PS | St Margaret's PS | Langcraigs PS | Ferguslie Pre5 | | |
| | | St Paul's PS | | | | Foxlea pre5 | | |
| | | St Peter's PS | | | | | | |
| | | Mossvale PS | | | | | | |



To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

On: 14 NOVEMBER 2018

Report by: DIRECTOR OF ENVIRONMENT & INFRASTRUCTURE

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

1. Summary

- 1.1 Environment & Infrastructure brings together a range of Council services and activities, with both strategic and operational responsibilities. This report provides an operational performance update on Facilities Management (Hard and Soft Services) delivered by Environment & Infrastructure since the last Policy Board in September.
-

2. Recommendations

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

3. Operational Updates

3.1 Facilities Management - Hard Services

Scottish Housing Quality Standards (SHQS) / Investment

- 3.1.1 Building Services continue with investment work to tenanted houses as identified by Communities, Housing & Planning Services. Building Services are carrying out the remaining works of the Council's SHQS. The type of works carried out can include a complete rewire of a house, installation of a new kitchen, installation of a bathroom and upgrade or renewal of the central heating system.

Housing Repairs & Maintenance

Void Properties

- 3.1.2 The Council's target time for reletting a void property is 14 calendar days. Voids over the 14-day target are monitored and reviewed jointly with Communities, Housing and Planning on a weekly basis. There are a number of reasons for additional time being taken to complete voids work, including an additional work requirement being identified during the works period. To avoid multiple visits post occupancy tradesmen take the opportunity to carry out any additional works whilst the instructed void works are taking place.

During Quarter 2 (July – Sept) 508 void properties were returned to Communities, Housing & Planning Services, which accounted for 45% returned within the 14-calendar day timescale. Figures for Quarter 2 are within line with similar dates within this period.

| Month | Returns | Completion within timescale |
|-----------------|---------|-----------------------------|
| Q1 | 418 | 50.9% |
| Q2 | 508 | 45% |
| | | |
| Totals (Q1 -Q2) | 926 | 48% |

General Responsive Repairs Update

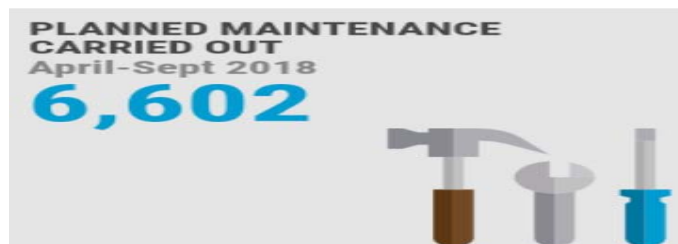
- 3.1.3 Repairs and maintenance performance outcomes, results, for Building Services, for the second quarter of 2018/2019 detail 12,456 individual responsive repairs requested across all trades. Building Services attended to over 95.9% within the time category allowed.



| Category | Q2 2018/19 | Q1 2018/19 | 2017/18 | Target |
|--|------------|------------|---------|--------|
| | Value | Value | Value | |
| Total Repairs Completed | 12,456 | 13,115 | 53,985 | n/a |
| Repairs Completed on time | 11,945 | 12,596 | 51,518 | n/a |
| % Overall Repairs Completed Within Target | 95.9% | 96.04% | 95.43% | 94% |
| % Emergency Repairs completed within target | 97.2% | 99.15% | 98.31% | 97% |
| % Routine repairs completed within target | 93.5% | 92.82% | 91.51% | 97% |
| % Programmed repairs completed within target | 100% | 100% | 98.79% | 97% |
| % Right to Repair Qualifying repairs completed within target | 99.1% | 99.17% | 99.04% | 97% |

Compliance Update

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



- 3.1.5 Street Lighting maintenance figures for the first 2 quarters from April 2018 to September 2018 are detailed below:

| BUILDING SERVICES Street Lighting Summary April - September 2018 | Qty | Comments |
|---|------------|---|
| Jobs completed in period total this financial year. | 1,105 | 891 Completed by internal street lighting team 212 Completed by external contractors. |
| Jobs programmed within the next 2 months | 78 | 38 column replacements 40 cable replacements |
| Jobs to be planned and programmed. | 2,161 | 2,000 planned maintenance. 161 loops / column replacements |
| LED lamp replacements | 138 | Awaiting lanterns, follow on from the capital replacement programme. |

3.2 Facilities Management - Soft Services

3.2.1 The school catering service – working with pupils and partners

Catering staff will continue to participate in Hearty Lives' and School Nutrition Action Groups to obtain feedback on the success of these new menus to form the basis of further menu changes. This interaction allows young people to input to food choices available in their schools.

3.2.2 **Scottish Government Review of School Food Regulations**

The Scottish Government is currently undertaking a review of Nutrition Requirements for Food and Drink in Schools (Scotland) Regulations 2008. A technical working group was established to provide evidence-based recommendations to progress school food further towards the Scottish Dietary Goals. A public consultation on the recommended changes closed on 29 August 2018 with a high number of responses received. The Scottish Government is planning to issue a report on the results of this consultation prior to the end of December 2018. The new regulations are now expected to be implemented in 2020. The proposed changes will impact on the current school meals' service as well as any other food provision throughout the school day including breakfast service. The changes proposed for Primary Schools will result in the removal of the current Grab and Go/Dine in Day model of meals' service.

Some of the main changes include:

Primary

- There will require to be 2 portions of vegetables and 1 portion of fruit provided with every school lunch;
- Maximum 175g of red/ red processed meat per week (max 100g processed);
- Sweetened and baked products no more than 3 times per week;
- Pastry products not to be provided more than twice per week;
- No confectionery in any place within school premises; and
- Increased nutritional standards

Secondary

- No less than 2 portions of vegetables and 1 portion of fruit to be included in the analysed school lunch;
- Maximum 230g of red/ red processed meat per week across the whole school day (max 130g processed);
- Pastry products not to be provided more than twice per week;
- No confectionery in any place within school premises; and
- Increased nutritional standards

Further reports will be brought to this Policy Board prior to the anticipated timescale of 2020 for any changes becoming effective.

3.2.3 **Period Poverty**

Facilities Management, in consultation with Children's Services, implemented the provision of free sanitary products in all Renfrewshire Schools from the start of the new term in August 2018. A joint review between Facilities Management and Children's Services will take place after the project has been in place for the first two school terms.

3.2.4 **Plastic Straws Campaign**

Facilities Management is working with Scotland Excel to explore alternative market products to replace plastic straws. Feedback will be provided to this Policy Board once this information is available.

4. Service Specific Projects Update

4.1 Facilities Management - Hard Services

General Capital Programme, Update

- 4.1.1 The table below summarises the current ongoing capital project works that are being undertaken by Building Services, scheduled for completion during 2018/2019. The service continues to bid for additional projects for the remainder of the year.

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



4.2 Facilities Management - Soft Services

Partnership Working

4.2.1 Early Years and Childcare

The schools catering service continues to work in partnership with Children's Services to facilitate the initial roll-out of the new Early Years service provision. This project will also be supported by Hard FM, when required alteration works are progressed in some premises.

Soil Association Food for Life Served Here

- 4.2.2 The work being undertaken in Primary Schools in conjunction with the Soil Association Food for Life scheme to introduce more sustainable local produce within the school meals service.

5. Workforce Development

5.1 Facilities Management - Hard Services

- 5.1.1 As part of an annual ongoing commitment to apprenticeships, trade apprentices are employed by the Building Services operation. Currently there are 7 trade apprentices and 3 adopted apprentices progressing through their training programmes both at college and on site. Quarterly reviews are carried out by Managers and the Training Coordinator to monitor progress.
- 5.1.2 Building Services also provides the opportunity for pupils from local schools to visit the depot for the day to learn about different apprenticeships within the construction industry. The pupils also participated in practical exercises in electrical, joinery, painting and decorating, with the assistance and guidance of existing Building Services apprentices.
- 5.1.3 An additional 3 apprentice posts are in the process of being filled, and it is anticipated that this process will complete before December 2018.

5.2 Facilities Management - Soft Services

- 5.2.1 Soft Services continues to make a strong commitment to provide opportunities through both Project Search and Traineeship programmes in the authority. These programmes are having a positive impact on all individuals, both mentors and trainees. Soft Services has been shortlisted as a finalist in Diversity and Inclusion category of the Guardian Public Service awards for 2018.
- 5.2.2 The current phase of the Cooking Skills Development Course for catering staff will conclude in November 2018. The next phase will commence early in 2019. This course has been designed specifically to meet the needs of schools catering by considering types of recipes more appealing to young people and re-introducing cooking skills to catering staff. This is being delivered by West College Scotland. The feedback from participating catering staff is very positive.
- 5.2.3 Partnership working continues with Invest in Renfrewshire, as part of the Employability Fund, this has provided opportunities for work experience for candidates within the school catering service in 2018. These candidates received food hygiene and first aid training from Invest in Renfrewshire and were given work placements, providing them with relevant experience to assist them in their search for employment.

6. Attendance

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

- Joint working with HR across all service areas to provide a more consistent approach to managing absence;
- Introduction of physiotherapy sessions at Underwood Road depot;
- Engagement with occupational health services to improve appointment timescales; and
- Absence Road Shows being rolled out across the service.

6.2 Environment & Infrastructure recorded an overall absence rate, for the first six months of 2018/19, of 6.93 days lost per FTE employee, which is 2.63 days above the target of 4.30. However, the 6.93 days lost per FTE employee is a slight improvement on 6.95 days in the same period in 2017/18. The following table provides an overview of absence performance for each service of Integrated Facilities Management (Hard & Soft Services).



per
lost

Absence Analysis: April – September 2018/19

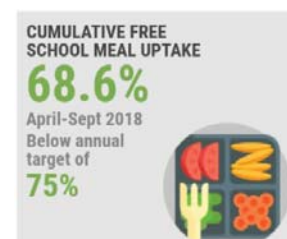
| Service | 6 Month Target | Actual | Long-term | Short-term |
|------------------------------|----------------|--------|-----------|------------|
| Environment & Infrastructure | 4.30 | 6.93 | 80% | 20% |
| Building Services | 4.30 | 10.28 | 87% | 13% |
| School Catering | 4.30 | 8.34 | 65% | 35% |
| Building Cleaning | 4.30 | 12.5 | 88% | 12% |
| Housekeeping | 4.30 | 12.27 | 86% | 14% |
| School Janitorial | 4.30 | 5.23 | 70% | 30% |
| School Crossing Patrol | 4.30 | 10.61 | 89% | 11% |

7. Performance Update – Indicators and Targets

7.1 Free school meals in primary and secondary schools

School meal uptake at the end of quarter 2 was 68.6%, below the target of 75%.

The service continues to work with Head Teachers, Parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. Work is being undertaken to change the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals.



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

Enquiries

- 7.2 Environment & Infrastructure received 2,785 front line resolutions in the first two quarters of 2018/19, of which 2,293 (82%) were responded to within timescale.



Over the same period the service dealt with 185 complaint investigations, 106 (57%) of which were dealt with within the agreed timescale.

The complaints process has been changed to allow officers to respond more efficiently to elected members and public enquiries. This has led to performance improvements between Quarter 1 and Quarter 2. In addition, an increased focus has been given to missed bin complaints within the waste service. The aim of this is to ensure repeat complaints will be thoroughly investigated and prevented in the future.

Overtime

- 7.3 The level of overtime across Environment & Infrastructure, at the end of period 6, was 9.2% which was above the revised target of 8%.

It should be noted that the actual overtime rate in this period, for Environment & Infrastructure, now includes four services previously classified as Trading Accounts, namely Catering, Roads, Transport & Building Services, which were reported in separate Board reports.



Hard FM Services, Customer Satisfaction –

- 7.4 As part of the Housing Customer Satisfaction survey required to be carried out by the Scottish Housing regulator the following specific questions are directed at the service provided by Building Services. During the first 2 quarters of 2018/2019, 1290 surveys were carried out with 99% of tenants satisfied with overall housing repair service including customer contact centre and housing repairs services.



Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community & Council Planning** – None
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – None
7. **Equality & Human Rights** - None
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.
12. **CoSLA Policy Position** - None

List of Background Papers: None

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



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Consultation Response – Review of the Structure of the Scottish Local Government Pension Fund

1. Summary

- 1.1 A review of the structure of the Scottish Local Government Pension Scheme was launched in June 2018 at the request of the Cabinet Secretary for Finance and the Constitution to establish views on whether outcomes for members could be improved by altering the structure of the scheme.
- 1.2 The consultation closes on 7 December 2018, and a response has been compiled on behalf of the Council which is attached to this report.
-

2. Recommendations

- 2.1 Agree the draft response attached at Appendix 1 to the report.

3. Background

- 3.1 A review of the structure of the Scottish Local Government Pension Scheme was launched in June 2018 at the request of the Cabinet Secretary for Finance and the Constitution to establish views on whether outcomes for members could be improved by altering the structure of the scheme.
- 3.2 The consultation is being carried out by the Scheme Advisory Board, who have commissioned the Pensions Institute to undertake the consultation. The consultation was launched during June 2018 with the publication of a report. The report and response form are available from: <http://lgpsab.scot/consultation2018/> .
- 3.3 The consultation seeks to establish the views of employers and employee representative groups on whether outcomes for the members and sponsors of the Scottish Local Government Pension Scheme (SLGPS) can be improved by altering the structure of the scheme. The consultation asks these stakeholders to compare the advantages and disadvantages of the current scheme structure against three options that, by differing degrees, consolidate the functions of the scheme's 11 constituent funds by collaboration, pooling and merger.
- 3.4 The 4 options identified in the Consultation Report are:
- retain the current structure with 11 funds
 - promote cooperation in investing and administration between the 11 funds
 - pool investments between the 11 funds
 - merge the 11 funds into one or more funds.
- 3.5 Employer and employee representative organisations are asked to respond to the questions in the form accompanying the report and return it via email to the Pensions Institute no later than **Friday 7th December 2018**. A response has been developed by Council officers which is attached for members approval.

Implications of the Report

1. **Financial** – the SPF funding position is currently 118%, which means there is no need for an increase for all local government members of the Fund in the current triennial valuation period to 2021. Any underperformance in the investment management of the Fund could result in increased levels of employer contributions moving forward.
2. **HR & Organisational Development** - none
3. **Community/Council Planning** – none
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none
9. **Procurement** – none
10. **Risk** – any changes to the structure of the Funds would require to be based on sound evidence and analysis of the risks involved; including any possible mitigation measures.
11. **Privacy Impact** - none
12. **Cosla Policy Position** – not applicable

Author: Alastair MacArthur, Ext 7363

Review of the Structure of the Scottish Local Government Pension Scheme

CONSULTATION RESPONSE FORM

Instructions

Responses in this form should be drafted in conjunction with the accompanying consultation report. To respond, please complete the **respondent details** and as many of the **consultation questions** your organisation wishes to complete and return the form via email to the Pensions Institute at consultation@pensions-institute.org no later than **Friday, 7 December 2018**.

This consultation is being conducted in electronic form only, so **responses must be emailed**; hard copy posted or delivered responses cannot be received. Any queries about the consultation should be addressed to Matthew Roy, Fellow, Pensions Institute at matthew.roy@pensions-institute.org.

RESPONDENT DETAILS

Name of responding organisation(s)

Please list the full name of each organisation participating in this response.

Organisation type

Is your organisation an administering authority, employer, or employee group? Please record for each responding organisation.

| | |
|----------------------|----------------------------|
| Renfrewshire Council | Employer (Local Authority) |
|----------------------|----------------------------|

Authors

Please list any people that wish to be recorded as authors of this response, including name, job title and organisation.

Consent

Please confirm each author consents to their information being retained for analysing the consultation responses by writing 'confirm' by their name.

| | |
|-------------------------------------|---------|
| Alastair MacArthur, Head of Finance | Confirm |
|-------------------------------------|---------|

Date

Please date the response.

14 November 2018

Covering information

If you wish to include covering information with your response, please include the text here. The text can wrap onto additional pages if needed.

We have contained our comments to the final general comment section in each question as opposed to answering each specific sub-question.

This response was approved by the Renfrewshire Council Finance, Resources and Customer Services Policy Board on 14 November 2018.

The consultation questions follow.

CONSULTATION QUESTIONS

Question 1: Retain the current structure with 11 funds

The text can wrap onto additional pages.

a) Cost of investing:

- *How well informed do you feel about the investment costs in your fund? What information do you rely on to specify and measure these?*
- *How well does the current system manage investment costs?*
- *How would you improve the measurement and management of investment costs in the current system?*

b) Governance:

- *How well informed do you feel about the governance of your fund? What information do you rely on to measure this?*
- *How well is the current system governed?*
- *How would you improve governance of the current system?*
- *How important is it to maintain a local connection with respect to oversight and strategy?*

How would you determine if the benefits of a local connection in governance outweigh the benefits of scale?

c) Operating risks:

- *How well informed do feel about the operating risks of your fund? What information do you rely on to specify and measure these?*
- *How well are operating risks managed in the current system?*
- *How would you improve the measurement and management of operating risks in the current system?*

d) Infrastructure:

- *How well informed do you feel about your fund's investments in infrastructure? What information do you rely on?*
- *How do you rate the current system's ability to invest in infrastructure?*
- *How would you increase investment in infrastructure in the current system?*

e) Do you have any additional comments about this option?

[The Council believes that engagement with our local Fund \(Strathclyde Pension Fund - SPF\) continues to be satisfactory and that information we require to judge performance](#)

is available as required. The governance structure of the Fund works well and as an employer member we are actively engaged and consulted with regards the operation, performance and development of the Fund. A review of LGPS governance in 2016 undertaken by KPMG outlined that many elements of good governance are largely in place across Scotland.

The Council is supportive of the approach SPF has taken with regards infrastructure investment – balancing risk and return in members' best interests.

The Council participates in the SPF AGM at which information is provided with regards investment performance, risks and investment strategy; in addition to key areas of investment benchmarking and governance.

The Council has active involvement in investment strategy, governance and stakeholder engagement through elected member representation on the Pension Fund Board.

In terms of investment management costs, care needs to be taken in ensuring that costs are evaluated on the basis that good value for money is being delivered – absolute costs are not necessarily the most important factor. Paying higher fees in order to deliver better overall active investment performance can also deliver best value.

Question 2: Promote cooperation in investing and administration between the 11 funds

The text can wrap onto additional pages.

a) Cost of investing:

- *What impact do you think promoting agreements between funds would have on investment costs?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

b) Governance:

- *What impact do you think promoting agreements between funds would have on governance?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

c) Operating risks:

- *What impact do you think promoting agreements between funds would have on operating risks?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

d) Infrastructure:

- *What impact do you think promoting agreements between funds would have on funds' ability to invest in infrastructure?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

e) Do you have any additional comments about this option?

The Council understands there is already joint working between the 11 Funds, including procurement framework agreements, member communications and due diligence on investments. The Council is supportive of further joint working where possible and where this would achieve greater efficiency, improved costs or potential improved performance within the existing governance structures.

Given the size of the Strathclyde Fund there is potentially limited if any further economies of scale which would secure further savings in terms of fees, however this

may not be the case for other smaller funds, where greater opportunities for cost savings in terms of investment management fees may potentially exist.

In terms of investing in infrastructure there may be benefits if an approach could be adopted which shared risk across several pension funds.

Question 3: Pool investments between the 11 funds

The text can wrap onto additional pages.

a) Cost of investing:

- *What impact do you think pooling investments between funds would have on the cost of investing?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*
- *If asset pooling were possible, under what circumstances should a fund consider joining an asset pool?*
- *Under which circumstances should the SLGPS consider directing funds to pool?*

b) Governance:

- *What impact do you think pooling investments between funds would have on governance?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

c) Operating risks:

- *What impact do you think pooling investments between funds would have on operating risks?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

d) Infrastructure:

- *What impact do you think pooling investments between funds would have on funds' ability to invest in infrastructure?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

Do you have any additional comments about this option?

The pooling of funds would need to be prefaced by strong evidence that current arrangements are sub-optimal and/or underperforming which would justify the potential start-up costs, local governance dilution and potential changes in investment strategy which would follow. The Council would be cautious of a drive to implement wholesale pooling based on the assumption that "bigger is better"; or as a route to increased infrastructure investment – fund reorganisation would need to

be based on demonstrable benefits to members; not driven by wider public policy intentions.

Strathclyde Pension Fund has recently confirmed there is no need to increase employer contributions following the recent triennial revaluation as the Fund is 105% funded. In addition, the Fund has secured numerous national awards relating to scheme management and overall performance.

While the Council would agree continuous improvement now and in the future is desirable, current performance suggests there is no immediate requirement to address performance or governance issues, therefore any step to direct Funds to pool should be taken extremely seriously and would need to be based on sustained evidence of governance or performance deficits existing in current arrangements.

Question 4: Merge the funds into one or more new funds

The text can wrap onto additional pages.

a) Cost of investing:

- *What impact do you think mergers between funds would have on the cost of investing?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*
- *If merging were possible, under what circumstances should a fund consider a merger?*
- *Under what circumstances should the SLGPS consider directing funds to merge?*

b) Governance:

- *What impact do you think mergers between funds would have on governance?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

c) Operating risks:

- *What impact do you think mergers between funds would have on operating risks?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

d) Infrastructure:

- *What impact do you think mergers between funds would have on funds' ability to invest in infrastructure?*
- *What would be the positive impacts?*
- *What would be the negative impacts?*

e) Do you have any additional comments about this option?

The Council would again be cautious of such a move, which would risk undermining the link between fund control and local governance. There may be benefits in terms of expertise available for fund management; but again, a move to a larger national fund would not necessarily guarantee improved performance – we are not aware of any evidence to support such an assertion. In addition, there could be significant costs involved in merging funds. As mentioned in the response to Question 3, there would need to be a sound evidence base before such a move could be considered.

Again, the position could be different for smaller funds than Strathclyde, however the Council's view is that there would likely be limited advantages, possibly outweighed by disadvantages of a move to a national fund eg diminished local influence and involvement.

It is not clear how any such move would necessarily assist with infrastructure investment levels and as referred to above, such investment decisions require to be driven primarily by delivering positive outcomes for the interests of Scheme Members.

Question 5: Preferred and additional options

The text can wrap onto additional pages.

- a) Which option does your organisation prefer? Please explain your preference.**

The Council believes that Option 2 in effect represents the status quo and is the most suitable option; and would encourage Funds to work cooperatively on a voluntary basis in addressing specific issues which affect all Funds.

- b) What other options should be considered for the future structure of the LGPS?**

None other than those outlined.

- c) What would be the advantages and disadvantages of these other option for funds' investment costs, governance, operating risks and ability to invest in infrastructure?**

N/A

- d) Are there any other comments you would like to make?**

No

The consultation questions end.



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Health, Safety and Wellbeing Strategy 2019 - 2022

1. Summary

- 1.1 Renfrewshire Council is committed to providing a healthy working environment and improving the quality of working lives for all staff. We aim to promote a positive health and safety culture that includes awareness and understanding; effective processes and positive behaviour by staff, management, contractors and visitors.
- 1.2 The main purpose of the strategy is to help Services understand where the key areas require to be focused on are, to help improve the overall standard of health, safety and wellbeing within Renfrewshire Council.

The intention of this strategy is to:

- Reinforce effective health, safety and wellbeing management across the Council;
- refocus and engage with those who undertake or influence health, safety and wellbeing management which should support more robust governance;
- ensure legal compliance and, where appropriate meet industry standards and good practice;
- ensure that effective health, safety and wellbeing risk management is embedded in the organisation and thereby aid in the reduction in the number of incidents and the potential for harm to workers and the public.

The Strategy will support the aims of the Council and Services Improvement, Risk Management and Corporate Workforce plans.

2. Recommendations

- 2.1 The board approves the health, safety and wellbeing strategy 2019 - 2022

3. Background

- 3.1 The context for this strategy is to assist the Council to make informed judgements that will endeavour to manage and control the health, safety and wellbeing risks relevant to the modern and changing world of work. We cannot live in a risk-free society but risks in the changing workplace should be properly managed and controlled and address the new and emerging work-related health issues.
- 3.2 Managing health, safety and wellbeing can rarely be achieved by a single process. A sustained and systematic approach is necessary. 'Plan – Do - Check - Act' (**PDCA**) is an iterative four-step management method used in business for the control and continual improvement of processes and products. The **PDCA** methodology has now been adopted within the 2018 Corporate Health and Safety Policy.

Implications of the Report

1. **Financial** - Continuing to improve health and safety performance will reduce accidents/occupational ill health and associated costs.
2. **HR & Organisational Development** - This report supports the Council's commitment to the health, safety and wellbeing of employees.
3. **Community/Council Planning** – This report and plan supports the objectives contained within the community and council plans.
4. **Legal** - The council will continue to comply with current health and safety legislation.
5. **Property/Assets** - Having a robust health and safety management system in place and an effective risk control system should ultimately reduce the risk of property damage and potential loss of premises

which could be caused by fire for example.

6. **Information Technology** - Not applicable.

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 as 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** - This report supports and demonstrates the council's commitment to ensuring effective health and safety management.

9. **Procurement** - Finance and Resources, HR and Organisational Development (FAR, H.R. and O.D.) health and safety section has a valuable input to the Council's procurement system.

10. **Risk** - This report supports the overarching management of risk within Renfrewshire Council.

11. **Privacy Impact** - Not applicable.

12. **Cosla Policy Position** - Not applicable.

List of attached papers: **Renfrewshire Council**
Health, Safety and Wellbeing Strategy 2019 - 2022

Author: Steven Fanning, Principal HR adviser (Health, Safety, Absence)
0141 618 7284

Corporate Health, Safety and wellbeing Strategy 2019–2022

Document Title: Corporate Health, Safety and Wellbeing Strategy

Owner: Principal HR (Health, Safety and Absence)

Version No. 1

Date Effective: 1 January 2019

Lead Reviewer: Sir HSO

Superseded Version: n/a

Review Date: 30 November 2019

INDEX- Health, Safety and Wellbeing Strategy 2019-22

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Page 6: Where we are and where we want to be: Table 1

Page 8: Managing health and safety through the Plan – Do - Check – Act cycle

Page 9: PDCA Questions to be asked, Actions to be tabled: Table 2

Pages 10-11: Influencing factors & drivers

Page 11: Health, safety and wellbeing focused themes and KPI approach:

- A. violence and aggression;**
- B. stress (work and non-work related);**
- C. hand arm vibration syndrome (HAVS);**
- D. fire safety management;**
- E. musculoskeletal disorders;**
- F. audits and inspection; and**
- G. managing contractors**

Renfrewshire Council

Health, Safety and Wellbeing Strategy 2019 - 2022

Introduction & Vision Statement

In a changing world, we cannot stand still. Where appropriate, we must change – and, if necessary, change radically - to remain effective and relevant.

Renfrewshire Council is committed to providing a healthy working environment and improving the quality of working lives for all staff. We aim to promote a positive health and safety culture that includes awareness and understanding; effective processes and positive behaviour by staff, management, contractors and visitors.

We are uncompromising in our commitment to the health, safety and wellbeing of our employees, subcontractors, customers, and community. We will continually improve our processes, demonstrate leadership, and promote comprehensive safety. We will require individual accountability, expect all employees to adhere to our health, safety and wellbeing standards and actively participate. Health, safety and wellbeing is everyone's responsibility with the aim to achieve a reduction of incidents, which may result in a SAFE day, a SAFE tomorrow, a SAFE year, and a SAFE career.

The Health and Safety Team are professional, supportive, encouraging and promote a positive Health and Safety Culture to ensure compliance with relevant Health and Safety legislation and support the "A better future, A better council strategy".

Background

The context for this strategy is to assist the Council to make informed judgements that will endeavour to manage and control the health, safety and wellbeing risks relevant to the modern and changing world of work. We cannot live in a risk-free society but risks in the changing workplace should be properly managed and controlled and address the new and emerging work-related health issues.

Public attitudes to risk and redress, blame and compensation, have changed. The balance of new challenges facing health and safety management has gravitated towards health and wellbeing in recent years. This means ensuring that resources are used efficiently and effectively through evidence-based policies and more evaluation of what is done. It also means developing a greater understanding, reliance and trust in others and developing new and innovative approaches to managing our business.

This strategy sets targets, to which Renfrewshire Council should remain committed to. This new strategy also recognises that some things will need to be done differently (or not at all) in the future. There will be a focus on outcomes taking consideration of the level of risk, with the limited resources available to us within Renfrewshire Council to set achievable goals and objectives.

The strategy outlines the main health, safety and wellbeing preventative measures and controls to focus on during 2019-2022. It does not attempt to capture all that will be done. Instead it highlights

specific priorities, within an overall framework that reinforces our ongoing commitment to improving occupational safety and health.

The main purpose of this strategy is to help Services understand where the key areas require to be focused on are, to help improve the overall standard of health, safety and wellbeing within Renfrewshire Council.

The intention of this strategy is to:

- Reinforce effective health, safety and wellbeing management across the Council;
- refocus and engage with those who undertake or influence health, safety and wellbeing management which should support more robust governance;
- ensure legal compliance and, where appropriate meet industry standards and good practice;
- ensure that effective health, safety and wellbeing risk management is embedded in the organisation and thereby aid in the reduction in the number of incidents and the potential for harm to workers and the public.

The Strategy will support the aims of the Council and Services Improvement, Risk Management and Corporate Workforce plans.

Finance and Resources' Service Improvement Plan; Priority 9: Supporting Our Employees - getting better at communicating with employees. This includes health and safety matters.

| |
|--|
| Promote and encourage health and well-being opportunities for employee's |
| Provide support to our employees to help them deal with any perceived stress in the workplace and strategies that could be applied to stressors generated out-with the work environment. |

Renfrewshire views our employees' wellbeing in a positive and proactive light, as a good employer we want to get the best from our employees. We have a holistic approach to our employee's health.

Health and Safety Culture

A culture is a way of doing things that is shared, taught or copied. Everyone in an organisation tends to do things in a similar way, which they would consider to be the norm. Therefore, the organisation's health and safety culture consists of its shared working practices, its tendency to accept or tolerate risk, how it controls hazards and how it deals with accidents and near misses. A

Health and Safety culture can also be described as a combination of how people feel about safety (the safety climate), what they do and the policies and procedures the organisation has. A positive health and safety culture has **three** key elements:

- safe working practices and rules for effectively controlling hazards;
- a positive attitude towards risk management and compliance, with how risk is controlled/managed;
- the capacity to learn from accidents, near misses and safety performance indicators and bring about continual improvement within the overall health and safety management system.

Where we are and where we want to be:

Within Renfrewshire Council, we recognise the importance of continual improvement.

This strategic review process has allowed us to look closely at ourselves as an organisation to see where we are, but it also allows us the opportunity to determine where we want to be.

Table 1 below gives an indication of our current position in several areas, as well as giving an indication of the direction we plan to go in.

| Where we are now | Where we want to get to |
|---|--|
| The organisation has an established corporate health and safety policy updated and revised in 2018. In addition, there is also guidance on statutory inspection and maintenance including other key legislation that applies. | Managers fully understand the importance of complying with minimum legal standards within their role and area(s) of responsibility. |
| We have policies/guidance some of which are overdue for review. | Review policy/guidance which are relevant, meet the needs of the organisation and reflect current legislation/best practice across all services. |
| Currently we rely on an external established audit programme. Some services are utilising various systems to demonstrate H&S compliance, the results of which remain purely within the service. | Establish a suitable and comprehensive, relevant audit programme to meet the H&S needs of Renfrewshire Council. Adopt a process of local self-checking within all services, the results of which are shared corporately and underpins the H&S corporate audit plan. |
| The current process relies upon service ownership to undertake workplace inspections. | Promote and encourage inspections carried out locally by managers or via the Health and Safety Committees' representatives. |
| The degree of health, safety and wellbeing ownership within services is inconsistent. | Revitalise the ownership of health, safety and wellbeing at all levels within services through consultation and communication. |
| We work with partners (For example Renfrewshire Leisure) to support their health, safety and wellbeing objectives. | Continue to strengthen and develop relationships with partners through regular consultation and communication. |

| | |
|---|---|
| The Health & Safety committee structures are referred to within corporate policy/procedures. However, following organisational changes these committees are not meeting consistently within all services. | Work with service Health and Safety Co-ordinators to ensure the arrangements for Health & Safety committees are reflective of service structures and can meet their Service Health, safety and wellbeing objectives. |
| Training on health, safety and wellbeing within the organisation is delivered by internal and external organisations. Training is not a consistent across the organisation. The total financial costs associated may not be fully understood. | Work with the organisational development team to develop an improved health, safety and wellbeing training programme which is cost effective and reflects the needs of the individual, services, partners and the wider organisation. |
| We are externally audited to ensure management compliance with BS OHSAS 18001:2007. | Continue to apply BS OHSAS 18001:2007 and work with the external auditor to transition to ISO 45001. |

Where we want to get to be is not something we can achieve over-night, however, this strategy documents allows us to focus our efforts on key areas to help us achieve where we want to be over the next **3** years and beyond.

Managing health and safety through the Plan – Do - Check – Act cycle (PDCA)

Managing health, safety and wellbeing can rarely be achieved by a single process. A sustained and systematic approach is necessary.

'Plan – Do - Check - Act' (**PDCA**) is an iterative four-step management method used in business for the control and continual improvement of processes and products. The **PDCA** methodology has now been adopted within the 2018 Corporate Health and Safety Policy.

While this may not always require a formal health and safety management system, whatever approach is used it probably contains the steps **Plan, Do, Check, Act**.

The **PDCA** approach achieves a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.



Figure 1

The high-level descriptions may vary, depending on the service or sector you are working in, but the **PDCA** cycle (see figure 1 above) provides a summary of the sort of actions that could be involved in delivering effective arrangements for each step.

This **PDCA** cycle is the basis for the Corporate health, safety and wellbeing **PDCA** in **Table 2** below.

| PDCA | Questions to be asked | Actions to be taken: |
|--------------|---|---|
| Plan | What are we going to do? | <p>Develop, promote and follow the Council's 3-year Health, safety and wellbeing strategy</p> <p>Review supporting Health, safety and wellbeing policies, guidance and procedures</p> <p>Develop a Health & Safety Risk Register</p> |
| Do | Let's do what we said we'd do | <p>Prepare Corporate-Wide and Service specific annual Health, safety and wellbeing action plans</p> <p>Review council wide risk managements processes, including risk assessments</p> <p>Ensure suitable H&S training is being provided to employees relevant to the council's significant Health, safety and wellbeing needs.</p> |
| Check | Have we met our expectations? | <p>Undertake Health, safety and wellbeing Audits within services to monitor our progress</p> <p>Ensure suitable internal Health, safety and wellbeing inspections are being carried out across services</p> <p>Carryout incident investigations in accordance with the severity of the incident being recorded</p> |
| Act | <p>Do we need any changes?</p> <p>Where do we go from here?</p> | <p>Report to relevant council boards on our progress</p> <p>Services will provide feedback/ updates of their action plans at relevant services Health, safety and wellbeing meetings, such as the quarterly Corporate Health, safety and wellbeing Committee.</p> <p>Prepare annual Health, safety and wellbeing reports (Services specific and Overall Council-wide)</p> |

Table 2

Influencing factors & drivers

It is recognised that there are a considerable number of internal and external influencing factors and drivers that can affect the demands and priorities of Services. Such influencing factors and drivers may include procurements, ICT services, Business Continuity issues, external enforcing bodies, trade unions, legislation, Freedom of information requests or Subject Access Requests. This list is not exhausted. We recognise that these demands can change on a weekly, sometime daily, basis.

It is therefore essential that we prioritise our resources to ensure the fluctuating needs and demands of the service are being met. This is a key principal behind the drive for this Health, safety and wellbeing Strategy.

The Health and Safety Team will work with Services to ensure focus is being given by Services to areas that have a significant impact on our resources.

Key Areas of the Health, Safety and Wellbeing Strategy

An organisation's greatest asset is its workforce. Employees are often best able to spot issues and bring about real improvements. They can also influence health and safety through their own actions and by accepting personal responsibility. Trade union workplace health and safety representatives operating in partnership with management are an important part of realizing health and safety benefits. We recognize their valuable contribution. We need to expand the base of employee involvement in health and safety management to cover the whole workforce.

Key challenges for this strategy is how to make appropriate health, safety and wellbeing risk management relevant to the modern and changing world of work, as well as develop innovative ways to establish and maintain an effective health and safety culture in a changing economy, so that Services take their responsibilities seriously; and ensure the workforce is fully involved and risks are properly managed.

We need to recognise what needs to happen, to achieve the aims of this strategy:

Leadership Commitment

- Senior management and Elected Members' agreement, involvement and oversight
- Health, safety and wellbeing initiatives led by senior management (including partner organisations)
- Support the key themes/objectives within the Better Council report

Continuous Improvement

- Implementation of key health, safety and wellbeing requirements within defined timescales
- Standardisation of the health and safety management system across all services

Effective Communication

- We will ensure we consult with all services and partners including Trade Unions on health, safety and wellbeing matters.
- Our organisation will be one that communicates effectively on health, safety and wellbeing issues. We will consider how to communicate with all our employees including those without direct access to technology.

Health, safety and wellbeing focused themes and KPI approach:

This strategy focuses on key elements in line with Renfrewshire Council's aim improve the overall health, safety and wellbeing of staff and those that can be affected by the council's undertakings. This will support and dovetail into the HSE's overall strategy Helping Great Britain work well and the Council's 'A better future, a better council' plan.

Emphasis within this strategy is focused on continually improving the council's successful health and safety management through the three key areas discussed earlier – Leadership Commitment, continual improvement and effective communications.

The council recognises that due to the diverse nature of the council's undertakings, there are several areas that can affect the health safety and wellbeing of our staff whilst at work.

To help keep the Council motivated, **seven key themes** have been identified that will be the focus of this strategy during 2019 – 2022. In no priority they are:

- A. Violence and aggression;
- B. Mental Health wellbeing addressing stress (work and non-work related);
- C. Hand arm vibration syndrome (HAVS);
- D. Fire safety management;
- E. Musculoskeletal and joint disorders;
- F. Managing contractors; and
- G. audits and inspection;

Each key focus area has a specific themed health, safety and wellbeing strategy plan to help managers and employees understand what the main aims and objectives are as well as understanding what the key performance indicators are associated with each of the specific themes.

**A: Health, safety and wellbeing strategy plan:
Violence and Aggression**

The responsibility for determining the appropriate measures to prevent and deal with and violence and aggression in the workplace rests with the manager. Violence and aggression within the workplace is known to have potential links with work related stress

<http://www.hse.gov.uk/violence/preventing-workplace-harassment.pdf>.

Violence and aggression can lead to poor morale and a poor image for the organisation, potentially having a negative impact on recruitment and staff retention. It can also mean extra costs associated with absenteeism, higher insurance premiums and compensation payments. For employees, violence can cause pain, distress and even disability or death. Physical attacks are obviously dangerous, but serious or persistent verbal abuse or threats can also potentially damage employees' health through anxiety or stress.

Elected members - Not only are elected members often placed in a position where they can be at risk, they can also inadvertently contribute to creating risk for employees who have to deal with the issues brought to them by constituents. [Healthy Working Lives - Managing violence & aggression](#).

Current Position:

Within Renfrewshire Council, acts of violence and aggression are defined as being "any incident in which an employee is abused, threatened or assaulted in circumstances related to their work, involving an implicit or explicit challenge to their safety, well-being or health". The Council's policy on Violence and Aggression is supported by a 'zero tolerance' statement which has been signed by the Chief Executive demonstrating top management commitment on this matter.

During **2017-18** the overall number of reported violence and aggression incidents was 563 incidents (source: Accident Incident Reporting Database). This was the highest category of incidents involving employees. Only 1 incident resulted in a report the Health and Safety Executive. This occurred within the Children Services department.

153 incidents were reported for persons who are not employed. For example, school pupil assaulting another school pupil.

Priorities:

Due to the nature of the services provided by Renfrewshire Council it would not be possible to stop all violent and aggressive incidents occurring, but it is possible to reduce the severity.

Revisit the Prevention of Violence & Aggression information.

Continue to promote the importance of adequate safe systems of work where violence and aggression has been identified as a potential risk.

Explore the use of various systems to record information about known risks to clients.

Actively work together with managers and Trade Unions to establish good practice within the organisation as well as identifying where more needs to be done. This may vary across service.

Actions:

Review the Prevention of Violence & Aggression guidance.

Consider the introduction of personal safety training sessions within key sectors of the organisation, similar to the event held within Renfrewshire HSCP where a multi-agency approach was adopted.

Consult with employees and their representatives to find out their opinions on how violence and aggression is being managed within the workplace.

Audit risk assessments to ensure adequate safe systems of work are currently in place and share best practice.

Review violence and aggression incidents and discuss at service health and safety forums.

Increase awareness around the reporting of violence and aggression expressed on social media, telephones and other written forms of aggression.

Corporate KPI's:

Corporate Health & Safety will:

- issue revised corporate policy and guidance on violence and aggression 1 April 2019.
- develop an employee violence and aggression related survey to establish a baseline 'state of play' by 31 January 2019.
- work with services to establish suitable training regimes that suit the level of risk for the services work activities by November 2019.
- monitor management of violence and aggression through the corporate Health & Safety internal audit process and Corporate Health and Safety Committee (quarterly)

**B: Mental Health wellbeing strategy plan:
Stress (Work and non-work related)**

Mental Health Wellbeing addressing work and non-work related stress (**WRNWRS**) is the second most commonly reported cause of occupational ill-health in Great Britain and it is

recognised as a major health issue for employees in all sectors. The highest incidence rates are recorded in the public sector, including Local Authorities.

B. Mental Health wellbeing addressing stress (work and non-work related);

Current Position:

Within Renfrewshire Council in 2017/18 psychological work-related sickness absence was 3% for female staff and 3% for male staff of all sickness absences. For non-work-related sickness was 29% for female staff and for male staff 26% of all absences.

Priorities:

Renfrewshire Council aims to bring about a reduction in the number of new cases of ill-health and days lost caused by **WRNWRS**. This will be achieved through the promotion of stress management standards and effective engagement with services and partner organisations.

We will work with partners and stakeholders across the industry sector to identify good practices and effective approaches dealing with such aspects of financial wellbeing, relationships, bereavement and mental health wellbeing.

Actions:

To continue the management of work and non-work related stress **WRNWRS** within Renfrewshire Council, we will identify emerging issues and continue tailored engagement and intervention by:

- Ensuring we are following best practice as indicated by leading partners to inform future activities and strategies to help combat **WRNWRS**.
- Publishing revised guidance on stress management including tools and risk assessment templates that can be used by services.
- Using relevant and appropriate communication methods and tools to raise awareness and drive behaviour change.
- Engaging with senior management to raise awareness of the effect on individuals and business performance.
- Ensuring our activities compliment and supports the government's wider mental health and wellbeing agenda.
- Improving knowledge sharing/ transfer of good practice between services.

Corporate KPI's:

- | |
|---|
| |
| <ul style="list-style-type: none">• Monitor the sickness absence levels relating to work related stress to ensure they do not go beyond 5% of all absences. |

**C: Health, safety and wellbeing strategy plan:
Work-related musculoskeletal and joint disorders**

Work-related musculoskeletal disorders (**WRMSD's**) are the most common cause of occupational ill-health in the UK. They include disorders of the back, upper limbs and lower limbs, and impair a sizeable proportion of the adult population's quality of life.

Work activities that present a risk of **WRMSD's** range from heavy lifting to using display screen equipment. Back injuries are most commonly associated with lifting and handling activities, upper limb disorders with repetitive tasks and display screen use, and lower limb disorders with tasks involving kneeling or standing.

WRMSD's are prevalent in all Services but there are higher than average rates in construction, transportation and storage, and health and social care. **WRMSD's** may also be impacted by an individual's activities outside work and their general health and fitness. The demographics of the organisation (age) can influence the impact on a service.

Current Position:

Within Renfrewshire Council in 2017/18 there was 21.5% female and 26% male of all absences recorded within the council category of musculoskeletal and joint disorders.

Priorities:

Our overarching aim is to reduce the incidence rate and severity of **WRMSD's** across the Council and our partners.

Actions:

We will use relevant and appropriate communication methods and tools to raise awareness and drive behaviour change by:

- Publishing revised guidance on manual handling and display screen equipment
- Collaborating with industry stake holders, external partners and HR professionals to promote key messages
- We will work with services, stakeholders and partners to raise awareness by:
- Encouraging the need to review and revise risk assessments for any activities where there is a risk of injury from WRMSD's.
- Promote, where possible the use of lifting aids and other accessories to remove the risk.
- Encourage regular training for all staff involved in any activities where there is a risk of injury from WRMSD's
- Engaging with the workforce to raise awareness of the effect on individuals and business performance.
- Improving knowledge sharing/ transfer of good practice between services.
- Ensuring we are following best practice as indicated by leading partners to inform future activities and strategies to help combat WRMSD's.

Corporate KPI's:

A **10%** reduction in absences relating to musculoskeletal and joint disorders.

D: Health, safety and wellbeing strategy plan:

Hand Arm Vibration Syndrome (HAVS)

Hand arm vibration syndrome (**HAVS**) comes from the use of hand-held power tools and is the cause of significant ill health (painful and disabling disorders of the blood vessels, nerves and joints).

HAVS is serious and disabling, and nearly 2 million people in the UK are at risk. Damage from HAVS can include the inability to do fine work and cold can trigger painful finger blanching attacks. HAVS is preventable, but once the damage is done it is permanent.

The Control of Vibration at Work Regulations focus on the elimination or control of vibration exposure. The most efficient and effective way of controlling exposure to hand-arm vibration is to look for new or alternative work methods which eliminate or reduce exposure to vibration.

Current Position:

The number of new HAVS related RIDDOR reportable cases in 2017/18 was 0

The number of employees that received HAVS monitoring from Occupational health in 2017/18 is 227 employees.

Priorities:

Renfrewshire Council's long-term aim is to prevent new cases of HAVS occurring and enable workers to remain at work without disability.

To ensure that any equipment used by employees meet the appropriate standards and where possible exceeds that standard.

Any existing equipment is maintained to ensure that it complies with current standards.

Health surveillance is vital to detect and respond to early signs of HAVS damage.

Actions:

Review the Policy on Hand Arm Vibration and associated guidance.

We will engage with relevant services to review and improve staff's awareness and understanding of HAVS by

- Engaging with the workforce to raise awareness of the effects on individuals and business impact
- Improving knowledge sharing/ transfer of good practices between services

- Raising awareness of the HSE Vibration calculator and ready reckoner for Risk Evaluation
- Ensuring an effective exposure monitoring
- Engaging with corporate Procurement unit to develop guidance on the purchase and hire of equipment.
- Engaging with the relevant services to ensure vibration risk assessments are undertaken or reviewed.
- Ensuring services have a robust maintenance and replacement programme for equipment.
- Engaging with the relevant services to ensure, that where no further engineering controls can be applied, the appropriate personal protective equipment is readily available.

Corporate KPI's:

- Ensure that the revised HAVS Policy is in place by January 2019.
- Ensure that the revised Guidance is in place by April 2019.
- Monitor the Occupational Health Programme to ensure that there are no new reports of HAVS.

**E: Health, safety and wellbeing strategy plan:
Fire Safety Management**

The principal pieces of fire safety legislation in Scotland are the Fire (Scotland) Act 2005 and the Fire Safety (Scotland) Regulations 2006. These stipulate the mandatory requirement by the Responsible Person for each building to undertake a fire risk assessment. The law also requires that communication and co-operation on fire risk assessment takes place within shared premises.

Although fire is a risk across the entire organisation, it is important to note that no fires occurred within the Council's non-domestic premises during 2016/17. Some damage to council facilities e.g. school playground equipment did take place which illustrates that some fires can start due to malicious intent. It is of the utmost importance that fire safety continues to be managed proactively.

Current Position:

Renfrewshire Council and partners utilise the basic Policies and guidance such as the Fire Precautions and Procedures for Renfrewshire Council Premises

Priorities:

- Planning: adopting a systematic approach which identifies priorities and objectives;
- Organisation: having a structure with the aim of ensuring improvement in fire safety performance;
- Control: ensuring decisions for achieving fire safety are being implemented as planned;
- Monitoring and review: constant development of policies and approaches;
- There should be one named individual with overall management responsibility for fire safety for each building premise, whether the premises are staffed or unstaffed; and
- The arrangements for carrying out and reviewing fire safety risk assessments.
- Personal emergency evacuation plans (PEEP's) must be developed for all disabled employees and frequent users of Council premises, for example, pupils, clients of day care centres, etc.

Actions:

- Programme of announced and unannounced visits by Health and Safety Team. Ensure that all premises are risk assessed including residential properties.

Corporate KPI's:

- To measure this, an annual survey of 33% of all properties across the estate are checked by the Health and safety team.
- Annual measure of the number of persons who receive fire warden or fire risk assessor training.
- All premises should record the number of planned and unplanned evacuations (should be a minimum of 2 per year. Except for Educational establishments who should carry out 4 per year in line with the school term.)

**F: Health, safety and wellbeing strategy plan:
Audits and Inspections**

Current Position:

Individual inspections occur usually as a response to an incident or request by a service user, trade union or other body. Formal internal Auditing has not taken place for some time but external audits by BSI is undertaken every 6 months.

Priorities:

Priorities for management are contained within the Council's Health and Safety Policy statement.

Actions:

The service is committed to the objective of continually improving health and safety performance in the delivery of its services.

This standard will be achieved by:

- a) Creating and maintaining a positive health and safety culture which ensures the commitment and participation of all employees;
- b) Meeting its responsibilities to employees, other persons and to the environment in a way which recognises that legal requirements are the minimum standard;
- c) Adopting a planned and systematic approach to the implementation of the service's health and safety policy to ensure, so far as is reasonably practicable:
- d) the provision and maintenance of plant and systems of work that are safe and without risks to health;
- e) arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
- f) the provision of such information, instruction, training and supervision as is necessary to ensure the health and safety at work of its employees and other persons;

- g) any place of work under its control must provide safe access and egress, without risks to health; and
- h) the provision and maintenance of a working environment for employees that is safe, without risks to health and adequate as regards facilities and arrangements for their wellbeing at work.
- i) Identifying and assessing the risks associated with all undertakings of the service with the aim of eliminating or controlling the risks;
- j) Allocating resources to meet the requirements of the service's Health and Safety Policy;
- k) Planning for health and safety including the setting of realistic short and long term objectives, deciding priorities and establishing adequate performance standards;
- l) Monitoring and reviewing performance on a regular basis to ensure that high standards are maintained; and
- m) Maintaining an effective system of joint consultation with trade union appointed safety representatives and, where elected, non-trade union representatives of employee safety, as appropriate, and providing safety representatives with appropriate resources to enable them to carry out their functions.

Corporate KPI's:

Each service is required to;

- Prepare an annual health, safety and wellbeing report that evaluates the service's health and safety performance for the previous year. Such reports should include information on the following issues:
- A brief profile of the service, its main functions and undertakings;
- Management of health and safety within the service. This should include a report detailing the progress of the health and safety plan objectives from the previous year;
- Risk management, planning and progress including percentage of risk assessments reviewed;
- Number of employees attending IOSH accredited health and safety training courses;
- Number and type of service specific health and safety training courses undertaken;

- Percentage of total number of establishments carrying out joint management/trade union health and safety inspections and percentage of satisfactory remedial actions completed;
- Service accident/incident statistics and identified causes for lost time;
- Issues identified by BS OHSAS 18001:2007 audits and recommendations completed;
- A brief outline of the results of any internal health and safety audits and, where appropriate, recommendations completed; and
- Service Health and Safety objectives for the coming year.
- The service's annual health and safety report must be submitted to the FACS health and safety section and to the appropriate Council Board.

**G: Health, safety and wellbeing strategy plan:
Managing Contractors**

Current Position:

Contractors are defined in the Councils guidance as “Any person/s or organisation paid to provide a service to Renfrewshire Council. This includes self-employed persons appointed direct by a council service.”

Using contractors – for maintenance, repairs, installation including IT work, construction, events and many other activities may be routine but accidents involving contractors are not uncommon.

The management control of contractors is therefore essential in ensuring the safety of staff, service users, clients, members of the public and others.

Priorities:

Ensure the correct contractor is selected to ensure safety.

Actions:

All managers to ensure compliance with the “Guidance on Health and Safety Selection and Control of Contractors”

Corporate KPI's:

Number of contract evaluations for high and low risk to be recorded. During 2017, 90 High Risk and 40 Low risk evaluations were undertaken by the Health and Safety Service. Share information with appropriate boards/committee's.



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: Revised Asbestos Policy

1. Summary

- 1.1 The Health and Safety at Work etc. Act 1974 and the Control of Asbestos at Work Regulations 2012 (as amended) place duties on Renfrewshire Council to make adequate arrangements for the management and control of asbestos.
- 1.2 It is necessary for Renfrewshire Council to review and revise the existing procedures for managing and control of asbestos to meet the legal requirements of the specified legislation. Successful implementation of the policy will ensure that asbestos is managed and controlled in an efficient and effective manner throughout the Council and that work activities involving asbestos containing materials are assessed to determine and control risks.
- 1.3 The full policy can be summarised as follows;
- ensure that Council employees and others will not be exposed to risk from asbestos containing materials.
 - define service responsibilities for the management and control of asbestos.
 - require employees to co-operate in the management and control of asbestos.

- arrange a systematic programme of surveys of Council property and contaminated land; and the maintenance of an asbestos register, and the provision of information to relevant parties as appropriate.

2. **Recommendations**

- 2.1 The board approves the revised asbestos policy.

3. **Background**

- 3.1 Asbestos is the collective name given to a group of fibrous materials that are flexible, mechanically strong and resistant to stretching, heat and chemicals. It has been used in various building products and materials for some considerable time, but was more commonly used in building construction in the periods between 1950 and 1980.

We recognise the possible presence of asbestos within some of our properties under our control. To help manage this risk an effective asbestos management policy and associated asbestos management plan need to be in place to manage the risks to tenants, contractors and staff.

The presence of asbestos containing materials (ACMs) does not in itself represent a danger. However, asbestos is hazardous when damaged or disturbed and must be treated accordingly. Activities which give rise to airborne dusts e.g. breaking, sawing, cutting, and drilling asbestos containing materials are the most likely to present risks.

Implications of the Report

1. **Financial** - Continuing to improve health and safety performance will reduce accidents/occupational ill health and associated costs.
2. **HR & Organisational Development** - This report supports the Council's commitment to the health, safety and wellbeing of employees.
3. **Community/Council Planning** – This report and plan supports the objectives contained within the community and council plans.
4. **Legal** - The council will continue to comply with current health and safety legislation.

5. **Property/Assets** - Having a robust health and safety management system in place and an effective risk control system should ultimately reduce the risk of property damage and potential loss of premises which could be caused by fire for example.
6. **Information Technology** - Not applicable.
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 as 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** - This report supports and demonstrates the council's commitment to ensuring effective health and safety management.
9. **Procurement** - Finance and Resources, HR and Organisational Development (FAR, H.R. and O.D.) health and safety section has a valuable input to the Council's procurement system.
10. **Risk** - This report supports the overarching management of risk within Renfrewshire Council.
11. **Privacy Impact** - Not applicable.
12. **Cosla Policy Position** - Not applicable.

List of attached papers: **Asbestos Policy**

Author: Steven Fanning, Principal HR adviser (Health, Safety, Absence)
0141 618 7284

Policy on Asbestos Management

Finance and Resources
HR and Organisational Development
Health and Safety



**Healthy
Working
Lives**



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1.0 Introduction

This document sets out our policy for how we manage asbestos containing materials in our properties.

Asbestos is the collective name given to a group of fibrous materials that are flexible, mechanically strong and resistant to stretching, heat and chemicals. It has been used in various building products and materials for some considerable time, but was more commonly used in building construction in the periods between 1950 and 1980.

We recognise the possible presence of asbestos within some of our properties under our control. To help manage this risk an effective asbestos management policy and associated asbestos management plan need to be in place to manage the risks to tenants, contractors and staff.

The presence of asbestos containing materials (ACMs) does not in itself represent a danger. However, asbestos is hazardous when damaged or disturbed and must be treated accordingly. Activities which give rise to airborne dusts e.g. breaking, sawing, cutting, and drilling asbestos containing materials are the most likely to present risks.

2.0 Background

All regulations are made under the Health and Safety at Work etc. Act. Regulations controlling asbestos materials have evolved concerning the manufacturing and processing of asbestos into regulations related to the control of the material. Under current regulations Renfrewshire Council is required to have a sound Asbestos Management Policy to ensure everyone who either, works for or on behalf of the Council, or who may use any facility provided by the Council, is not exposed to asbestos materials in a condition which may expose them to asbestos fibres.

Control of Asbestos Regulations 2012 set out a specific requirement to monitor and manage asbestos containing materials (ACMs) in communal areas and common parts of domestic buildings such as blocks of flats, foyers, corridors, lift shafts etc. and all areas of common buildings, such as Renfrewshire House, Abbey House, town halls, museums, etc.

This also mean that domestic properties are covered by our Asbestos Management Policy to ensure Renfrewshire Council employees are not exposed to health risks in going about their work. The relevant Asbestos Management Plan for public buildings and domestic properties will give further details of this (refer to section 4 for further information).

3.0 Policy aims and outcomes

Renfrewshire Council is committed to conducting our business in a way that protects the health, safety and welfare of its employees, tenants, contractors and visitors. It recognises its responsibility to prevent exposure to the hazards associated with asbestos containing materials (ACMs).

Consistent with this, we will:

- Ensure that all ACMs are effectively managed and associated risks reduced to as low as reasonably practicable.
- Develop and implement an effective, robust and efficient Asbestos Management Plan so that appropriate measures such as monitoring, labelling, encapsulation, inspection or removal of ACMs is undertaken.
- Maintain an up to date controlled Asbestos Register.
- Promote awareness of the hazards associated with ACMs, the contents of this Asbestos Policy and the associated Asbestos Management Plan.
- Freely provide information on ACMs to appropriate personnel and third parties.
- Review this Asbestos Policy and Asbestos Management Plan annually.

The intended outcomes of this policy are to:

- Ensure asbestos does not become an unacceptable risk to staff, contractors and tenants by undertaking inspections and surveys.
- To maintain an asbestos register for all Council properties (domestic / non-domestic)
- Promote awareness of the hazards of ACMs and promote our asbestos register, policy and management plan.
- Regularly review policies and procedures
- Manage ACMs left in situ
- Meet or exceed legislative requirements
- Implement an effective management plan and ensure all persons who are required to work on, repair or remove asbestos are competent and/or licensed.

4.0 Asbestos Management Plan

The purpose of an Asbestos Management Plan (AMP) is to assist with the control and management of ACMs in the Council's properties and premises.

All properties constructed prior to 2000 will be subject to an AMP.

Due to the nature of the Council's properties and premises, there is a requirement to have two Asbestos Management Plans.

- Public Buildings and Common Areas – Prepared and managed by Property Services
- Domestic Properties - Prepared and managed by Housing Services

Identification of Asbestos

In order to understand the extent of asbestos material contained within Renfrewshire Council properties and premises under our control, various surveys will be used to gather relevant information, such as type, extent, location and condition. All surveys will be undertaken by a UKAS Accredited organisation.

Types of surveys that could be carried out are as follows:

- Refurbishment survey on void domestic properties built before 2000;
- Refurbishment or Demolition survey on non-domestic properties due for major repairs or partial demolition works on properties built before 2000;
- Targeted refurbishment and management survey on any properties requiring local repair or upgrade work as and when required;
- Demolition survey carried out on any property that will be completely demolished;
- Management survey (non- intrusive) will be carried out to monitor the condition of any ACM's, as necessary, in line with local AMP or when new properties are inherited/ purchased.

Determining Risk

Each ACM is assigned a score to reflect its asbestos type, condition and surface treatment. This informs the categorisation of the potential for fibre release. The survey makes recommendations and assigns a priority category to the ACM. The asbestos register forms the basis of the asbestos management plan.

Survey results (including negative results) will be recorded on the relevant recording system by the Asbestos Officers (for Property or Housing Services). Within Property Services only public building information is logged within CAMIS (the Council's Corporate Asset Management Information System). Any information gathered by Housing Services (Domestic and common areas) will be saved on the shared drive under the property address. Where no information regarding ACMs is available e.g. areas that could not be accessed during a survey, it must be presumed that ACMs are present and the register will reflect this.

It is not the policy of the Council to remove ACMs that are in good condition and present insignificant risk to the health of the building occupants; however, we recognise the need for flexibility where there is a case made for specific removal.

If the Council decides to leave the asbestos in-situ, then it will:

- Log the details on the relevant property record, in order to be referred to by those that require the information and will include a floorplan of the property with ACM areas highlighted
- Ensure that all tenders for planned and cyclical works include reference to the Control of Asbestos Regulations 2012 and the relevant asbestos information.

Damaged ACMs will be made safe either by sealing, encapsulating or by removing the ACM entirely. The asbestos register will be updated to reflect the action taken.

On-Going Monitoring

All asbestos records and procedures must be regularly monitored and reviewed. It is imperative that all asbestos documents are kept up to date and are accessible.

The asbestos reports for relevant domestic properties are located on the shared drive, and this is monitored and managed by the Housing Services Asbestos Officer.

The asbestos reports for relevant to public buildings are located on CAMIS and this is monitored and managed by the Property Services Asbestos Officers.

Any changes to the condition and location of any known or suspected ACM's must be recorded on the asbestos register and associated files. Similarly, any removal work must be recorded.

Review of the Plan(s)

The Council will review the asbestos management plan(s) regularly (unless significant changes) to ensure it is working effectively. This review will be linked to the corporate risk register and the risk adjusted as necessary.

5.0 Responsibilities

In addition to the responsibilities contained within the Corporate Health and Safety Policy this section identifies specific responsibilities in relation to managing asbestos related activities. Where a specialist contractor is employed to carry out asbestos related works then they must be suitably qualified and accredited.

Finance and Resources Services - Property Services

- Shall arrange for the identification of asbestos containing materials via an ongoing property survey programme for Public Buildings and common areas
- Shall arrange for the compilation, and maintenance, of a council wide Asbestos information for Public Buildings and common areas
- Shall arrange for a record of Premises having asbestos containing materials to be incorporated into CAMIS for Public Buildings
- Shall arrange for a record of common areas having asbestos containing materials to be incorporated into the relevant address location on the shared drive
- Shall be directly responsible for the appointment and vetting of competent contractors to undertake work on asbestos in for Public Buildings and common areas and for the monitoring of such asbestos work to ensure full compliance with relevant legislative provisions
- Shall develop and maintain the Council's Asbestos Management Plan for Public Buildings and Common Areas, which shall be available on the intranet.

Communities, Housing and Planning Services – Housing Services

- Shall arrange for the identification of asbestos containing materials via an ongoing property survey programme for domestic properties
- Shall arrange for the compilation, and maintenance, of a council wide record for domestic properties on a shared drive
- Shall arrange for a record of domestic properties surveyed as having asbestos containing materials to be incorporated into the relevant address location on the shared drive
- Shall be directly responsible for the appointment and vetting of competent Accredited Asbestos contractors to undertake work on asbestos in for tenanted houses and for the monitoring of such asbestos work to ensure full compliance with relevant legislative provisions
- Shall develop and maintain the Council's Asbestos Management Plan for Domestic Properties, which shall be available on the intranet.

Environment and Infrastructure Services – Building Services

- Shall identify all work activities (both normal and emergency situations) that could result in the disturbance of ACM, in relation to the work activities carried out by all relevant trades
- Shall establish safe working practices (including risk assessments and method statements) for those work activities that Building Services are able to complete
- Shall establish a safe working practice for those works required by “out of hours” emergency calls to domestic properties, where access to asbestos register is not available to tradesman
- Shall establish what work activities require the use of specialist contractors only
- Shall be responsible for ensuring all relevant staff have received suitable and sufficient training on asbestos and the safe working practices to be followed
- Shall ensure information from the asbestos reports for the relevant properties being worked on are provided to employees prior to works commencing
- Shall ensure that employees know what to do if they suspect that asbestos has been uncovered or disturbed during the course of normal working activities that was not included in the property's asbestos reports

All Employees

- All employees shall co-operate with Renfrewshire Council in the implementation of this policy
- Only employees that have received suitable training and have been provide with suitable tools and equipment (including personal protective equipment) will be permitted to carry out any work involving ACM's;
- They shall follow the Council's established procedures and generally working with due care and attention for their own safety and that of others
- Any employee suspecting the likelihood of an asbestos hazard within a Renfrewshire Council property should immediately contact their immediate supervisor regarding any situation he/she would reasonably consider to represent a shortcoming in the Councils and/or Services protective arrangements for managing asbestos work.

Finance and Resource Services - Health and Safety Section

- Shall provide advice, guidance and assistance to services with regards to the implementation of this policy;
- Shall report any RIDDOR related incidents to the Health and Safety Executive (HSE)
- Shall, in conjunction with relevant services, review this policy and associated guidance and advise the Council and services of amendments.

Persons with duties in respect of the management and control of activities involving asbestos

- All persons with duties in respect of the instruction, management and control of activities involving asbestos, including maintenance, contracting, technical, estates and health and safety section, will ensure that the Council's policy, management plan, guidelines and procedures are followed. In particular, they will:
 - (i) Ensure that no work shall commence without the assessment of the potential exposure of employees and others to asbestos as a result of the work and that a suitable plan for undertaking the work is made before the work commences.
 - (ii) Where work involving asbestos containing materials may be encountered, the responsible officer should consult the asbestos register prior to all building/refurbishment/ maintenance work.
- When information is not available from the asbestos register then a survey and sampling will be required for the property or land prior to work commencing. This will be the responsibility of the officer instructing the work.

Persons with ground clearing responsibilities

When, during the course of ground clearing works, where asbestos or material suspected of being asbestos are uncovered, the local manager will ensure that:

- All work is stopped in the area;
- If it is Council land, restrict access and contact the property asset section to determine which service has control of the area and then advise the service controlling the land of the situation. They will require to have the material tested or removed by a specialist company.
- If it is not Council land, where possible make secure and the landowner should be contacted and made aware of the discovery of suspect material. They will require to have the material tested or removed by a specialist company.

The above may vary depending on the circumstances involved. Contractors should refer any queries to the Council at the earliest opportunity.

6.0 Communications with internal or external contractors

Prior to any work being instructed and carried out in properties owned or managed by the Council, the Asbestos records for that property must be consulted.

Where a contractor is instructed to carry out a repair to properties they must be advised that ACMs may be present in the building.

External contractor's will be provided with a copy of the relevant asbestos information prior to works commencing, by those arranging and managing the contract. This will be issued in the form of a PDF email attachment or other suitable format. This will provide an opportunity for them to pass the information on to the relevant operatives that will be involved in the works on behalf of the Council.

Internal contractors will be advised of the property address and where the information is located on CAMIS or on the shared drives, where managers and supervisors will be able to access the information and then share with the relevant operatives, normally in the form of hard copies, prior to works commencing on site.

Any "near miss" situations associated with incomplete/incorrect asbestos survey information provided by appointed asbestos survey contractor shall be sent to Health and Safety Section, for review/action.

Where ACM's are discovered in premises, the relevant Asbestos Co-Ordinator for either Domestic or Non-Domestic properties should be contacted in order that suitable arrangements can be made to have the material disposed of correctly.

For further information on how these regulations are applied please refer to the relevant Asbestos Management Plan (see section 4)

7.0 Contractors Responsibilities

Contractors (including sub-contractors) working for the Council are responsible for ensuring that all employees under their control reference the Asbestos Register and understand its content and actions required. They are also responsible for ensuring all employees under their control work in line with the Council's Asbestos policy and management plan.

Prior to starting a job if a contractor suspects the presence of asbestos they must not start it and contact their line manager for advice. If the property has not been previously surveyed and was constructed prior to 2000 the job must be postponed until a survey is carried out.

When, during the course of any work, asbestos or material suspected of being asbestos, not identified by the asbestos register is discovered, the contractor will ensure that:

- All work is stopped in the area;
- All persons are removed and kept out of the immediate vicinity without causing undue concern,

- The area is closed, sealed or locked off (where practicable)
- Any equipment or materials are left in place. These will require to be disposed of as special waste depending on the result of sampling.
- The Service Manager should be immediately notified. The Service manager will then contact the relevant Service Asbestos Officer to make them aware of the situation
- Arrangements will then be made for the suspected ACM to be sampled by a competent Asbestos Surveyor and analysed by a UKAS Accredited Laboratory.

The above may vary depending on the particular circumstances involved. Contractors should refer any queries to the Council at the earliest opportunity.

For further information on the selection and use of contractors, refer to the relevant AMP.

8.0 Applicable Legislation & Regulations

Control of Asbestos Regulations 2012

Control of Asbestos Regulations 2012, primarily remain the same and the changes will not make any difference to the standards of control for asbestos work.

The category of Notifiable Non-Licensed Work (NNLW) has been created which now gives a three-tier system:

- Licensed Work -high risk, high fibre release e.g. removing loose insulation
- Non-Licensed Work - low risk, low fibre release e.g. cleaning up small quantities of loose/ fine debris containing ACM dust
- New category (NNLW) – medium risk e.g. minor, short duration work to remove asbestos insulating board as part of a refurbishment project

The Asbestos Regulations also include the 'duty to manage asbestos' in non-domestic premises e.g. common areas in closes. Main provisions in the regulations include:

- Take reasonable steps to determine the location of materials likely to contain asbestos by implementing effective surveying strategies for domestic and non-domestic properties;
- Presume materials to contain asbestos, unless there are good reasons not to do so;
- Make and maintain a written record of the location of Asbestos Containing Materials (ACMs) and presumed ACMs;
- Assess and monitor the condition of ACMs and presumed ACMs;
- Assess the risk of exposure for ACMs and prepare a written plan of actions and measures necessary to manage the risk i.e. the 'management plan';
- Take steps to ensure the actions are carried out and recorded.
- Training is mandatory for anyone liable to be exposed to asbestos fibres at work.

Renfrewshire Council (the duty holder) must manage the risk in the following ways:

- Keep and maintain an up to date record of the location, condition, maintenance and removal of all the ACMs on the premises;
- Repair, seal or remove ACMs if there is a risk of exposure due to their condition or location;
- Maintain ACMs in a good state of repair and regularly monitor their condition;
- Have arrangements in place so that work which may disturb ACMs complies with the Control of Asbestos Regulations;
- Review the plan at regular intervals and make changes if circumstances change.

For further information on how these regulations are applied please refer to the relevant Asbestos Management Plan (see section 4)

Management of Health and Safety at Work Regulations 1999

These regulations require employers to assess health and safety risks to employees and third parties, such as residents who may be affected by our activities and make suitable arrangements to protect them.

Every public building and common area of domestic properties has an Asbestos Survey, has been undertaken which form part of the asbestos risk assessment of that location.

There is an ongoing process for carrying out asbestos surveys within Domestic properties, to help manage the risk assessment process.

For further information please refer to the relevant AMP.

As a manager, you may have employees working out with properties where they may uncover suspect material as part of their duties, such clearing spare ground. Therefore, local risk assessments, procedures and suitable training must be provided.

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

These regulations places duties on employers and people in control of work premises to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).

Exposure to asbestos is reportable under RIDDOR when a work activity causes the accidental release or escape of asbestos fibres into the air in a quantity sufficient to cause damage to the health of any person. Such situations are likely to arise when work is carried out without suitable controls, or where those controls fail – they often involve:

- use of power tools (to drill, cut etc.) on most ACMs
- work that leads to physical disturbance (knocking, breaking, smashing) of an ACM that should only be handled by a licensed contractor e.g. sprayed coating, lagging, asbestos insulating board (AIB)
- manually cutting or drilling AIB

- work involving aggressive physical disturbance of asbestos cement e.g. breaking or smashing

If these activities are carried out without suitable controls, or the precautions fail to control exposure, these would be classed as a 'dangerous occurrence' under RIDDOR and should be reported to the Health and Safety Executive (HSE) by the Council's Health and Safety Section.

Construction Design and Management Regulations 2015

These stipulate that arrangements should be in place to deal with asbestos during construction, refurbishment and demolition. These arrangements must be site specific and available prior to work commencing.

Any works being carried out under CDM will also be reflected in the relevant AMP

Special Waste Regulation 2004

These regulations class asbestos as hazardous waste and therefore must be disposed of only by authorised persons or businesses. The waste producer must keep disposal records for at least 3 years.

Refer to the relevant AMP for further details.

8.0 Additional Guidance

The following Approved Code of Practice and guidance documents can be viewed to gain additional information where necessary:

- L143 ACoP – Managing and Working with Asbestos
- HSG 227 – Managing asbestos in Premises
- HSG 264 – Asbestos – The Survey Guide

9.0 Summary

Asbestos containing materials are a potentially serious hazard to health. However, if their locations and risks are known and a robust system of control and communication is maintained, they do not pose a significant risk.



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Director of Finance and Resources

Heading: 2018/19 Mid-Year Report on the Health and Safety activities within Renfrewshire Council.

1. Summary

- 1.1 This report provides an update on the health and safety arrangements and performance of Renfrewshire Council in effectively managing health, safety and wellbeing.
- 1.2 The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 (as amended) place duties on the Council to ensure, so far as is reasonably practicable, the health of their employees and others that could be affected by work activities.
- 1.3 This report supports the Council's and Services' commitment to ensuring the health, safety and wellbeing of our employees, and takes into consideration the government's strategy documents 'The Health and Safety of Great Britain, Be Part of the Solution' with regard to future planning and the Scottish Government's "Healthy Working Lives" project.
- 1.4 Highlighted in the report is the continuous improvement in relation to accident/incident reduction, which demonstrates the Council's and Services' commitment that has contributed to a decrease in accidents/incidents within the workplace. This has been greatly assisted by our ongoing accreditation to British Standard BS OHSAS 18001: 2007 which has supported Services in commitment and ownership of health and safety standards.

This has been further assisted by the Corporate Health and Safety Committee, Service health and safety planning groups, health and safety meetings with trade union involvement, risk assessment, audits, inspection programmes, training and awareness sessions.

2. Recommendations

- 2.1 The board notes the attached report on the health and safety arrangements and performance in the Council.
-

3. Background

- 3.1 A safe and healthy organisation is one that successfully balances the needs of individuals with the needs of the organisation as a whole. Within the Council it is recognised that employees face a demanding working environment and are continually facing new challenges. Both factors influence the safety, physical and mental wellbeing of our employees. As stated in the Corporate Policy, the Council depends upon a healthy and motivated workforce to deliver the services which the community needs and expects.
- 3.2 Health and safety at work is not only about health and safety management, occupational health and promoting healthier lifestyles; it is recognised that the way in which work is organised also plays a key role. To be truly effective, health and safety must be an everyday process and an integral part of the workforce culture at all levels across the Council.
- 3.3 There are four major components underpinning a safe and healthy organisation:
- effective health and safety management;
 - promoting access to competent occupational health provision;
 - promoting employees health and well-being; and
 - organisation of work.
- 3.4 The Council recognises the continual importance of co-operating and linking all the relevant initiatives, policies, procedures and opportunities.

- 3.5 The Council has an ongoing commitment to eliminating accidents, so far as is reasonably practicable and encourages employees to play their part in achieving this important objective.

The number of accidents/incidents reported for **employees** between April-August 2018 inclusive are 284, RIDDOR reportable incidents were 9. Within this figure were 184 reports of violence and aggression (148 reported by Children's Services and 31 with Renfrewshire HSCP the next highest). The nature of the violence and aggression reported is quite distinct between services.

For **non-employees** the accident/ incidents reported for the same time-period is 437 with 5 RIDDOR reports and 5 separate incidents of non-employees being taken to hospital. For the latter this is ill-health orientated not related to work activity. The support and involvement of employee first-aiders is acknowledged.

Incidents are investigated in the first instance by supervisors/ managers in order to prevent a re-occurrence or at least to minimise the consequences.

- 3.6 The provision of appropriate health and safety training continued throughout the period. The programme offered by the health and safety section included:

Fire Warden training.

Fire warden training was arranged for employees who assist in an official capacity during an emergency fire situation. Bespoke courses were delivered to several premises across the Council including Social Work residential units and school establishments. Over the past 6 months 34 delegates have been trained.

Mindfulness Course and Mental Health First Aid

Training for both courses has been undertaken over the past 6 months as part of our development of preventative approach to employee well-being. The mindfulness course training attracted 45 delegates and a Mental Health First Aid Course attracted 11 delegates. More training is planned during the next

British Heart Foundation (BHF) cardiopulmonary resuscitation (CPR) Training

CPR is a potential lifesaving medical procedure which is given to someone who is in cardiac arrest. It helps to pump blood around the person's body when their heart can't. The CPR training was offered to employees as a life skill.

The Health and Safety Section arranged with Business Support to bring the BHF to train staff following on from the successful training earlier in the year. training. On this occasion 39 staff received the CPR training.

Overall 129 health and safety training places were taken up by Council employees from April – September.

At the time of writing 3-day Health and Safety Management courses are being provided to supervisory staff.

- 3.7 In order to meet legal requirements and current best practice, several health and safety policies, guidance and strategy were developed or revised. These include:

- Corporate Health, Safety and Wellbeing Strategy 2019-22
- Asbestos Policy

Several other health and safety policies and guidance are in the process of revision including Hand Arm Vibration, Fire, Violence and Aggression, Stress.

- 3.8 To facilitate the partnership approach to health and safety with employees, the Corporate Health and Safety Committee (CHSC) continued to progress important health and safety issues. The committee has representation from Services and trade unions. Service Co-ordinators are required to submit a quarterly report detailing their respective Service's health and safety performance. This report is also passed to Service senior management teams for them to review health and safety performance.

The CHSC approved the Terms of Reference for the Committee with the agreement of the Trades Unions and management representatives in our September 2018 meeting.

Service planning groups continue to assist at management level in the formulation and implementation of Service health and safety policies, plans and in addressing operational issues.

These groups are also responsible for:

- agreeing the content of the Service health and safety policy;
- production of an annual action plan to achieve the Service health and safety objectives;
- promotion of a high-quality health and safety culture throughout the Service;

- identification of management arrangements to implement policy;
- identification and prioritisation of actions and the development of key performance indicators related to the health and safety plan;
- identification of risk control systems and workplace precautions together with associated performance standards;
- ensuring effective joint communication and participation with employees; and
- monitoring the implementation of the health and safety plan.

3.9 The Health and Safety Section assisted all Services in retaining the BS OHSAS 18001: 2007. Feedback from Services has been very positive, with employees commenting that the accreditation process has been invaluable in focussing their attention on and increasing awareness of health and safety. BSI act as our compliance auditors.

3.10 The Health and Safety Section supports the CPU in vetting council contracts from a Health and Safety perspective. From April to September 2018, 13 Low Risk evaluation contracts and 80 High Risk evaluations were vetted during this period. The section failed 17 evaluations. Most of concerns were eventually remedied.

CPU work closely with the Health and Safety Section where any concerns may arise ensuring that the council vetting process remains robust.

3.11 The Quality of Working Life (Stress) Risk Assessment (QWLRA) continues to be utilised across Services, this tool reflects the six stress Management Standards identified by the Health and Safety Executive. The standards identify the areas where potential causes of workplace stress may exist. The Stress policy and management support tools for dealing with workplace stress were also revised to take account of the new risk assessment procedure. This includes support mechanisms for managers and employees. To further support this, the training for managers and supervisors was reviewed and updated to include other aspects of mental health awareness.

3.12 The Health and Safety Section continue to manage the council's participation in the Scottish Centre for Healthy Working Lives Gold Award scheme. The Gold Award is the ultimate Healthy Working Lives Award presented only to those organisations which demonstrate long term commitment to improving health and well-being within their workplaces. Renfrewshire Council retained this award in October 2017, with the award submission up for review in October 2018.

3.13 The Health and Safety Section continue to provide specialist support to the Events team and other groups. An Officer from the Health and Safety Section acts as Event Safety Officer for the Council. Between April-September 2018 the following events were planned and successfully completed.

- St Mirren Football Team (Paisley)
- Paisley Food & Drink Festival
- British Pipe Band Championships
- Renfrew Gala Day
- Barshaw Gala Day
- Sma' Shot Day
- Fire Engine Rally (Johnstone)
- Open Doors (Abbey Drain event)

The Section are currently working with the Events team planning for the forthcoming Autumn and Winter events.

4.1 Organisations that successfully manage health and safety recognise that the relationship between controlling risks and general health is at the very centre of the organisation itself. Within Renfrewshire Council, this approach rests on the principles in BS OHSAS 18001:2007 to which the Council is committed to retain and maintain registration for all Services. The standard clearly states that managing health and safety successfully is founded on effective systems which:

- set and develop policy;
- plan for health and safety;
- implement and operate the plan;
- check and introduce corrective actions when appropriate;
- review overall performance; and
- work towards continuous improvement.

By ensuring the application of these principles in partnership with all employees, Renfrewshire Council will continue to be seen by its stakeholders as an exemplar employer and be recognised accordingly.

This standard is being withdrawn and replaced with ISO 45001. This is an international standard, ensuring enhanced compatibility with other standards, such as ISO 9001 and 14001.

Discussions are ongoing concerning the possibility of moving towards the new standard.

Implications of the Report

1. **Financial** - Continuing to improve health and safety performance will reduce accidents/occupational ill health and associated costs.
2. **HR & Organisational Development** - This report supports the Council's commitment to the health, safety and wellbeing of employees.
3. **Community/Council Planning** – This report and plan supports the objectives contained within the community and council plans.
4. **Legal** - The council will continue to comply with current health and safety legislation.
5. **Property/Assets** - Having a robust health and safety management system in place and an effective risk control system should ultimately reduce the risk of property damage and potential loss of premises which could be caused by fire for example.
6. **Information Technology** - Not applicable.
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 as 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** - This report supports and demonstrates the council's commitment to ensuring effective health and safety management.
9. **Procurement** - Finance and Resources, HR and Organisational Development (FAR, H.R. and O.D.) health and safety section has a valuable input to the Council's procurement system.

10. **Risk** - This report supports the overarching management of risk within Renfrewshire Council.
11. **Privacy Impact** - Not applicable.
12. **Cosla Policy Position** - Not applicable.

List of Background Papers None

Author: *Steven Fanning, Principal HR adviser (Health, Safety, Absence)*
0141 618 7284



To: Finance, Resources & Customer Services Policy Board

On: 8 November 2018

Report by: Director of Finance & Resources

Heading: Civic Hospitality

1. Summary

1.1 The following requests for civic hospitality have been received for the financial year 2018/19.

- a) East Renfrewshire Council, in conjunction with Renfrewshire Council, have been arranging a Holocaust Memorial Service for the last three years. This year Interfaith Scotland has approached both Councils to ask them to host the Holocaust Memorial Day National Event. This event is to be held on Monday 28 January 2019, with a standalone event for our Schools also taking place that day in Eastwood Theatre in East Renfrewshire. Following consultation with the Provost, it proposed that the Board agree to provide support at an estimated cost of £1500 on Monday 28 January 2019 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.
- b) Correspondence has been received from the RCA Trust to request civic hospitality in celebration of their 40th anniversary which will take place at the Glynhill Hotel on Wednesday 12 December 2018. The RCA trust is a Third Sector organisation based in Paisley which seeks to limit the effects of alcohol, gambling and other problematic behaviours, by providing a range of services and interventions designed to support individuals and their families.

Following consultation with the Provost, it proposed that the Board agree to provide civic hospitality in the form of a three course dinner for approximately 60 an estimated cost of £1500 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- c) Correspondence has been received from Paisley Indoor Bowling Club requesting civic hospitality to accompany the Blind Bowlers Annual Game which is being held on Friday 7 December 2018 at their club. Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality for approximately 35 at Paisley Indoor Bowling Club at an estimated cost of £700 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements

- 1.2 Correspondence has been received from Provost Tom Kerr, Treasurer of the Scottish Provosts' Association (SPA), intimating that at the recent annual general meeting of the SPA it had been agreed to invite all Scottish local authorities to contribute £200 annually to the SPA. Following consultation with the Provost, it is proposed that Renfrewshire's contribution of £200 be paid from the civic hospitality budget.
- 1.3 The budget provision for 2018/19 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed the remaining balance would be approximately £13,860.40.

2. Recommendations

- 2.1 That the Board agrees to: (a) provide the hospitality as detailed above for the National Joint Holocaust Memorial Day Event, the 40th anniversary of the RCA Trust and Paisley Indoor Bowling Club; (b) contribute £200 to the Scottish Provosts' Association; and (c) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

Implications of the Report

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

- 5. **Property/Assets** - none.
- 6. **Information Technology** – none
- 7. **Equality & Human Rights**

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

- 8. **Health & Safety** - none
- 9. **Procurement** - none
- 10. **Risk** – none
- 11. **Privacy Impact** - none.
- 12. **Cosla Policy Position** – not applicable

List of Background Papers

- (a) Background Paper 1 – Email from RCA Trust
- (b) Background Paper 2 – letter from Paisley Indoor Bowling Club
- (c) Background Paper 3 – letter from Provost Kerr, Scottish Provosts' Association

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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To: Finance, Resources and Customer Services Policy Board

On: 14th November 2018

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

Heading: Provision of a Day Care Service for Older People (RC-CPU-17-301)

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award a contract to Littleinch Limited for the Provision of a Day Care Service for Older People.
- 1.2. This procurement exercise has been conducted in accordance with Section 12 of the Procurement Reform (Scotland) Act 2014 and Regulation 6 of the Procurement (Scotland) Regulations 2016 for below EU Threshold for the procurement of Health and Social Care Services and Standing Order 14 of the Council's Standing Orders Relating to Contracts.
- 1.3 A Contract Strategy for this contract was approved by the Strategic Commercial and Procurement Manager and the Chief Finance Officer, Renfrewshire Health and Social Care Partnership on 6th June 2018.
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2. Recommendations

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

2.1.1 To award the Contract to Littleinch Limited for the Provision of a Day Care Service for Older People;

2.1.2 To award the Contract for one (1) year from 26th November 2018 to 25nd November 2019 with the option (at the discretion of the Council) to extend for an additional one (1) year until no later than 26th November 2020; and

2.1.3 To award the Contract at an annual Contract value of £172,121 (year 1) and £177,208 (year 2) excluding VAT with a total Contract value of £349,329 excluding VAT.

3. Background

3.1 A Day Care Service ("Service") for older people offers support to those using the Service, their families and friends who live within a reasonable distance from the Service. The Service must be delivered in premises which are within approximately 45 minutes travel time between the home of the individual who receives the Service and the day care centre from where the Service is run. The catchment area for the Service includes Erskine, Bishopton, Inchinnan, Langbank and surrounding areas. The Service is delivered 52 weeks per year offering up to 80 placements per week.

3.2 Currently there are no other suitable Care Inspectorate registered premises or providers in the location around Erskine who can deliver the Service. For reasons of continuity of care and to meet Renfrewshire Health and Social Care Partnership's commitment to deliver day services within 45 minutes travel time, the current Service at Erskine represents the best option.

3.3 For the reason noted above, in accordance with Section 12 of the Procurement Reform (Scotland) Act 2014 and Regulation 6 of the Procurement (Scotland) Regulations 2016 for below EU Threshold for the procurement of Health and Social Care Services and the Council's Standing Orders Relating to Contracts order 14, the Head of Policy and Commissioning (HOPAC) agreed to a negotiated contract without competition and negotiated tender documentation was issued to Littleinch Limited.

- 3.4 This tender was issued to Littleinch Limited via the Public Contract Scotland Tender portal on 14th June 2018 with a tender closing date of 12 noon on 18th July 2018.
- 3.5 The tender document included a European Single Procurement Document (ESPD) as required by the Council's Standing Orders relating to Contracts and the tender response submitted by Littleinch Ltd was evaluated against a pre-determined set of criteria within that ESPD by representatives from the following Council Services: Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety and also by representatives of the Renfrewshire Health and Social Care Partnership.
- 3.6 The tender submission was compliant with the ESPD requirements and was also evaluated against the published set of award criteria on 70% Technical (Quality) and 30% Commercial (Price).
- 3.7 Community Benefits were sought as part of the procurement process and Littleinch Ltd advised within their tender submission that the following Community Benefits would be delivered as part of this Contract:
- Invite pupils from local primary and secondary schools to the Service to enable them to engage with those receiving the Service and to gain an insight into working in care;
 - Where appropriate and suitable to do so, local residents will be invited to accompany those receiving the service on day trips.

Implications of the Report

1. Financial

The financial status of Littleinch Limited was assessed by undertaking a Dun & Bradstreet which confirmed that the organisation satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

As this is an incumbent provider and this service is to replace a current contract for the Services held by Littleinch Limited no TUPE implications arise.

3. Community/Council Planning

- Our Renfrewshire is well -
 - Tackling isolation and loneliness, by connecting people to their communities, and to services
 - Enable people to live healthier, for longer, by supporting those who receive a service to stay active
- Our Renfrewshire is fair -
 - Ensure that those receiving a service get access to opportunities to improve their health, skills and income
- Our Renfrewshire is safe –
 - Protecting those receiving a service, ensuring they can live safely and independently
- Reshaping our place, our economy and our future –
 - Local employment opportunities and knowledge of Renfrewshire area.
 - Support of the Living Wage
 - Training and development to staff to allow them to deliver a high-quality service and enhance their experience as an employee
 - Offering fair employment terms and conditions
- Tackling inequality, ensuring opportunities for all -
 - The Service they receive will be person centred with choice and control over their activities and opportunities and help maintain skills to remain independent for as long as possible
- Working together to improve outcomes
 - The service delivered by staff from Littleinch Ltd will help those receiving a service with reduced social isolation

4. **Legal** - The procurement of this contract has been conducted in accordance with the Procurement Reform (Scotland) Act 2014, Regulation 6 of the Procurement (Scotland) Regulations 2016 and the Council's Standing Orders relating to Contracts using the below EU tender procedure (below £615,278) for a negotiated contract for the procurement of Health and Social Care Services.

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** - There are no health and safety implications associated with the award of the contract.
9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Littleinch Limited insurances have been assessed and evaluated and confirm that they will meet the minimum requirements regarding insurable risk.
11. **Privacy Impact** – The contract contains Renfrewshire Council's General Conditions of Contract data protection provisions. Littleinch Limited will be Data Controllers and, as such, have a legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data of those receiving the Day Care Service under this contract. No Data Protection Impact Assessment was conducted or deemed necessary on the basis the Day Care Service provided by Littleinch Limited will not involve new technologies or other ways of processing personal data.
12. **Cosla Policy Position** – N/A
-

Author: Natasha McNaught, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 4417.

Endorsed by: Alexandra Donaldson, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 6760



To: Finance, Resources and Customer Services Policy Board

On: 14th November 2018

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

Heading: Provision of a Specialist Dementia Day Care Service (RC-CPU-17-299)

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award a contract to Alzheimers Scotland – Action on Dementia for the Provision of a Specialist Dementia Day Care Service.
- 1.2. This procurement exercise has been conducted in accordance with Section 12 of the Procurement Reform (Scotland) Act 2014 and Regulation 6 of the Procurement (Scotland) Regulations 2016 for below EU Threshold for the procurement of Health and Social Care Services and Standing Order 14 of the Council's Standing Orders Relating to Contracts.
- 1.3 A Contract Strategy for this contract was approved by the Strategic Commercial and Procurement Manager and the Chief Finance Officer, Renfrewshire Health and Social Care Partnership on 12th June 2018.
-

2. Recommendations

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

2.1.1 The Head of Corporate Governance to award the Contract to Alzheimers Scotland – Action on Dementia for the Provision of a Specialist Dementia Day Care Service;

2.1.2 Award of the Contract for one (1) year from 26th November 2018 to 25th November 2019 with the option (at the discretion of the Council) to extend for an additional one (1) year until no later than 25th November 2020; and

2.1.3 An annual Contract value of £237,091 (year 1) and £247,027 (year 2) excluding VAT with a total Contract value of £484,118 excluding VAT.

3. Background

3.1 A Specialist Dementia Day Care Service (“Service”) for adults with dementia offers support to Service Users, their families and friends throughout Renfrewshire Council area and is required where for reasons of complexity of need and level of risk to themselves or others; those accessing the Service have been assessed by the Council as requiring specialist involvement. In addition, the Service is required where initial intervention within mainstream settings has not met the Service User’s needs and outcomes or where their level of need has increased or become more complex. The Service is delivered 52 weeks per year offering up to 76 placements per week.

3.3 In accordance with Section 12 of the Procurement Reform (Scotland) Act 2014 and Regulation 6 of the Procurement (Scotland) Regulations 2016 for below EU Threshold for the procurement of Health and Social Care Services and the Council’s Standing Orders Relating to Contracts order 14, the HOPAC agreed to a negotiated contract without competition and tender documentation was issued to Alzheimers Scotland – Action on Dementia only.

3.4 Tender documentation was issued to Alzheimers Scotland – Action on Dementia via the Public Contract Scotland_Tender portal on 12th June 2018 with a tender closing date of 12 noon on 12th July 2018.

- 3.5 The tender document included a European Single Procurement Document (ESPD) as required by the Council's Standing Orders relating to Contracts and the tender response submitted by Alzheimers Scotland – Action on Dementia was evaluated against a pre-determined set of criteria within that ESPD by representatives from the following Council Services: Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety and also by representatives of the Renfrewshire Health and Social Care Partnership.
- 3.6 The tender submission was compliant with the ESPD requirements and was also evaluated against the published set of award criteria on 70% Technical (Quality) and 30% Commercial (Price).
- 3.7 Community Benefits were sought as part of this Tender and Alzheimers Scotland – Action on Dementia advised within their tender submission that the following Community Benefits would be delivered as part of this Contract:
- Provide various activities within the community and the service i.e. music evenings.
 - Provision of a monthly dementia café which offers informal but invaluable assistance to people recently diagnosed with dementia.

Implications of the Report

1. Financial –

The financial status of Alzheimer's Scotland – Action on Dementia was assessed by undertaking a Dun & Bradstreet which confirmed that the organisation satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

As this is an incumbent provider and this service is to replace a current contract for the Services held by Alzheimer's Scotland – Action on Dementia no TUPE implications arise.

3. Community/Council Planning –

- Our Renfrewshire is well -
 - Tackling isolation and loneliness, by connecting people to their communities, and to services

- Enable people to live healthier, for longer, by supporting those who receive a service to stay active
- Our Renfrewshire is fair -
 - Ensure that those receiving a service get access to opportunities to improve their health, skills and income
- Our Renfrewshire is safe –
 - Protecting those receiving a service, ensuring they can live safely and independently
- Reshaping our place, our economy and our future –
 - Local employment opportunities and knowledge of Renfrewshire area.
 - Support of the Living Wage
 - Training and development to staff to allow them to deliver a high-quality service and enhance their experience as an employee
 - Offering fair employment terms and conditions
- Tackling inequality, ensuring opportunities for all -
 - The Provision of a Specialist Dementia Day Care Service will assist people with dementia who can no longer be supported by the Council's mainstream day care services
 - The Service they receive will be person centred with choice and control over their activities and opportunities and help maintain skills to remain independent for as long as possible
- Working together to improve outcomes
 - The service delivered by Alzheimers Scotland – Action on Dementia s staff will help those receiving a service with reduced social isolation

4. **Legal** - The procurement of this contract has been conducted in accordance with the Procurement Reform (Scotland) Act 2014, Regulation 6 of the Procurement (Scotland) Regulations 2016 and the Council's Standing Orders relating to Contracts using the below EU tender procedure (below £615,278) for a negotiated contract for the procurement of Health and Social Care Services.

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** - There are no health and safety implications associated with the award of the contract.
9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Alzheimer Scotland – Action on Dementia insurances have been assessed and evaluated and confirm that they will meet the minimum requirements regarding insurable risk.
11. **Privacy Impact** – The contract contains Renfrewshire Council's General Conditions of Contract data protection provisions. Alzheimers Scotland – Action on Dementia will be Data Controllers and, as such, have legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data of those receiving the Day Care Service under this contract. No Data Protection Impact Assessment was conducted or deemed necessary on the basis the Day Care Service provided by Alzheimers Scotland – Action on Dementia will not involve new technologies or other ways of processing personal data.
12. **Cosla Policy Position** – N/A

Author: **Natasha McNaught, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 4417.**

Endorsed by: **Alexandra Donaldson, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 6760**



To: Finance, Resources and Customer Services Policy Board

On: 14th November 2018

Report by: Joint Report by the Chief Executive and Director of Renfrewshire Health and Social Care Partnership

Heading: Provision of a Care at Home and / or Housing Support Service (RC-CPU-18-144)

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award a Framework Agreement for the Provision of a Care at Home and / or Housing Support Service (the "Framework Agreement") to the organisations detailed at 2.1.1 below.
- 1.2 The recommendation to award this Framework Agreement follows a procurement exercise which was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts using an above EU Open Procedure for a Social and Other Specific Service.
- 1.3 A Contract Strategy for this Framework Agreement was approved by the Chief Finance Officer, Renfrewshire Health and Social Care Partnership and the Strategic Commercial and Procurement Manager on 16th August 2018.
-

2. **Recommendations**

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

2.1.1 The Head of Corporate Governance to award the Framework Agreement to the following organisations for the Provision of a Care at Home and / or Housing Support Service subject to insurance documentation being provided and meeting the insurance requirements as stated in the tender:

- Ailsa Care Services Limited t/a Ailsa Care Services West
- Carewatch Care Services Limited
- Clyde Healthcare Limited
- Constance Care Limited
- HRM Homecare Services Limited
- Invercare Services Limited
- SRS Care Solutions Limited

2.1.2 To approve the award of a conditional place on the Framework Agreement to the following organisation subject to prior disclosure of relevant insurance information requested under the tender procedure and providing sufficient evidence to the Council within three months of date of award of their financial stability:

- Nestor Primecare Services Limited trading as Allied Healthcare

2.1.2 To award the Framework Agreement for three (3) years from 25th February 2019 to 24th February 2022 with the option (at the discretion of the Council) to extend for up to two (2) further years until no later than 24th February 2024; and

2.1.3 At an annual value of up to £5.1 million excluding VAT with a total value up to £25.5 million excluding VAT where both option years are exercised.

3. **Background**

- 3.1 Care at Home Services in Renfrewshire are currently commissioned by the Council under the direction of the Renfrewshire Health and Social Care Partnership (RHSCP). The nature, level and duration of supports delivered will vary depending on the Service User's assessed needs, support requirements and outcomes. The Service delivered must be person centred, flexible, responsive, supportive and empowering and must reflect the needs, outcomes and aspirations of both current and future Service Users, their carer(s) and families. The Service is delivered 24 hours per day, 52 weeks per year including public holidays.
- 3.2 This procurement process was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 for an above EU Threshold Open Procedure for a Service and the Council's Standing Orders Relating to Contracts for Social and Other Specific Services. A contract notice was despatched via the Public Contracts Scotland portal on 20th August 2018 with a tender deadline of 12 noon on 19th September 2018.
- 3.3 During the tendering period, fifty-seven Tenderers expressed an interest in the tender opportunity with thirteen responses submitted.
- 3.4 Regulation 67 (5) of the Public Contracts (Scotland) Regulations 2015 allows for full weighting to be applied to Quality as pricing was based on fixed rates established by the Renfrewshire Health and Social Care Partnership to enable Providers to pay their staff the Scottish Living Wage.
- 3.5 The thirteen Tenderers confirmed compliance with the minimum selection criteria set out within the European Single Procurement Document (ESPD), and each were evaluated against the published set of Award Criteria of 100% Quality by representatives from the Health and Social Care Partnership. Tenderers were required to obtain a minimum Quality criteria score of 60.00% to be awarded a place on the Framework Agreement.
- 3.6 Eight out of the thirteen Tenderers met the minimum Quality criteria score of 60.00%. To finalise this evaluation, these eight Tenderers were requested to submit their supporting documentation to evidence that they met the minimum criteria in the ESPD. This documentation was evaluated by representatives from the Corporate Procurement Unit, Corporate Risk, Corporate Health & Safety and Finance and it was concluded that seven Tenderers were compliant with one Tenderer

requiring further financial assessment and all requiring to provide relevant insurance documentation at the level required by the tender.

3.7 The scores relative to the Award Criteria for each of the seven Tenderers are noted below:

| | | Quality (100%) |
|----------|--|---------------------------|
| 1 | Carewatch Care Services Limited | 93.75 |
| 2 | Constance Care Limited | 82.50 |
| 3 | HRM Homecare Services Limited | 72.50 |
| 4 | SRS Care Solutions Limited | 63.75 |
| 5 | Ailsa Care Services Limited t/a Ailsa Care Services West | 61.25 |
| 6 | Clyde Healthcare Limited | 60.00 |
| 7 | Invercare Services Limited | 60.00 |

3.8 The following Provider met the minimum Quality criteria score of 60%, however, failed to achieve a minimum Dun and Bradstreet score of 20, therefore, a financial assessment was carried out:

| | | | |
|-----|----------|--|-------|
| 3.9 | 8 | Nestor Primecare Services Limited trading as Allied Healthcare | 60.00 |
|-----|----------|--|-------|

The evaluation of tender submissions received identified that the tenders submitted by the following organisations were the most economically advantageous tender submissions and conditional upon insurance cover at the minimum stated in the tender:

- Ailsa Care Services Limited t/a Ailsa Care Services West
- Carewatch Care Services Limited
- Clyde Healthcare Limited
- Constance Care Limited
- HRM Homecare Services Limited
- Invercare Services Limited
- Healthcare
- SRS Care Solutions Limited

An award on to the Framework Agreement for Nestor Primecare Services Limited trading as Allied Healthcare is also conditional on Nestor Primecare Limited trading as Allied Healthcare providing

sufficient evidence to the Council within three months of date of award of their financial stability.

- 3.10 Community Benefits were requested as part of this procurement process and the following Tenderers advised within their tender submission that the following Community Benefits would be delivered as part of this Framework Agreement:

Carewatch Care Services Limited

- Apprenticeships and work experience placements

Constance Care Limited

- Creation of 1 new post per additional 22 hours of care per week;
- 1 x 2-year Modern apprenticeships;
- Support Educational Support and training initiatives contributing to promoting careers in social care and enhancing employability providing a minimum of 1 x work experience and 2 x talks per annum;

HRM Homecare Services Limited

- Create at least 2 new apprenticeship positions;
- Offer a Graduate Internship;
- Offer employment to at least 6 unemployed people for a minimum of 6 months;
- Provide work experience placements;
- Participate in Careers events

Nestor Primecare Services Limited trading as Allied Healthcare

- Apprenticeships and work experience placements

SRS Care Solutions Limited

- Offer work placements and apprenticeships
- Take ownership of a local community project or service within Renfrewshire.

Implications of the Report

1. Financial

The financial status of seven of the eight Tenderers was assessed which confirmed that the organisations satisfied the Council's

requirements in relation to financial stability. Further assurance as to financial stability is being sought from the remaining tenderer.

2. **HR & Organisational Development** – There are no TUPE implications identified for the Council, however there are potential TUPE implications between the current Providers and those Providers awarded places on to the Framework Agreement.
3. **Community/Council Planning –**
 - Our Renfrewshire is fair -
 - Ensure that those receiving a service get access to opportunities to improve their health, skills and income
 - Our Renfrewshire is safe –
 - Protecting those receiving a service, ensuring they can live safely and independently
 - Reshaping our place, our economy and our future –
 - Local employment opportunities
 - Support of the Scottish Living Wage
 - Fair employment terms and conditions
 - Building strong, safe and resilient communities
 - Development of links with employment and training initiatives within the community
 - Tackling inequality, ensuring opportunities for all -
 - The Service the received will help to maintain skills to remain independent for as long as possible and to maintain and manage their accommodation
 - Working together to improve outcomes
 - The service delivered will be personal centred and flexible
4. **Legal** - This procurement was carried out in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts using an above EU Open Procedure for a Social and Other Specific Service.
5. **Property/Assets** – None.
6. **Information Technology** - None
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.

8. **Health & Safety** - The health and safety credentials for the eight Tenderers were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – The individual award to a Tenderer is conditional upon that Tenderer providing all insurance documentation and meeting the insurance requirements as stated in the tender.
11. **Privacy Impact** – The Framework Agreement contains Renfrewshire Council's General Conditions of Contract data protection provisions. All organisations awarded on to the Framework Agreement will be Data Controllers and, as such, have a legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data of those receiving a service. No Data Protection Impact Assessment was conducted or deemed necessary on the basis the service provided by the organisation awarded on to the Framework Agreement will not involve new technologies or other ways of processing personal data.
12. **Cosla Policy Position** – N/A

Author: **Natasha McNaught, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 4417**

Endorsed by: **Alexandra Donaldson, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 6760**



To: Finance, Resources and Customer Services Policy Board

On: 14th November 2018

Report by: The Chief Executive, Chief Officer of Renfrewshire Health and Social Care Partnership and The Director of Children's Services

Heading: Contract for the Supply, Support and Maintenance of a Social Work Information Management System (SWIMS)

Summary

- 1.1 The purpose of this report is to request authority from the Finance, Resources and Customer Services Policy Board to award a contract to OLM Systems Ltd for the supply, support and maintenance of a Social Work Information Management System (SWIMS) (RC-CPU-18 -130).
 - 1.2 This procurement exercise has been undertaken in accordance with the selection process under which services will be bought in accordance with the Crown Commercial Services G-Cloud 10 Framework Agreement RM1557.10 and the Council's Standing Orders Relating to Contracts for contracts above the EU Services threshold.
 - 1.3 A Contract Strategy was signed on 20th August 2018.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
 - 2.1.1 Approve the award of the contract for the supply, support and maintenance of a Social Work Information Management System (SWIMS) (RC-CPU-18 -130) made via a Call Off contract under the

Crown Commercial Services G-Cloud 10 Framework Agreement
RM1557.10 to OLM Systems Ltd;

- 2.1.2 Approve the duration of this contract for an initial period of two years with the Council having the option to extend the contract for up to 1 year on two separate occasions;
- 2.1.3 Note the contract start date will be as defined in the letter of Award and the Order Form as required under the Framework procedure, however the anticipated start date of the Contract will be 1st April 2019 and the contract end after the initial 2 year period will be 31st March 2021, with the Council having the option to extend the contract for two further years with dates of these extensions being 1st April 2021 - 31st March 2022 and 1st April 2022 - 31st March 2023; and
- 2.1.4 Note the total Contract value will be no more than £431,353.30 excluding VAT for the initial 2 year period and £752,706.60 for the full period including extension(s).
-

3. Background

- 3.1. Renfrewshire Council have a requirement to obtain a system that will replace the current SWIFT Social care system, this system will include finance, case management for children's social care, adult social care and Criminal Justice legislation and also be utilised by Renfrewshire Health and Social Care Partnership (HSCP) for their record management.
- 3.2. A review of the current market was undertaken and the Contract Strategy concluded that the requirements can be best met for the Council by utilising the search and selection process under which services will be bought via the Crown Commercial Services G-Cloud 10 Framework Agreement.
- 3.3. The Crown Commercial Services established the G-Cloud 10 Framework Agreement on 2nd July 2018 (the "Framework") and which expires on 1st July 2019. The Framework replaces the previous G-Cloud 9 Framework as a route to the digital marketplace and is a tested route for such Services. The Framework offers a suite of cloud provisioned software and associated services including services for Social Care systems.
- 3.4. Renfrewshire Council conducted a review of the system options and process under which services will be bought via the Crown Commercial Services G-Cloud 10 Framework. During this review process it was found that only one supplier provided a compliant system offering in relation to the Councils requirements and search criteria as detailed below -:

| Search Criteria no. | Search Criteria Detail | Resultant Suppliers |
|---------------------|------------------------|---------------------|
| 1 | Social Care | 188 |
| 2 | SAAS | 6 |

| | | |
|---|-----------------|---|
| 3 | Case Management | 6 |
| 4 | Multi Agency | 1 |

3.5. The offering provided under the Framework by OLM Systems Ltd meets the Council's requirements to progress as a direct award from the Crown Commercial Services G-Cloud 10 Framework.

3.6. Due to the nature of this contract made under an existing Framework no Community Benefits were sought as part of this contract, however where possible we will work with the Supplier to obtain any community benefits that we can.

Implications of the Report

1. **Financial** - The financial status of OLM Systems Ltd was assessed by undertaking a Dun & Bradstreet check which confirmed that the organisation satisfied the Council's requirements in relation to financial stability achieving a D&B failure score of 76% against the Council's set minimum limit of 20%.
2. **HR & Organisational Development** - No TUPE implications are expected to arise via this contract
3. **Community/Council Planning** – None
4. **Legal** - This procurement was carried out in accordance the selection process under which services will be bought in accordance with the Crown Commercial Services G-Cloud 10 Framework Agreement RM1557.10 and the Council's Standing Orders Relating to Contracts using an above EU Procedure for a Services/Supplies Contract.
5. **Property/Assets** - None
6. **Information Technology** - This procedure undertaken will ensure continuous supply and ongoing support for the Council in relation to its requirements for IT case management for children's social care, adult social care and Criminal Justice legislation.
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** - There are no health and safety implications associated with the award of the contract
9. **Procurement** – The procurement procedure outlined within this report ensure that the Council meets its statutory requirements in respect of the EU regulatory requirements, the Council's Standing Orders Relating to Contracts and the Council's Financial Regulations.
10. **Risk** - The submission has been assessed as part of the evaluation of the Crown Commercial Services G-Cloud 10 and has been reviewed by Renfrewshire Council's internal risk assessors.
11. **Privacy Impact** - OLM Systems Ltd will be required to conform and agree to the parameters of Data protection and GDPR as noted within the Call Off Agreement from the Crown Commercial Services G-Cloud 10 Framework.
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.

List of Background Papers

None

Author: *Craig Laughlan, Strategic Commercial Category Manager – ICT, Ext 4047*

Endorsed By: *Bridget Lambert, Strategic Procurement Manager, Ext 6073*



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: The Chief Executive and the Director of Environment & Infrastructure Services

Heading: Framework Agreement for the Supply and Delivery of Fresh Fruit and Vegetables (RC-CPU-17-140)

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a multi supplier ranked Framework Agreement for the Supply and Delivery of Fresh Fruit and Vegetables, reference RC-CPU-17-140.
 - 1.2 The recommendation to award the Framework Agreement follows a procurement exercise which was conducted in accordance with the above OJEU Threshold Open Procedure for Supplies and the Council's Standing Orders relating to Contracts.
 - 1.3 A contract strategy was approved by the Director of Environment & Infrastructure and the Strategic and Commercial Procurement Manager in August 2018.
-

2. Recommendations

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

- 2.1.1 The Head of Corporate Governance to establish a

Framework Agreement on behalf of the Council and Renfrewshire Leisure, for the Supply and Delivery of Fresh Fruit and Vegetables with the following three suppliers:

1. McLays Ltd;
2. Failte Food Services Ltd;
3. George Carruthers & Sons Ltd.

2.1.2 The anticipated commencement of the Framework on 7 January 2019 until 6 January 2021 with the Council reserving the option to extend this Framework Agreement on two separate occasions each of 12 months until no later than 6 January 2023.

2.1.3 The maximum Framework Agreement value of up to £500,000 excluding VAT for the initial two year term with an additional maximum annual value of £250,000 excluding VAT for each of the optional two separate extensions.

3. **Background**

- 3.1 The Council has a strategy to meet nutritional requirements to improve the diet of both children and adults and contribute to improving mental health and longevity. To assist in meeting this strategy there is a requirement to continue with the supply and delivery of fresh fruit and vegetables to various Council establishments including primary and secondary schools, early learning and child care centres, care homes and the atrium at Renfrewshire House. Organic, Fairtrade, fairly traded goods and locally sourced goods are optional offerings that are available from the three suppliers during the period of the Framework.
- 3.2 The Contract Notice was dispatched via the Public Contracts Scotland advertising portal to the Official Journal of the European Union (OJEU) on 14 August 2018 with the notice published on OJEU on 16 August 2018. Tender documentation was available for downloading from the Public Contracts Scotland – Tender platform. The Framework Agreement (the “Framework”) was issued on behalf of the Council and Renfrewshire Leisure Limited.
- 3.3 During the tendering period six companies expressed an interest in the Framework. By the closing date of 12 noon on 18 September 2018, three tender submissions were received.
- 3.4 The tender submissions were evaluated against a pre-determined set of criteria set within the European Single Procurement Document (ESPD) by representatives from Environment & Infrastructure, the

Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.

- 3.5 All three tender submissions complied with the minimum criteria of the ESPD and progressed to the evaluation Award Criteria, which was based on a weighting of 35% Quality and 65% Price. The outcome of this evaluation determined the ranking of the suppliers being placed on the Framework Agreement, as shown below:

| | | Quality (35%) | Price (75%) | Total (100%) | Ranked Position |
|----------|---|--------------------------|------------------------|-------------------------|----------------------------|
| 1 | McLays Ltd | 29.50 | 62.16 | 91.66 | 1 |
| 2 | Failte Food Service Ltd | 26.25 | 65.00 | 91.25 | 2 |
| 3 | George Carruthers & Sons Ltd | 27.25 | 54.30 | 81.55 | 3 |

- 3.6 Call-off contracts for Goods will be ordered under the Framework via direct award and according to ranking to the supplier ranked first. Should this supplier be unable to deliver the order, the order would then be offered to the supplier ranked second, and so on. Pricing and, therefore, the ranking will remain fixed for the first 12 months. After the first 12 months suppliers have the opportunity to offer revised pricing and thereafter Suppliers on the Framework may be re-ranked based on any revisions to the pricing.
- 3.7 It is anticipated that the first ranked supplier, McLays Ltd will receive the majority of the call off contracts in the first year.
- 3.8 Community benefits were requested as part of the procurement process. The first ranked supplier, McLays Ltd have committed to delivery of the community benefits as shown below. The second and third ranked suppliers have also committed to delivery of community benefits should they receive a higher proportion of the orders under this Framework than is currently anticipated.

| Community Benefit Description – McLays Ltd | No of People / Activity |
|---|--------------------------------|
| New Entrant | 2 |
| Apprenticeship | 2 |
| Work Experience Placements (14-16 years of age) | 2 |
| School Visits | 2 |

Implications of the Report

1. **Financial** –The majority of the costs under the Framework Agreement, approximately £880,000, will be met by the Soft FM revenue budget with approximately £120,000 being met by Children's Services and Renfrewshire Leisure Limited.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning** – The contract will help to meet nutritional requirements to improve the diet of the local community and contribute to improving mental health and longevity.
4. **Legal** - The procurement of this Contract has been conducted in accordance with Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts.
5. **Property/Assets** – N/A
6. **Information Technology** - No Information Technology implications have arisen or are anticipated
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – The three suppliers' health and safety documentation was evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – The three suppliers insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk

11. **Privacy Impact** - No Privacy Impact implications have been identified or are anticipated.
 12. **Cosla Policy Position** – Not applicable.
-

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Endorsed By: Graeme Beattie, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 4710



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: The Chief Executive and the Director of Environment & Infrastructure Services

Heading: Measured Term Contract Flexible Floor Finishes (RC-CPU-18-102)

1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a Measured Term Contract (MTC) for Flexible Floor Finishes with Lawrie (furnishings) Limited.
- 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted as an Open Tender in accordance with the Council Standing Orders relating to Contracts for a below EU Threshold Works contract.
- 1.3 A contract strategy was approved by the Director of Environment & Infrastructure and the Strategic and Commercial Procurement Manager in August 2018.
-

2. Recommendations

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

- 2.1.1 The Head of Corporate Governance to award a Measured Term Contract (MTC) for Flexible Floor Finishes to Lawrie (furnishings) Limited;
 - 2.1.2 The anticipated commencement of the MTC on 10 December 2018 for an initial period of three years with the Council reserving the sole option to extend this contract for up to an additional year. The actual date will be confirmed in the Letter of Acceptance;
 - 2.1.3 Up to a maximum contract value of £450,000 excluding VAT for the initial three year term with an additional maximum value of £150,000 excluding VAT for the optional year.
-

3. **Background**

- 3.1 Building Services carry out repairs and maintenance to the Council's domestic and commercial properties and works of a minor nature to public buildings. In order to carry out these works, Building Services directly employ contractors for a variety of trades such as electricians, joiners, plumbers, gas engineers, painters etc.

Where works of a specialist nature are required, (rot eradication works, bitumen felt roofing works, flexible floor covering works, scaffolding works etc), a specialist contractor is employed. Back-up and specialist contractors are employed on an ad-hoc basis through Measured Term Contracts.

The Council requires a specialist contractor to undertake the supply, installation and associated works for flexible floor finishes throughout the Council's housing stock and commercial buildings, as and when required.
- 3.2 A contract notice for the tender was published on the Public Contracts Scotland advertising portal on 29 August 2018 with the tender documentation available for downloading from the Public contracts Scotland – Tender platform.

During the tendering period, ten companies expressed an interest in the MTC. By the closing date of 12 noon on 19 September 2018, six tender submissions were received.
- 3.3 In accordance with Standing Orders relating to Contracts 11.5, the tender submissions were evaluated against a pre-determined set of

criteria set within the European Single Procurement Document (ESPD) by representatives of the following Council Services: Environment & Infrastructure, Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.

3.4 All six tender submissions complied with the minimum selection criteria of the ESPD and progressed to the evaluation award criteria which was based on a weighting of 30% Quality and 70% Price. One tender submission failed in the evaluation of Pricing following an arithmetical error. A clarification was requested by CPU but no response was received from the tenderer and, therefore, the tender submission was not considered further.

3.5 The scores relative to the award criteria of the five remaining tender submissions are noted below:

| | | Quality (30%) | Price (70%) | Total (100%) |
|----------|--------------------------------------|--------------------------|------------------------|-------------------------|
| 1 | Lawrie (furnishings) Limited | 28.50 | 65.21 | 93.71 |
| 2 | Smithstone Flooring Limited | 29 | 63.03 | 92.03 |
| 3 | Firstpoint Contract Flooring Limited | 19.75 | 70.00 | 89.75 |
| 4 | P Layden & Son Limited | 11.25 | 58.53 | 69.78 |
| 5 | MRL Contracts Limited | 15.00 | 46.43 | 61.43 |

3.6 The evaluation of tender submissions received identified that the tender submission by Lawrie (furnishings) Limited was the most economically advantageous tender submission.

3.7 Community benefits were requested as part of the procurement process and Lawrie (furnishings) Limited confirmed that the following community benefits would be made available to the Council for this Contract:

| Community Benefit Description | No of People / Activity |
|---|--------------------------------|
| New Entrant | 2 |
| Apprenticeship | 2 |
| Work Experience Placements (16 + years of age) | 1 |
| Work Experience Placements (14 - 16 years of age) | 3 |
| Supply Chain Briefings with SMEs | 2 |

| | |
|---|---|
| Financial Support For Community Project | 2 |
| Non Financial Support for Community Project | 2 |

Implications of the Report

1. **Financial** – The initial costs under this Contract will be met by the Hard FM revenue budget. However, all costs are fully recoverable by recharge to the instructing Clients Department.
2. **HR & Organisational Development** - No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning** - Building strong, safe and resilient communities - Improving housing conditions, benefiting tenants and owners.
4. **Legal** - The procurement of this Contract was conducted in accordance with the Council's Standing Orders relating to Contracts for a below EU Works Contract.
5. **Property/Assets** - The Contract will facilitate the maintenance to the Council's housing stock and commercial buildings, as required.
6. **Information Technology** - No property/asset implications have arisen or are anticipated.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - Lawrie (furnishings) Limited's Health and Safety submission was evaluated by the Council's Corporate Health and Safety team and met the minimum requirements regarding health and safety.

9. **Procurement** - The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
 10. **Risk** - Lawrie (furnishings) Limited's insurances have been assessed and evaluated to confirm they meet the minimum requirements regarding insurable risk.
 11. **Privacy Impact** - No Privacy Impact Assessment requirements were identified within this procurement.
 12. **Cosla Policy Position** - No Cosla Policy Position implications have arisen or are anticipated.
-

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To: Finance, Resources and Customer Services Policy Board

On: 14th November 2018

Report by: Joint Report by the Chief Executive and Director of Communities, Housing and Planning Services

Heading: Provision of a Housing Support Service for Single Homeless People and Childless Couples who may have Complex Needs (RC-CPU-18-094)

1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award a contract for the Provision of a Housing Support Service for Single Homeless People and Childless Couples who may have Complex Needs to The Mungo Foundation.
- 1.2 The recommendation to award this Contract follows a procurement exercise which was conducted in accordance with the below EU Threshold Open Procedure for a Social and Other Specific Service and the Council's Standing Orders Relating to Contracts.
- 1.3 A Contract Strategy for this contract was approved by the Head of Planning and Housing Services and the Strategic Commercial and Procurement Manager on 3rd September 2018.
-

2. Recommendations

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

2.1.1 The Head of Corporate Governance to award the Contract to The Mungo Foundation for the Provision of a Housing Support Service for Single Homeless People and Childless Couples who may have Complex Needs;

2.1.2 To award the Contract for two (2) years from 1st March 2019 to 28th February 2021 with the option (at the discretion of the Council) to extend for up to one (1) year until no later than 28th February 2022; and

2.1.3 An annual Contract value of £175,000 excluding VAT with a total Contract value of £509,000 excluding VAT.

3. Background

3.1 A Housing Support Service is required within supported accommodation for single homeless people and childless couples who may have complex needs. The service is currently delivered at Abercorn Street, Paisley. The nature of the Service will be to continue to support homeless people to make a successful transition from supported accommodation to settled accommodation. The Service will be delivered fifty-two (52) weeks per year including public holidays.

3.2 This procurement process was conducted in accordance with the below EU Threshold Open Procedure for Social and Other Specific Services and the Council's Standing Orders Relating to Contracts. A contract notice was issued via Public Contracts Scotland portal on 17th August 2018.

3.3 During the tendering period, fifteen (15) Tenderers expressed an interest in the tender opportunity. By the tender return date, 17th September 2018, two (2) companies submitted a response and thirteen (13) did not to respond.

3.4 In accordance with Standing Order 11.5, the two (2) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the Communities, Housing and Planning Service,

Strategic Policy and Commissioning and the Council's Corporate Procurement Unit; Corporate Risk and Corporate Health and Safety. The two (2) tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and each were then evaluated against the published set of criteria of 70% Quality and 30% Price.

- 3.5 The scores relative to the Award Criteria for each of the two (2) Tenderers are noted below:

| | | Quality (70%) | Price (30%) | Total (100%) |
|----------|----------------------|--------------------------|------------------------|-------------------------|
| 1 | The Mungo Foundation | 55.00 | 30.00 | 85.00 |
| 2 | Loretto Care Limited | 38.75 | 26.81 | 65.56 |

- 3.6 The evaluation of tender submissions received identified that the tender submitted by The Mungo Foundation was the most economically advantageous tender submission.

- 3.7 Community Benefits were requested as part of this procurement process and The Mungo Foundation advised within their tender submission that the following Community Benefits would be delivered as part of this Contract:

| Community Benefit Description | No of People / Activity |
|---|------------------------------------|
| New Entrant | 2 |
| Work Experience Placements (16+ years of age) | 1 |
| Further Education Visits | 1 |
| Careers Events | 1 |
| S/NVQ (or equivalent) for new entrants | 2 |

Implications of the Report

1. Financial

The financial status of The Mungo Foundation was assessed by undertaking a Dun & Bradstreet credit assessment which confirmed that the organisation satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development – No TUPE implications for the Council, however there are potential TUPE implications between the current Provider and the new Provider, The Mungo Foundation.

3. Community/Council Planning –

- Our Renfrewshire is fair -
 - Ensure that those receiving a service get access to opportunities to improve their health, skills and income
- Our Renfrewshire is safe –
 - Protecting those receiving a service, ensuring they can live safely and independently
- Reshaping our place, our economy and our future –
 - Local employment opportunities
 - Support of the Scottish Living Wage
 - Fair employment terms and conditions
- Building strong, safe and resilient communities
 - Development of links with employment and training initiatives within the community
- Tackling inequality, ensuring opportunities for all -
 - The Service people receive will help to maintain skills to remain independent for as long as possible and to maintain and manage their accommodation
- Working together to improve outcomes
 - The service delivered will be person centred and flexible

4. Legal - The procurement of this contract has been conducted in accordance with the Procurement Reform (Scotland) Act 2014, Regulation 6 of the Procurement (Scotland) Regulations 2016 and the Council's Standing Orders relating to Contracts using the below EU Open tender procedure for a Social and Other Specific Service.

5. Property/Assets – None.

6. Information Technology - None

7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – The Mungo Foundation's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – The Mungo Foundation's insurances have been assessed and evaluated and confirm that they will meet the minimum requirements regarding insurable risk.
11. **Privacy Impact** – The contract contains Renfrewshire Council's General Conditions of Contract data protection provisions. The Mungo Foundation will be Data Controllers and, as such, have legal responsibility to comply with Data Protection legislation when collecting, processing and storing personal data of those receiving the Housing Support Service under this contract. No Data Protection Impact Assessment was conducted or deemed necessary on the basis the Housing Support Service provided by The Mungo Foundation will not involve new technologies or other ways of processing personal data.
12. **Cosla Policy Position** – N/A

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To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Joint Report by Chief Executive and Director of Communities, Housing and Planning Services

Heading: Contract Award: Electric Storage Heating, Smoke and Heat Alarm Installations (RC-CPU-18-87)

1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Works contract for Electric Storage Heating, Smoke and Heat Alarm Installations (RC-CPU-18-87) to BRB Electrical Limited.
- 1.2 The recommendation to award the Contract follows a procurement process conducted via an Open Tender procedure in accordance with the Council's Standing Orders Relating to Contracts for a below Regulated Threshold Works Contract.
- 1.3 A Contract Strategy was approved by the Head of Planning and Housing Services and the Strategic Procurement Manager September 2018.
-

2. Recommendations

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

- a) the Head of Corporate Governance to award a Contract for Electric Storage Heating, Smoke and Heat Alarm Installations (RC-CPU-18-87) to BRB Electrical Limited;
- b) the total contract value of up to £849,835 excluding VAT. This value includes the Tendered Total of £649,835 and a further £200,000 contingency.
- c) the contract period of one (1) year with an anticipated starting date of Monday 10 December 2018. The actual starting date will be confirmed in the Council's Letter of Acceptance to BRB Electrical Limited.

3. Background

3.1 The Council wish to appoint a suitably experienced contractor to undertake electric heating installations, hot water cylinder installations and smoke/heat alarm installations to properties within four of our multi storey blocks. (Maxwellton Court, George Court, Gleniffer Court and Nethercraigs Court).

3.2 Communities, Housing and Planning Services are responsible for ensuring that regular electrical safety checks are carried out within domestic properties. The properties within Maxwellton Court, Gleniffer Court and Nethercraigs Court are due an electrical check.

A commitment has been made by Renfrewshire Council to bring the heat and smoke detector installations within all multi-storey blocks up to current standards by 2019 as the legislation has changed since the original installations were carried out.

The electrical check and upgrading of heat and smoke detectors will be carried out in conjunction with the heating replacements to minimise disruption to tenants. This work will not be required in George Court as this was carried out by Building Services in 2017/18

- 3.3 A contract notice was published on the Public Contracts Scotland advertising portal on 26 September 2018 with the tender documentation available for downloading from the Public Contracts Scotland – Tender platform.

During the tendering live period twenty-two (22) companies expressed an interest in the Contract. By the closing date set (12 noon, 10 October 2018) for return of electronic tender submissions seven (7) companies submitted a tender response, three (3) declined and twelve (12) failed to respond.

- 3.4 All seven (7) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Housing Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety.

- 3.5 All seven (7) tender submissions complied with the minimum selection criteria of the ESPD and progressed to evaluation of Quality Criteria which was based on a weighting of 40% Quality 60% Price.

One (1) tenderer provided a response but later withdrew from the tender process.

- 3.6 The scores relative to the award criteria for each of the tender submissions are noted below:

| | | Quality (40%) | Price (60%) | Total (100%) |
|----------|---|--------------------------|------------------------|-------------------------|
| 1 | BRB Electrical Limited | 37.20 | 60.00 | 97.20 |
| 2 | Magnus Electrical Services Limited | 28.75 | 53.74 | 82.49 |
| 3 | G D Chalmers Limited | 34.75 | 41.47 | 76.22 |
| 4 | Everwarm Limited | 32.30 | 38.97 | 71.27 |
| 5 | Valley Electrical Services Limited | 19.83 | 42.88 | 62.72 |
| 6 | Maclin Electric Limited | 16.57 | 40.83 | 57.40 |

- 3.7 The evaluation of tender submissions received identified that the tender submission by BRB Electrical Limited was the most economically advantageous to the Council.

- 3.8 Community Benefits were requested as part of the procurement processed and BRB Electrical Limited confirmed that the following Community Benefits would be made available to the Council for this Contract:

| Community Benefit Description | No of People / Activity |
|---|-------------------------|
| New entrant | 1 |
| Work Experience Placements (16 + years of age) | 1 |
| Further Education Visits | 1 |
| Work Experience Placements (14-16 years of age) | 4 |
| School Visits | 4 |
| Careers Event | 4 |
| S/NVQ (or equivalent) for new entrants | 1 |
| Financial Support for a Community Project | 1 |
| Non financial support for a Community Project | 1 |

Implications of the Report

1. **Financial** – The cost for this works contract will be met through the Housing Capital budget.
2. **HR & Organisational Development** - No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning –**
 - Building strong, safe and resilient communities - reducing fuel poverty within our households and providing residents with a higher quality of heating
 - Tackling inequality, ensuring opportunities for all - improving housing conditions for both tenants and owners
 - Creating a sustainable Renfrewshire for all to enjoy – BRB Electrical Ltd has committed to deliver numerous Community Benefits as detailed within section 3.8 of this report.
4. **Legal** – The procurement of this works contract has been conducted as a Below Regulated Threshold Open Competition Procurement Procedure in accordance with the Council's Standing Orders relating to Contracts.
5. **Property/Assets** – By awarding this contract, the Council will have the ability to carry out electric heating installations, hot water cylinder installations and smoke/heat alarm installations which will improve the

quality of its housing stock.

6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – BRB Electrical Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – BRB Electrical Limited insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
11. **Privacy Impact** - No Data Protection Impact Assessment (DPIA) is required for this contract, as this does not involve new technologies or other ways of processing personal data.
12. **Cosla Policy Position** – No COSLA Policy Position implications have arisen or are anticipated.

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To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: The Chief Executive and the Head of Regeneration

Heading: Paisley Learning and Cultural Hub – Enabling Works (Hub West Scotland)

1. Summary

- 1.1 The relocation of Paisley Central Library to a new location in Paisley High Street is linked to the redevelopment of the Paisley Museum. The Paisley Museum Re-imagined project is the flagship project of the Paisley Heritage Asset Strategy which was approved by the Council meeting in January 2014.
- 1.2 The Council agreed that officers take forward the commissioning of detailed studies and surveys of the building at 22 High Street between 2015 - 2017. This has informed a Feasibility Study for the proposed Paisley Learning and Cultural Hub (the “Project”).
- 1.3 Following completion of the feasibility study, the Finance, Resources and Customer Services Policy Board approved the appointment of Hub West Scotland (hWS) on 28 March 2018 as lead contractor for the Paisley Learning and Cultural Hub project and a budget of £6,686,245 for the Project.

- 1.4 This paper seeks approval to progress with the first phase (enabling and soft strip out works) of the construction works.
-

2. **Recommendations**

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

- (a) authorise the award of the enabling and soft strip out works package within Paisley Learning and Cultural Hub project to Hub West Scotland as the main contractor with works then being sub-contracted to CCG (Scotland) Limited (CCG);
 - (b) authorise the sum of the enabling and soft strip out works package totalling £433,590.00 excluding VAT;
 - (c) authorise the use of a potential contingency allowance (where required) of an additional £20,000 excluding VAT in addition to the sum to detailed in 2.1(b) above;
 - (d) note the use of further sub-contractors Greenair Environmental Limited and Burnfield Builders and Demolishers Limited within CCG's supply chain; and
 - (e) note that the total construction period for this phase of construction works is anticipated to be 14 weeks with the date of commencement of the works scheduled to be on 7th January 2019 with the estimated date of completion being 12th April 2019.
-

3. **Background**

- 3.1 The Paisley Learning and Cultural Hub project (the "Project") has been developed to create a modern accessible community resource in the heart of Paisley's High Street. This project supports the aspirations of the Council Plan, and the local regeneration strategies as set out in the Renfrewshire Local Development Plan, Community Plan and Economic

Framework. The Paisley Town Centre Action Plan 2016 – 2026 provides the local context for this key regeneration project.

- 3.2 Following a thorough Feasibility Stage, it was accepted that a refurbishment option (rather than a new build option) offered the most suitable and largest potential development solution. Accordingly, a New Project Request (a Hub West Scotland governance requirement) was submitted by the Council for a single stage main works project to Hub West Scotland (hWS) which was accepted by the hWS Board on 31st May 2018 and resulted in the appointment of CCG (Scotland) Limited (CCG) as the main contractor for the Project. This was reported to the Renfrewshire Council Leadership Board on 20 June 2018.
- 3.3 CCG were appointed as main contractor for the Project following a market testing exercise (hWS terminology for a bidding / tender process) undertaken by hWS at the initiation of the Feasibility Stage. Appointing a contractor as early as possible in the Project was vital due to the challenging nature of the site (its constraints with the appointment to assist in the programming, logistics and buildability review of the site) and design options during the Feasibility Stage.
- 3.4 Whilst progressing with the Concept Design stage of the Project, hWS, CCG and the Council agreed that there was an opportunity to undertake targeted enabling works to facilitate asbestos removal with a subsequent soft strip element. By undertaking the enabling and soft strip out works earlier than expected, it would provide an opportunity for further intrusive surveys to be undertaken in an asbestos free environment which would provide better understanding of the buildings actual condition and provide overall better cost certainty informing the final price for the complete works.

Additionally, it was also identified that by undertaking the enabling works earlier (currently programmed for 07th January 2019), it will provide main works programme betterment of circa 14 weeks.

- 3.5 Following conclusion of Concept Design stage, a hWS stage report was received by the Council on 02 October 2018 and presented to the Cultural Infrastructure Steering Board on 03 October 2018 confirming that at time of submission of the report, the Project was still on time, budget and programme.
- 3.6 Following conclusion of Concept Design stage, a market testing exercise was undertaken by CCG (with assistance from hWS and utilising CCG's existing supply chain network) to enable the appointment of suitable sub-contractors to undertake the separate works packages for the asbestos removal and soft strip elements.
- 3.7 For both work packages, five organisations were approached and invited to provide a tender submission. For both works packages, three tender submissions were returned. The market testing exercise for both elements was structured on 100% price (as organisations had already been assessed and accepted with regards to experience, delivery, quality etc. as part of the entry process to CCG / hWS's supply chain) with the organisations invited to provide their costs on a fixed lump sum basis and include a schedule of rates for other items not covered within the scope issued by CCG.
- 3.8 Following receipt of tender submissions and subsequent review by hWS, CCG and the Council, Greenair Environmental Limited were identified to be appointed as an additional sub-contractor to undertake required asbestos removal with Burnfield Builders and Demolishers Limited being identified as an additional sub-contractor to undertake required soft strip works. Both organisation will work in conjunction with CCG to deliver the enabling and soft strip works package required within the Project on behalf of hWS.
- 3.9 Community benefits for the Project will be delivered under the hWS main works contract with CCG to the value and duration agreed under their initial appointment.
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Implications of the Report

1. **Financial** – The costs attributed to this Contract will be met by Chief Executives Services – Regeneration
2. **HR & Organisational Development** – The Learning and Cultural Hub once implemented will be operated and managed by Renfrewshire Leisure. Renfrewshire Leisure will determine the human resources and organisation development requirements for the operation in due course.
3. **Community/Council Planning**
 - Our Renfrewshire is thriving – Progressing cultural and heritage-led regeneration projects results in a stimulus to the local economy via contracts won and visitors and user numbers. The Learning and Cultural Hub can be a key partner in helping governments to achieve growth and sustainable jobs.
 - Our Renfrewshire is well – The Paisley Learning and Cultural Hub will provide improved access to all services and will promote longer, healthier lives, assisting with reducing health inequalities.
 - Our Renfrewshire is fair – The Paisley Learning and Cultural Hub will provide improved access to all services including digital support for the community.
 - Reshaping our place, our economy and our future – The Paisley Learning and Cultural Hub will secure the restoration and productive re-use of a high profile vacant building which will house a flagship community facility which helps to support growth and sustainable jobs. This will also increase footfall, and the associated increased use of the High Street offers potential

benefits to traders, assisting the economy of Paisley Town Centre.

4. **Legal** – The procurement exercise to establish the ability of the Council to enter into a Contract with Hub West Scotland has been conducted in accordance with the EU Procurement Regulations.
5. **Property/Assets** – The Paisley Learning and Cultural Hub is a key project within the Heritage Asset Strategy and will provide a valuable community resource as well as enabling the Paisley Museum Reimagined project to progress.
6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. An Equality Impact Assessment is being prepared as part of the project requirements and relevant disability groups will be consulted as part of the process.
8. **Health & Safety** – A Health and Safety strategy is being developed for the project and will be applied at all relevant project stages.
9. **Procurement** – Hub West Scotland is a joint-venture organisation which is owned by both the public and private sectors and as such are not obligated to abide by public sector procurement regulations and protocol. The procurement process to establish the "hubco" for the hub West Territory was conducted by the Scottish Futures Trust (an

infrastructure delivery company owned by the Scottish government) in accordance with the above EU Threshold Competitive Dialogue Procedure for Services. On 5 March 2012, the Finance and Policy Board agreed that Renfrewshire Council could participate in the Hub West Territory Partnering Agreements co-ordinated by the Scottish Futures Trust.

The agreement with the Scottish Futures Trust allows the Council to consider a partnership with Hub West as an option when developing procurement strategies for infrastructure projects which encompass an element of design and build if it satisfies the requirement to achieve Value for Money, including adding social value through the project.

A Procurement Strategy has been prepared for the Paisley Learning and Cultural Hub by the Corporate Procurement Unit.

10. **Risk** –A Risk Register has been produced for the project and will be managed and maintained throughout the project lifetime.
11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated

List of Background Papers

- (a) *Report to Leadership Board 20 June 2018, "Paisley Learning and Cultural Hub",*
- (b) *Report to Finance and Customer Services Policy Board 28 March 2018, "Paisley Learning and Cultural Hub",*
- (c) *Report to Council: 15th December 2016, 'Paisley Town Centre Regeneration (Learning and Cultural Centre)'.*
- (d) *Report to the Planning and Property Board: 15th March 2016, 'Paisley Library Relocation.'*
- (e) *Report to Leadership Board; 17 February 2016, 'Paisley Central Library Consultation Report'.*

- (f) *Report to Economy & Jobs Policy Board; 18 November 2015, 'The Regeneration of Paisley Town Centre – Paisley Museum'.*
- (g) *Report to the Economy and Jobs Board: 18th November 2015, 'Paisley Heritage Asset Strategy: Progress Report 4'.*

The foregoing background papers will be retained within Regeneration Services 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 Alasdair Morrison, Head of Regeneration, Tel: 0141 618 4664, alsadair.morrison@renfrewshire.gov.uk

Author: Euan Walker, Assistant Category Manager – Cultural Infrastructure, Corporate Procurement Unit, Tel: 0141 618 7791

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



To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: The Chief Executive and the Head of Regeneration

Heading: Contract Award: Paisley Museum Re-imagined – Enabling & Strip Out Works (RC-CPU-18-004)

1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Paisley Museum Re-imagined – Enabling & Strip Out Works (RC-CPU-18-004) to Interserve Construction Limited.
 - 1.2 The recommendation to award the Contract follows a two-stage procurement process undertaken in accordance with the Restricted Procedure under the Council's Standing Orders Relating to Contracts.
 - 1.3 A Contract Strategy was approved by the Head of Regeneration and the Strategic and Commercial Category Manager on 02 May 2018.
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2. **Recommendations**

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

- (a) authorise the Head of Corporate Governance to award a Contract for the Paisley Museum Re-imagined – Enabling & Strip Out Works (RC-CPU-18-004) to Interserve Construction Limited.
 - (b) authorise the award of the Contract in the Sum of £557,341.54 excluding VAT;
 - (c) note that the total contract period is anticipated to be 20 weeks with the Date of Commencement of the Works scheduled to be on 04 February 2019 with the estimated Date of Completion being 28 June 2019. Timescales and dates will be confirmed with Interserve Construction Limited within a Letter of before formally entering into a Contract.
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3. **Background**

- 3.1 The Paisley Museum is a Category A listed building and currently houses the Paisley Central Library in addition to the main museum space. The Council has an ongoing project to refurbish and extend the Paisley Museum.

As part of this project, an enabling and strip out contractor is required to be appointed to undertake required demolition works, strip out of existing fixtures, fittings, mechanical and electrical apparatus and the removal of heavy plant which shall leave Paisley Museum in a vacant condition ready for further investigation and design leading to further re-construction.

- 3.2 The Contract is a below Regulated and EU threshold contract for works and was competitively tendered as a two stage (Stage 1 – Invitation to Participate and Stage 2 – Invitation to Tender) procurement process in accordance with the Restricted Procedure under the Council's Standing Orders Relating to Contracts.
- 3.3 A contract notice for this Contract was dispatched via the Public Contracts Scotland advertising portal on 03 May 2018. The Invitation to Participate documentation (ITP) was made available to organisations

expressing an interest in the Contract for downloading via the Public Contract Scotland – Tender platform from the date of publication of the contract notice.

- 3.4 During the Invitation to Participate stage (Stage 1) of the procurement process, twenty-four (24) organisations expressed an interest in the Contract. By the closing date set at 12 noon on 01 June 2018, seven (7) Candidates had submitted a Request to Participate (RTP).
- 3.5 RTP Submissions received were assessed by the Council's Corporate Procurement Unit against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) in accordance with Standing Order relating to Contracts 11.5. During this stage of the assessment, four (4) RTP Submissions failed to meet the Council's minimum requirements within the ESPD selection criteria and were excluded from the procurement process leaving only three (3) suitable Candidates.
- 3.6 Following completion of the assessment processes of criteria within the ESPD and to further enable the Council to reduce the number of otherwise qualified candidates, Candidates were required to provide a response to three (3) questions which would assess previous experience and application in delivering similar works to that required within the Contract.
- 3.7 Following review and scoring by an evaluation panel consisting of two (2) members of the Paisley Museum Re-imagined project team and a representative of the externally appointed project management consultant Currie and Brown UK Limited to the responses of the three (3) questions from each of the remaining three (3) Candidates, all three (3) remaining Candidates were selected for Stage 2 (Invitation to Tender) of the procurement process. The selection score for each of the remaining three (3) Candidates within the Stage 1 is noted below:

| | | Selection (100%) |
|----------|---------------------------------|-----------------------------|
| 1 | Interserve Construction Limited | 88.00% |
| 2 | Kier Construction Limited | 85.00% |
| 3 | Clark Contracts Limited | 63.00% |

3.8 Invitation to Tender documentation (Stage 2) was made available for downloading by the three (3) Candidates via the Public Contracts Scotland – Tender platform on 14 August 2018. By the Tender Return Deadline of 14 September 2018 at 12 noon, all three (3) Candidates (then known as “Tenderers”) each submitted a Tender Submission.

3.9 Tender Submissions received were evaluated against the published award criteria based on an overall weighting of 60% Quality with the 40% Price. The emphasis was placed upon the quality element of the Award Criteria to ensure that the Council's aspirations would be met by a contractor of proven capability in delivering similar enabling and strip out works within a historic listed building.

Quality responses received were evaluated by an evaluation panel consisting of two (2) members of the Paisley Museum Re-imagined project team, a representative of the externally appointed project management consultant Currie and Brown UK Limited and two representatives of the externally appointed multi-disciplinary design team (Amanda Levet Architects Limited and Giles Quarme & Associates). Price responses received were assessed by a representative of the Council's externally appointed quantity surveyor Gardiner & Theobald LLP.

3.10 The total scores relative to the award criteria for each Tenderer is noted below:

| | | Quality (60%) | Price (40%) | Total (100%) |
|----------|--|--------------------------|------------------------|-------------------------|
| 1 | Interserve Construction Limited | 56.88% | 40.00% | 96.88% |
| 2 | Kier Construction Limited | 48.75% | 30.52% | 79.27% |
| 3 | Clark Contracts Limited | 33.00% | 39.13% | 72.13% |

- 3.11 The evaluation of Tender Submissions received identified that the Tender Submission by Interserve Construction Limited was the most economically advantageous Tenderer and should be recommended for contract award.
- 3.12 A capital budget of £1,000,000 was made available by the Council to enable the undertaking of the required enabling and strip out works within this procurement process. Based on the Contract Sum stated at 2.1 (b) above, this represents a non-cashable saving of £442,658 against the allocated budget.
- 3.13 Community Benefits were requested as part of the procurement process and Interserve Construction Limited advised within their Tender Submission that the following Community Benefits would be made available to the Council for this Contract:

| Community Benefit Description | No of People / Activity |
|---|-------------------------|
| New Entrant | 1 |
| Further Education Visits | 2 |
| School Visits | 2 |
| Financial Support for a Community Project | 1 |
| Non-financial support for a Community Project | 1 |

Implications of the Report

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

The costs attributed to this Contract will be met by Chief Executive's Services – Regeneration

2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.

3. **Community/Council Planning**

- Our Renfrewshire is fair – Tenderers were assessed within Stage 2 of the procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
- Reshaping our place, our economy and our future – As the signature project of Paisley's regeneration, the strategic aims and outcomes of the Paisley Museum Reimagined Project are to deliver a visitor experience of international quality which promotes cultural tourism, restores civic pride and re-establishes Paisley's profile as a creative, innovative and radical place with the Museum at its heart.
- Creating a sustainable Renfrewshire for all to enjoy – Interserve Construction Limited has committed to deliver a number of Community Benefits as detailed within section 3.13 of this report.

4. **Legal** – The procurement of this Contract was conducted in accordance with the Council's Standing Orders Relating to Contracts for a below EU / non-regulated threshold Works Contract.

5. **Property/Assets** –The contract award will be fundamental to the full renovation and restoration of the existing Grade-A Paisley Museum and Library building, the Coats Observatory, Transit House, the Grade C-listed Observatory House, Philosophical Society Buildings together with the provision of a new-build extension and landscaped garden.

The resulting works throughout the project will revitalise the Museum and associated buildings by repairing the building external and internal fabric, stitching together the campus and presenting the whole experience as a more considered, coherent and welcoming attraction.

6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
 7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – Interserve Construction Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
 9. **Procurement** –The procurement processes outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, governance, efficiency and modern government.
 10. **Risk** – Interserve Construction Limited's insurance provision have been assessed and evaluated to confirm that they have met the Councils minimum requirements regarding insurable risk.
 11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated
 12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated
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List of Background Papers

- (a) *Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum.*
 - (b) *Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project.*
 - (c) *The Paisley Museum: Vision and Masterplan, and Outline Business Case prepared by Metaphor and BOP Consulting.*
 - (d) *Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
 - (e) *Report Leadership Board, 20 June 2017, The Regeneration of Paisley Town Centre – Paisley Museum Project*
 - (f) *Report to Council, 28 September 2017, Paisley Museum Project*
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