renfrewshire.gov.uk

Renfrewshire Council

Notice of Meeting and Agenda
Finance & Resources Policy Board

Date	Time	Venue
Wednesday, 13 May 2015	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Derek Bibby: Councillor Audrey Doig: Councillor Christopher Gilmour: Councillor Jim Harte: Councillor Jacqueline Henry: Councillor Paul Mack: Councillor Marie McGurk: Councillor Alexander Murrin: Councillor Iain Nicolson: Councillor Allan Noon: Councillor Tommy Williams

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

Further Information

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

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

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

Members of the Press and Public

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

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

renfrewshire.gov.uk

Renfrewshire Council

Minute of Meeting
Procurement Sub-Committee

Date	Time	Venue
Wednesday, 11 March 2015	15:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

Councillors Murrin, Grady, Williams, Henry, Bibby, Gilmour, Audrey Doig, Noon, Holmes, Harte and Nicolson

CHAIR

Councillor Holmes, Convener presided

IN ATTENDANCE

A Russell, Director of Finance & Resources; J Lynch, Head of Property Services (Development & Housing Services); A McNab, Transport Manager (Community Resources) and F Hughes, Procurement Manager, R Hall, A Lusk, Senior Procurement Specialists, K Scott, Assistant Category Manager, and P Shiach, Committee Services Officer (all Finance & Resources).

APOLOGIES

Councillor McGurk.

DECLARATIONS OF INTEREST

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

1(a) **PAISLEY TOWN CENTRE BUS FACILITIES IMPROVEMENTS**

There was submitted a joint report by the Directors of Finance & Resources and Community Resources relative to the award of the contract for the Paisley Town Centre bus facilities improvement works at various streets, including Weir Street/Sneddon Street, Smithhills Street and Gauze Street located within the town centre.

The report indicated that at the deadline for the return of tenders, three bids had been received. Following evaluation all three submissions met the bid selection criteria. Details of the criteria and ratings used to evaluate the bids were contained in the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the contract for the Paisley Town Centre bus facilities improvement works to Mac Asphalt Limited in the sum of £1,135,183.62;

(ii) That authorisation for an additional 10% to be spent on the contract for unforeseen works which may be required on site be approved; and

(iii) That it be noted that it was anticipated that the contract would commence on 7th April, 2015 for a period of 16 weeks, and that the contract start date would be confirmed in the contract award letter.

1(b) **MEASURED TERM CONTRACT FOR A BACK-UP CONTRACTOR FOR SITE WORKS, GROUND WORKS, DRAINAGE AND EXTERNAL WORKS**

There was submitted a joint report by the Directors of Finance & Resources and Development and Housing Services relative to the award of a Measured Term Contract (MTC) for a back-up contractor for site works, ground works, drainage and external works.

The report indicated that at the deadline for the return of tenders, four bids had been received. Following evaluation three submissions met the bid selection criteria. Details of the criteria and ratings used to evaluate the bids were contained in the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the contract for an MTC for a back-up contractor for site works, ground works, drainage and external works reference RC1501_3407 (ITT6999) to City Gate Construction (Scotland) Limited for a ceiling value of £300,000 over the initial three year term, with a further ceiling of £200,000 based on the available extension options; and

(ii) That it be noted that the initial term of the MTC would be three years from the date of commencement, which was anticipated to be 31st March, 2015, with an option to extend for a further one plus one years.

1(c) **MINI COMPETITION FOR PORTABLE APPLIANCE INSPECTION AND TESTING**

There was submitted a joint report by the Directors of Finance & Resources and Development & Housing Services relative the award of the contract for portable appliance inspection and testing.

The report advised that a number of framework agreements had been put in place across various trades to ensure the Council had timely access to pre-selected, properly qualified contractors at agreed rates. The framework agreement for the provision of general electrical works, testing, maintenance and remedial services related to the provision of a range of electrical engineering activities, details of which were contained within the report.

The report indicated all six of the contractors on the framework agreement were invited to tender. At the deadline for the return of tenders, two bids had been received. Following evaluation both submissions met the bid selection criteria. Details of the criteria and ratings used to evaluate the bids were contained in the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the package order for portable appliance inspection and testing (contract number RC1412_3267(ITT6672)) to Skanska Rashleigh Weatherfoil Limited, trading as Skanska Facilities Services;

(ii) That it be noted that the period of the contract would be four years from the date of commencement, which was anticipated to be 1st April, 2015; and

(iii) That it be noted that the value of the contract was £301,019.25 excluding VAT.

SEDERUNT

Councillor Noon entered the meeting prior to consideration of the following item of business.

2 **COMMUNITY BENEFITS STRATEGY - UPDATE**

There was submitted a report by the Director of Finance & Resources relative to an update on the progress and achievements to date on delivering community benefit outcomes through the Council's community benefits strategy.

The report provided information on community benefits highlights and key inputs since June 2014. An appendix to the report provided a breakdown of community benefits outcomes since June 2013, and commitments derived from contracts since implementing the new community benefits strategy.

DECIDED: That the achievements to date on delivering community benefit outcomes through the Council's community benefits strategy, be noted.

3 **PROCUREMENT REFORM PROJECT - UPDATE**

There was submitted a report by the Director of Finance & Resources of relative to the

current position in relation to the procurement reform project.

The report indicated that during 2009, Renfrewshire Council had been evaluated at 'non-conformance' in terms of its procurement performance as defined in the 'Procurement Capability Assessment' (PCA). Following assessments in 2010, 2011, 2012, 2013 and 2014 the score increased from 29% in 2009 to 75% 2012, making the Council the first in Scotland to achieve 'superior' performance whilst remaining the highest scoring local authority in Scotland. The report advised that the Council had its most recent PCA in December 2014, resulting in a score of 83% which remained the highest score in Scotland.

The report intimated that in 2014, all Scottish Councils were asked if they would consider freezing the scores they had achieved in sections that totalled over 60% (improved performance). This would allow focus to be given to the areas that needed improvement. Renfrewshire Council took this option to allow focus on Section 5 – Contract and Supply Management, and Section 6 – Purchasing processes and systems. As a result, in December 2014, the Council was audited on Sections 5, 6 and question 8.1of section 8.

DECIDED: That the report be noted.

renfrewshire.gov.uk

Renfrewshire Council

Minute of Meeting
Procurement Sub-Committee

Date	Time	Venue
Wednesday, 01 April 2015	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

Councillors Bibby, Audrey Doig, Gilmour, Grady, Harte, Henry, Holmes, Murrin, Noon and Williams.

CHAIR

Councillor Holmes, Convener presided.

IN ATTENDANCE

A Russell, Director of Finance & Resources; J Lynch, Head of Property Services (Development & Housing Services); and F Hughes, Procurement Manager, S Gibb and J Woods, Senior Procurement Specialists, and P Shiach, Committee Services Officer (all Finance & Resources).

APOLOGIES

Councillors McGurk and Nicolson

DECLARATIONS OF INTEREST

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

1(a) **CONTRACT AUTHORISATION REPORT - EXTENSION OF PROVISION OF A WIDE AREA NETWORK**

There was submitted a report by the Director of Finance & Resources relative to approval to utilise the final year extension to extend the provision of a wide area network contract from 6th May, 2015 to 5th May, 2016.

The report indicated that at the meeting of the then General Management & Finance Policy Board held on 22nd April, 2009, approval was given to award a contract for the provision of a replacement wide area network to Telewest Limited for a period of five years, with an option to extend for a further two years.

The report advised that the contract commenced on 6th May, 2009, and that a year extension period had been agreed by the Procurement Sub-Committee on 14th May, 2014.

DECIDED:

(i) That the Head of Procurement and Business Support be authorised to extend the contract for the provision of a replacement wide area network to Telewest Limited from 6th May, 2015 to 5th May, 2016; and

(ii) That it be noted that the value of the contract extension from 6th May, 2015 to 5th May, 2016 would not exceed £450,000.

1(b) **CONTRACT AUTHORISATION REPORT - FAMILY SUPPORT FOR CHILDREN AFFECTED BY DISABILITY**

There was submitted a joint report by the Directors of Finance & Resources and Children's Services relative to the award of a contract for the provision of family support services for children affected by disability.

The report indicated that at the deadline for the return of tenders, six bids had been received. Following evaluation all six submissions met the bid selection criteria. Details of the criteria and ratings used to evaluate the bids were contained in the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the contract for the provision of family support services to children affected by disability, contract number RC1410_3010_ITT (6143) to Action for Children;

(ii) That the contract commencement date of 15th June, 2015 for an initial period of up to three years with an option to extend for up to a maximum of two extensions each of one year, such option(s) to be taken up at the Council's sole discretion, be approved; and

(iii) That the contract value, including the maximum option periods, in the sum of £624,347.00 excluding VAT, be approved.

1(c) **CONTRACT AUTHORISATION REPORT - LOCHFIELD PRIMARY SCHOOL ROOFING, REMEDIAL AND MAINTENANCE WORKS**

There was submitted a joint report by the Directors of Finance & Resources and Development & Housing Services relative the award of the contract for complete roof refurbishment at Lochfield Primary School.

The report indicated that at the deadline for the return of tenders, six bids had been received. Following evaluation all six submissions met the bid selection criteria. Details of the criteria and ratings used to evaluate the bids were contained in the report.

DECIDED:

(i) That the Head of Corporate Governance be authorised to award the contract for Lochfield Primary School roofing, remedial and maintenance works, contract number (32232) RC1412_3378 (ITT6895) to Keepmoat Regeneration Limited, with a contract value of £316,776.70 plus a 10% contingency fund in the sum of £31,667.67; and

(ii) That it be noted that it was anticipated that the contract would commence on 29th April, 2015 for a period of 18 weeks, and that this would be confirmed in the contract Letter of Acceptance.

renfrewshire.gov.uk

Renfrewshire Council

Minute of Meeting
Joint Consultative Board (Non Teaching)

Date	Time	Venue
Thursday, 19 March 2015	15:00	CMR 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

PRESENT

Representing Renfrewshire Council Management - Councillors Williams, Audrey Doig and Noon.

REPRESENTING MANUAL WORKERS/CRAFT OPERATIVES

J Boylan, M Ferguson and T McCarthy (UNISON); J McMenemy (GMB); A Gibson (UCATT) and S McAllister (Unite).

IN ATTENDANCE

K Anderson, Amenity Services Manager Waste & Transportation and T Stirling, Regulatory Services Manager (both Community Resources); E Scott, Building Services Manager Services (Development & Housing); D Marshall, Head of HR & Organisational Development; G Campbell, Senior Health & Safety Officer; R Laouadi, Principal HR Adviser; C Donnelly, HR & Organisational Development Manager; and P Shiach, Committee Services Officer (all Finance & Resources).

APPOINTMENT OF CHAIRPERSON FOR THE MEETING

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

APOLOGIES

Councillors Glen and Harte, and J Lynch.

1   **MINUTES**

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

DECIDED: That the Minute be noted.

2   **DEVELOPMENTS IN HEALTH AND SAFETY**

There was submitted a report by the Head of HR & Organisational Development relative to developments with regard to health and safety issues. The report detailed policies and guidance that were currently being revised and outlined training courses which had been undertaken since the last meeting of the Board.

In particular, it was noted that policies and guidance in relation to control of contractors; manual handling operations; and tobacco policy were being revised; that 1st aid guidance and a corporate policy statement had been issued; other activities being undertaken comprised of training four fire wardens; one risk assessment and a number of tool box talks had been delivered. Information and participative campaigns continued to be delivered as part of the Healthy Working Lives Gold award programme. A forum for first aiders located in Renfrewshire House continued to develop to facilitate co-operation and communication. The health and safety section continued to work with services to survey the fire arrangements, which included the number of fire wardens at key locations across the council estate. The health and safety section had worked with procurement to engage a new occupational health supplier, People Asset Management and the contract had commenced on 1st February, 2015. The Council-wide health surveillance programme for 2015 was in the process of being developed.
In response to a question in relation to tobacco policy, the Board was advised that it was proposed that e-cigarettes would be included in the policy in future. In response to a question in relation to any requirement to amend Council policies the reduced drink driving limits introduced by the Scottish Government in December, 2014, the Board was advise that information was posted on Renfo, and information and posters had been issued at all Council depots.

DECIDED: That the report be noted.

3   **DETAILS OF GRIEVANCES**

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

The report provided information on grievances at both the informal and formal stages. The report indicated that there were a total of two grievances as at March, 2015.

E Scott advised that the grievance listed in relation to the Development and Housing service had been resolved.

DECIDED: That the information provided be noted.

4   **AGENCY WORKERS**

There was submitted a report by the Head of HR & Organisational Development relative to the number of agency staff employed within the Council as at February, 2015, and detailing the capacity in which they were engaged. The report provided a breakdown by Service, and indicated that the number of agency workers in all services had reduced to 17.

The Head of HR & Organisational Development Manager was then heard further in response to questions from Members of the Board on the report.

DECIDED: That the report be noted.

5   **TEMPORARY WORKERS**

TEMPORARY WORKERS

The Head of HR & Organisational Development advised that the number of temporary workers within the council totalled 760 out of a workforce of over 6000. He advised that work was ongoing in respect of temporary contracts with the individual services.

The Head of HR & Organisational Development was then heard in response to questions from members.

DECIDED: That a report detailing the number of temporary workers by service and by length of temporary contract be submitted to a future meeting of the Board.

6   **RENFREWSHIRE COUNCIL HEADQUARTERS - CAR PARKING**

The Convener advised that this item had been withdrawn.

DECIDED: That it be noted that the item relating to car parking at Renfrewshire Council Headquarters had been withdrawn.

7   **DISCIPLINARY PROCESSES - RENFREWSHIRE COUNCIL JURISDICTION**

M Ferguson referred to disciplinary procedures relating to alleged breaches of the code of conduct in terms of the Scottish Social Services Council (SSSC), and indicated that management needed to be clear of their responsibilities in terms of advising staff the nature of allegations against them in cases where a breach of the code of conduct was alleged.

He indicated that UNISON had become increasingly concerned that the SSSC process was lengthy and bureaucratic, that no witnesses were heard and that no expenses were paid, particularly as all cases were heard in Dundee.

The Head of HR & Organisational Development was then heard in relation to the issue and indicated that the matter would be dealt with by the Director of Children's Services.

DECIDED:

(i) That the information be noted; and

(ii) That should no progress be made, that a report on the issue be submitted to a future meeting of the Board.

8   **DATE OF NEXT MEETING**

It was noted that the next meeting of the JCB Non-Teaching would be held at 3 pm on 21st May, 2015.

Renfrewshire Council

To: Finance and Resources Policy Board

On: 13 May 2015

Report by: Chief Executive and Director of Finance and Resources

---

Heading: Revenue Budget Monitoring to 27 February 2015

---

1.   Summary

1.1   Gross expenditure is £126,000 (0.3%) under budget and income is over recovered by £119,000 (5.0%) resulting in a **net underspend position** for those services reporting to this Policy Board. This is summarised over the relevant services in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Finance and Resources	£87,000 Underspend	0.3%	£60,000 Underspend	0.2%
Chief Execs.	£58,000 Underspend	3.0%	£42,000 Underspend	2.8%
Miscellaneous	£100,000 Underspend	1.5%	£100,000 Underspend	2.0%

---

2.   Recommendations

2.1   Members are requested to note the budget position

2.2   Members are requested to note that since the last report there have been net budget realignments of £770,864 mainly related to additional funding releases from the Scottish Government in relation to the Children and Young People Act and the realignment of procurement savings.

0

_____

3.   **Finance and Resources**

        Current Position: **Net underspend of £87,000**
        Previously Reported: *Net underspend of £60,000*

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

3.1   **Projected Year End Position**

        It is anticipated that Finance and Resources will achieve an underspend of £100,000 by the year end due to levels of staff turnover and an over-recovery of licensing income.

4.   **Chief Executive**

        Current Position: **Net underspend of £58,000**
        Previously Reported: *Net underspend of £42,000*

        The underspend has arisen mainly due to levels of staff turnover.

4.1   **Projected Year End Position**

        It is anticipated that the Chief Executive's will achieve an underspend of £78,000 by the year end mainly due to levels of staff turnover.

5.   **Miscellaneous Services**

        Current Position: **Net underspend of £100,000**
        Previously Reported: *Net underspend of £100,000*

        The net underspend has resulted from successful VAT appeal refunds.

5.1   **Projected Year End Position**

        It is anticipated that Miscellaneous Services will achieve an underspend of £100,000 by the year end due to income from successful VAT appeal refunds.

_____

Implications of the Report

1.   **Financial** – Net revenue expenditure will be contained within available resources.

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

3.   **Community Planning – none**

4.   **Legal** - none

5.   **Property/*Assets*** - none

6.   **Information Technology** - none.

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

8.   **Health & Safety** – none

9.   **Procurement** – none

10.   **Risk** – none

11.   **Privacy Impact** - none

_____

Author: David Forbes, Extension 6424

2

POLICY BOARD : FINANCE AND RESOURCES

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	35,899	29,750	32,919	(3,298)	29,621	129	0.4%	underspend
Property Costs	4,414	583	749	(166)	583	0	0.0%	breakeven
Supplies & Services	2,265	2,657	2,790	(140)	2,650	7	0.3%	underspend
Contractors and Others	9,642	693	1,331	(679)	652	41	5.9%	underspend
Transport & Plant Costs	29	26	119	(93)	26	0	0.0%	breakeven
Administration Costs	19,198	2,430	2,495	8	2,503	(73)	-3.0%	overspend
Payments to Other Bodies	4,532	3,446	3,156	268	3,424	22	0.6%	underspend
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	4,168	1,790	14	1,776	1,790	0	0.0%	breakeven
GROSS EXPENDITURE	**80,147**	**41,375**	**43,573**	**(2,324)**	**41,249**	**126**	**0.3%**	**underspend**
Income	(45,981)	(2,395)	(3,483)	969	(2,514)	119	5.0%	over-recovery
NET EXPENDITURE	**34,166**	**38,980**	**40,090**	**(1,355)**	**38,735**	**245**	**0.6%**	**underspend**

	£000's	
Bottom Line Position to 27 February 2015 is an underspend of	245	0.6%
Anticipated Year End Budget Position is an underspend of	278	0.8%

Page 21 of 310

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : FINANCE AND RESOURCES

Description (1)	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	%	
Finance and Resources	5,015	30,460	29,536	837	30,373	87	0.3%	underspend
Chief Executives	731	1,961	1,744	159	1,903	58	3.0%	underspend
Miscellaneous	28,420	6,559	8,810	(2,351)	6,459	100	1.5%	underspend
NET EXPENDITURE	**34,166**	**38,980**	**40,090**	**(1,355)**	**38,735**	**245**	**0.6%**	**underspend**

0.6%
0.8%

£000's
245
278

Bottom Line Position to 27 February 2015 is an underspend of 245
Anticipated Year End Budget Position is an underspend of 278

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : FINANCE AND RESOURCES : FINANCE AND RESOURCES

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
Employee Costs	27,961	24,277	25,391	(1,182)	24,209	68	0.3%	underspend
Property Costs	1,197	80	83	(3)	80	0	0.0%	breakeven
Supplies & Services	1,990	1,946	2,087	(141)	1,946	0	0.0%	breakeven
Contractors and Others	247	305	983	(678)	305	0	0.0%	breakeven
Transport & Plant Costs	29	26	42	(16)	26	0	0.0%	breakeven
Administration Costs	11,750	1,994	2,038	(44)	1,994	0	0.0%	breakeven
Payments to Other Bodies	2,343	2,161	1,934	227	2,161	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	1,922	1,776	0	1,776	1,776	0	0.0%	breakeven
GROSS EXPENDITURE	**47,439**	**32,565**	**32,558**	**(61)**	**32,497**	**68**	**0.2%**	**underspend**
Income	(42,424)	(2,105)	(3,022)	898	(2,124)	19	0.9%	over-recovery
NET EXPENDITURE	**5,015**	**30,460**	**29,536**	**837**	**30,373**	**87**	**0.3%**	**underspend**

	£000's	
Bottom Line Position to 27 February 2015 is an underspend of	87	0.3%
Anticipated Year End Budget Position is an underspend of	100	2.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : FINANCE AND RESOURCES : FINANCE AND RESOURCES

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Finance	207	3,528	3,460	68	3,528	0	0.0%	breakeven
Development	294	19,214	19,081	65	19,146	68	0.4%	underspend
Cost of Collection of Rates	178	36	(33)	69	36	0	0.0%	breakeven
Cost of Collection of Council Tax	574	557	310	247	557	0	0.0%	breakeven
Private Sector Housing Benefit	1,947	1,698	1,684	14	1,698	0	0.0%	breakeven
Finance Miscellaneous	(1)	(1)	259	(260)	(1)	0	0.0%	breakeven
Personnel Services	(654)	1,578	1,444	134	1,578	0	0.0%	breakeven
Legal and Democratic Services	1,192	2,670	2,151	500	2,651	19	0.7%	underspend
TOTAL FINANCE AND RESOURCES	**3,737**	**29,280**	**28,356**	**837**	**29,193**	**87**	**0.3%**	**underspend**
Joint Valuation Board	1,278	1,180	1,180	0	1,180	0	0.0%	breakeven
NET EXPENDITURE	**5,015**	**30,460**	**29,536**	**837**	**30,373**	**87**	**0.3%**	**underspend**

£000's

Bottom Line Position to 27 February 2015 is an underspend of   87   0.3%

Anticipated Year End Budget Position is an underspend of   100   2.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : FINANCE AND RESOURCES : CHIEF EXECUTIVES

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	1,637	1,399	1,315	23	1,338	61	4.4%	underspend
Property Costs	55	1	1	0	1	0	0.0%	breakeven
Supplies & Services	168	106	98	1	99	7	6.6%	underspend
Contractors and Others	54	56	16	(1)	15	41	73.2%	underspend
Transport & Plant Costs	0	0	77	(77)	0	0	0.0%	breakeven
Administration Costs	354	19	40	52	92	(73)	-384.2%	overspend
Payments to Other Bodies	599	563	451	90	541	22	3.9%	underspend
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	0	0	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	**2,867**	**2,144**	**1,998**	**88**	**2,086**	**58**	**2.7%**	**underspend**
Income	(2,136)	(183)	(254)	71	(183)	0	0.0%	breakeven
NET EXPENDITURE	**731**	**1,961**	**1,744**	**159**	**1,903**	**58**	**3.0%**	**underspend**

£000's

Bottom Line Position to 27 February 2015 is an underspend of 58 3.0%

Anticipated Year End Budget Position is an underspend of 78 10.6%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : FINANCE AND RESOURCES : CHIEF EXECUTIVES

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Core Activities	(147)	1,234	1,142	69	1,211	23	1.9%	underspend
Projects	0	0	0	0	0	0	0.0%	breakeven
Fairer Scotland Fund	0	0	0	0	0	0	0.0%	breakeven
Initiatives	0	0	0	0	0	0	0.0%	breakeven
Civil Contingency Service	130	44	44	0	44	0	0.0%	breakeven
CE Funded Projects	748	683	558	90	648	35	5.1%	underspend
NET EXPENDITURE	**731**	**1,961**	**1,744**	**159**	**1,903**	**58**	**3.0%**	**underspend**

	£000's
	3.0%
	10.6%

	£000's
Bottom Line Position to 27 February 2015 is an underspend of	58
Anticipated Year End Budget Position is an underspend of	78

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : FINANCE AND RESOURCES : MISCELLANEOUS

Description (1)	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	%	
Employee Costs	6,302	4,074	6,213	(2,139)	4,074	0	0.0%	breakeven
Property Costs	3,162	502	665	(163)	502	0	0.0%	breakeven
Supplies & Services	107	605	605	0	605	0	0.0%	breakeven
Contractors and Others	9,341	332	332	0	332	0	0.0%	breakeven
Transport & Plant Costs	0	0	0	0	0	0	0.0%	breakeven
Administration Costs	7,093	417	417	0	417	0	0.0%	breakeven
Payments to Other Bodies	1,590	721	770	(49)	721	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	2,246	14	14	0	14	0	0.0%	breakeven
GROSS EXPENDITURE	**29,841**	**6,665**	**9,016**	**(2,351)**	**6,665**	**0**	**0.0%**	**breakeven**
Income	(1,421)	(106)	(206)	0	(206)	100	94.3%	over-recovery
NET EXPENDITURE	**28,420**	**6,559**	**8,810**	**(2,351)**	**6,459**	**100**	**1.5%**	**underspend**

£000's

Bottom Line Position to 31 January 2014 is breakeven of   100   1.5%

Anticipated Year End Budget Position is breakeven of   100   0.4%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : FINANCE AND RESOURCES : MISCELLANEOUS

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Corporate & Democratic Core	21,698	1,808	4,002	(2,294)	1,708	100	5.5%	underspend
Central Overheads	4,600	3,760	3,817	(57)	3,760	0	0.0%	breakeven
Capital Accounting	2,016	(47)	(47)	0	(47)	0	0.0%	breakeven
Welfare Fund Grants	1,368	1,019	1,019	0	1,019	0	0.0%	breakeven
Community Infrastructure	150	13	13	0	13	0	0.0%	breakeven
Additional Support Needs Project	0	6	6	0	6	0	0.0%	breakeven
Temporary Interest	(1,412)	0	0	0	0	0	0.0%	breakeven
NET EXPENDITURE	**28,420**	**6,559**	**8,810**	**(2,351)**	**6,459**	**100**	**1.5%**	**underspend**

£000's

Bottom Line Position to 27 February 2015 is an underspend of   100   1.5%

Anticipated Year End Budget Position is an underspend of   100   0.4%

Renfrewshire Council

_____

To: Finance and Resources Policy Board

On: 13 May 2015

_____

Report by: Director of Finance and Resources

_____

Heading: Revenue Budget Monitoring – Council Overview to 27 February 2015

_____

1.   Summary

1.1   This report provides an overview of the budget performance for all Services for the period to 27 February 2015.

1.2   The report confirms an overall budget overspend for all services of £0.073m (0.0%). This is summarised over General Fund Services, and the Housing Revenue Account in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
General Fund	£0.073m overspend	0.0%	£0.050m overspend	0.0%
HRA	Breakeven	-	Breakeven	-

1.3   The budget performance to date suggests a projected year end underspend of £0.653m (0.2%) which is summarised in the table below:

Division / Department	Anticipated Year End Position	% variance	Previously Reported Position	% variance
General Services	£0.653m underspend	0.2%	£0.230m underspend	0.1%
HRA	Breakeven	-	Breakeven	-

_____

0

2.   **Recommendations**

2.1   Members are requested to note the budget position

_____

3.   <u>**Service Commentaries**</u>

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   <u>**Education**</u> (*Education Policy Board*)

Current Position: **Breakeven**
Previously Reported: Breakeven

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

- The main reasons for the overspend of £300,000 within Central Admin relate to additional staffing costs, disclosure and SEEMIS subscription costs and the net cost of hosting the Mission Discovery project.

- £120,000 of an underspend in the Pre Five Service is related to staffing costs.

- £131,000 of an underspend in Primary Schools is related to staffing costs and SPT transport costs.

- £263,000 of an underspend in Secondary Schools is mainly due to underspends in transport costs and teachers' salaries, partly offset by an overspend in SQA presentations.

1

- £472,000 of an overspend in Special Schools relates to staffing costs within the central cover budget.

- The overspend in Additional Support for Learning (ASL) of £202,000 is mainly due to transport costs, due to increased cost and distances travelled, and additional posts to meet service demands.

Projected Year End Position

It is anticipated that there will be a requirement to carry forward to future years resources in relation to the Early Years Strategy in order to maintain its delivery over a number of years. After taking account of this carry forward, it is anticipated that Education Services will achieve a break-even year-end position.

3.4   **Leisure Services** *(Sport, Leisure and Culture Policy Board)*

Current Position: **Breakeven**
Previously Reported: *Breakeven*

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

- In Arts & Museums an overspend of £10,000 has arisen from the closure of Johnstone Town Hall during its redevelopment and is partly offset by underspends in property and employee costs.

- Within Libraries an overspend of £11,000 relates to an under-recovery of income due to steps being taken to reduce fines and is partly offset by underspends in employee and admin costs.

- Within Playing Fields an underspend of £21,000 has arisen due to an overrecovery of income.

Projected Year End Position

It is anticipated at this stage that Leisure will achieve a break-even position at the year-end.

2

3.5 **<u>Community Resources</u>** *(Environment Policy Board)*

Current Position: **Breakeven**
Previously Reported: *Breakeven*

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

- An overspend of £40,000 on Refuse Collection is mainly due to lower income from trade waste and special uplifts and increased printing, stationery, and transport costs which are partly offset by underspends on employee costs and supplies and services.

- An overspend of £40,000 on Land Services is due to lower recreational and cemetery income.

- £31,000 of an underspend on School Crossing Patrollers is due to lower than budgeted employee costs.

- £60,000 of an underspend on Renfrewshire Wardens is mainly due to underspends in employee and transport costs, which are partly offset by overspends in supplies and services and administration costs.

Projected Year End Position
It is currently forecast that Community Resources will break even at year end.

3.6 **<u>Development & Housing Services - Other Housing</u>** *(Housing & Community Safety Policy Board)*

Current Position: **Net underspend of £38,000**
Previously Reported: *Net underspend of £41,000*

The underspend mainly reflects an underspend within Employee Costs, which has resulted from vacancies experienced over the course of the financial year.

3

Projected Year End Position

It is anticipated at this stage that the Other Housing year end position will be an underspend of £375,000 as a result of an improved outturn position on the Council's Housing Benefit subsidy position reflecting proactive work undertaken to mitigate any loss in subsidy relating to changes associated with temporary and supported accommodation arrangements.

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

Current Position: **Breakeven**
Previously Reported: *Breakeven*

The current breakeven position mainly reflects the net effect of a minor overspend in Employee Costs which has been offset by an over-recovery of income.

Projected Year End Position

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

3.8   **Development & Housing Services - Property & Construction** (*Planning and Property Policy Board)*

Current Position: **Breakeven**
Previously Reported: *Breakeven*

The current breakeven position reflects overspends in Property Costs and Contractors and Others Costs offset by an over-recovery in income.

The overspend in Property Costs of £148,000 is due to additional repair costs within the Corporate Landlord service and will be contained within the overall Property Services budget.

The overspend within Contractor and Other Costs of £369,000 reflects the increased levels of professional support to service the significant capital schemes currently being led by Property Services and will be offset by increased fee income.

4

Projected Year End Position

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

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

     Current Position: **Breakeven**
     Previously Reported: ***Breakeven***

     There are no significant variances to report.

     Projected Year End Position

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

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

     Current Position: **Net overspend of £356,000**
     Previously Reported: ***Net overspend of £293,000***

     The revenue monitoring reports to board in August and November 2014 and January 2015 set out a number of very significant budget pressures being experienced by the service and indicated that measures were being taken to work towards achieving a year end breakeven position, including the use of non-recurring funding totalling £1.2m. This non recurring funding is reflected in the above reported position.

     The report to board in November 2014 highlighted an increased level of risk to the achievement of a year-end breakeven position. As reported in January and March 2015, close monitoring of continuing pressures indicated that it is prudent to forecast a potential year end overspend of around £400,000 (around 0.5% of the budget), this remains the position.

     The key pressure areas are highlighted below:

5

- In line with previous reports, a £465,000 overspend within children and families continues to reflect higher than anticipated payroll costs which are offset by an underspend within external placement budgets. There are, however, ongoing pressures within childcare placement budgets reflecting the continuous requirement to respond to need along with the need to provide continued support for some young adults who have reached the age of 18.

- £377,000 of an overspend within Older People services continues to reflect the significant pressures within the care at home service due to the shift in the balance of care to support people remaining safely at home for as long as possible, along with the Council's commitment to reducing bed days lost to delayed discharges from hospital.

  This pressure is partially mitigated by one off in-year flexibility monies, reflected in the current reported position, and an underspend in the external care home placement budget.

  In addition to pressures within the care at home service there is also a significant under recovery of income from the Council's residential care homes reflecting levels of under occupancy.

- £60,000 of an overspend in Physical Disabilities is due to increases in the purchase of equipment to support service users to stay in their own homes reflecting the shift in the balance of care to the community and their associated needs.

- £620,000 of an underspend in Learning Disabilities reflect the time taken to recruit to new posts within the Learning Disability day service along with a degree of slippage in Adult planned placements.

- An overspend of £112,000 in the Mental Health service reflects the temporary need to use agency workers to cover vacancies within the service, which have now been filled.

Projected Year End Position

The Social Work year end projection is currently an overspend of around £400,000. As detailed above, the current year position is being significantly supported by the application of in year non recurring balances.

6

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

Current Position: Net underspend of £87,000
Previously Reported: *Net underspend of £60,000*

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

Projected Year End Position
It is anticipated that Finance and Resources will achieve an underspend of £100,000 by the year end due to levels of staff turnover and an over-recovery of licensing income.

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

Current Position: Net underspend of £58,000
Previously Reported: *Net underspend of £42,000*

The underspend has arisen mainly due to levels of staff turnover.

Projected Year End Position
It is anticipated that the Chief Executive's Department will achieve an underspend of £78,000 by the year end mainly due to levels of staff turnover.

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

Current Position: Net underspend of £100,000
Previously Reported: *Net underspend of £100,000*

The net underspend has resulted from successful VAT appeal refunds.

Projected Year End Position
It is anticipated that Miscellaneous Services will achieve an underspend of £100,000 by the year end due to income from successful VAT appeal refunds.

It is anticipated that Council Tax income for 2014-15 will be over recovered by £400,000 against budget due to increased yield.

7

3.14   **<u>Trading Operations</u>**

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

3.15   **<u>Housing Revenue Account</u>** *(Housing & Community Safety Policy Board)*

Current Position: **Breakeven**
Previously Reported: *Breakeven*

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

Employee Costs
The current underspend of £354,000 within Employee Costs is mainly due to vacancies which have occurred within the service over the course of the year.

Property Costs
The additional expenditure of £907,000 relates to the agreed strategy of using underspends within the HRA and Capital from Current Revenue to reduce new debt and to smooth debt repayments to support the sustainable delivery of the long term Business Plan.

Supplies and Services
The current underspend of £75,000 has arisen due to lower than expected levels of expenditure on information technology and office equipment.

Payments to Other Bodies

The underspend of £892,000 is mainly due to two factors. The first is the level of irrecoverable rent being lower than budget by £369,000 due to the expected Welfare Reform pressures resulting from under-occupancy and Universal Credit not materialising as quickly as anticipated. The Bad Debt Provision continues to be updated to ensure that the forecast remains up to date, whilst maintaining a prudent approach.

The second is lower than expected expenditure levels against Welfare Reform budgets mainly as a result of the streamlining of the Discretionary Housing Payment (DHP) process and the additional resources made available, which has resulted in an underspend of £550,000 at this stage in the financial year. Any in year underspend will be carried forward through HRA reserves at the year end for use in future years.

Capital Charges

The underspend of £310,000 is due to capital charges being lower than projected.

Income

The under-recovery of £631,000 mainly reflects the reduced drawdown from balances in respect of Welfare Reform budgets as referenced under Payments to Other Bodies and a reduced level of recovery on professional fees due to vacancies.

Projected Year End Position

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

_____

Implications of the Report

1.   **Financial** – Net revenue expenditure will be contained within available resources.

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

9

3.   **Community Planning –** none

4.   **Legal** – none

5.   **Property/Assets** – none

6.   **Information Technology** - none.

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

8.   **Health & Safety** – none

9.   **Procurement** – none

10.   **Risk** – none

11.   **Privacy Impact** - none
_____

Author: David Forbes, Extension 6424

10

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	235,263	205,088	207,340	(2,597)	204,743	345	0.2%	underspend
Property Costs	85,272	71,134	88,334	(16,154)	72,180	(1,046)	-1.5%	overspend
Supplies & Services	17,605	16,627	17,327	(459)	16,868	(241)	-1.4%	overspend
Contractors and Others	95,153	78,159	78,791	(771)	78,020	139	0.2%	underspend
Transport & Plant Costs	14,587	11,766	11,979	(71)	11,908	(142)	-1.2%	overspend
Administration Costs	72,259	6,848	5,386	1,675	7,061	(213)	-3.1%	overspend
Payments to Other Bodies	56,218	42,921	41,588	464	42,052	869	2.0%	underspend
CFCR	4,877	49	84	(35)	49	0	0.0%	breakeven
Capital Charges	52,342	2,601	292	2,004	2,296	305	11.7%	underspend
GROSS EXPENDITURE	**633,576**	**435,193**	**451,121**	**(15,944)**	**435,177**	**16**	**0.0%**	**underspend**
Income	(254,936)	(170,618)	(183,810)	13,281	(170,529)	(89)	-0.1%	under-recovery
NET EXPENDITURE	**378,640**	**264,575**	**267,311**	**(2,663)**	**264,648**	**(73)**	**0.0%**	**overspend**

£000's

Bottom Line Position to 27 February 2015 is an overspend of   (73)   0.0%

Anticipated Year End Budget Position is an underspend of   653   0.2%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Education	168,890	120,567	120,474	93	120,567	0	0.0%	breakeven
Leisure Services	14,267	9,202	9,337	(135)	9,202	0	0.0%	breakeven
Environmental Services	52,642	38,555	39,184	(629)	38,555	0	0.0%	breakeven
Finance & Resources	5,015	30,460	29,536	837	30,373	87	0.3%	underspend
Other Housing	6,316	(159)	731	(928)	(197)	38	23.9%	over-recovery
Planning & Economic Development	8,948	6,012	8,382	(2,370)	6,012	0	0.0%	breakeven
Roads & Transport	0	0	0	0	0	0	0.0%	breakeven
Chief Executives	731	1,961	1,744	159	1,903	58	3.0%	underspend
Miscellaneous	28,420	6,559	8,810	(2,351)	6,459	100	1.5%	underspend
Police & Fire Requisition	0	0	0	0	0	0	0.0%	breakeven
Property & Contruction Services	2,786	3,875	3,311	564	3,875	0	0.0%	breakeven
Social Work	91,706	68,780	69,136	0	69,136	(356)	-0.5%	overspend
Trading Accounts (Surplus)/Deficit	(1,081)	(1,454)	(1,275)	(179)	(1,454)	0	0.0%	breakeven
SUB - TOTAL GENERAL SERVICES	**378,640**	**284,358**	**289,370**	**(4,939)**	**284,431**	**(73)**	**0.0%**	**overspend**
Housing Revenue Account (HRA)	0	(19,783)	(22,059)	2,276	(19,783)	0	0.0%	breakeven
NET EXPENDITURE	**378,640**	**264,575**	**267,311**	**(2,663)**	**264,648**	**(73)**	**0.0%**	**overspend**

£000's

Bottom Line Position to 27 February 2015 is an overspend of (73)   0.0%

Anticipated Year End Budget Position is an underspend of 653   0.2%

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

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	13,060	11,907	11,314	625	11,939	(32)	-0.3%	overspend
Property Costs	701	646	527	115	642	4	0.6%	underspend
Supplies & Services	5,456	5,124	5,415	(207)	5,208	(84)	-1.6%	overspend
Contractors and Others	2,840	2,202	2,893	(625)	2,268	(66)	-3.0%	overspend
Transport & Plant Costs	2,592	2,302	2,130	158	2,288	14	0.6%	underspend
Administration Costs	2,085	1,926	346	1,577	1,923	3	0.2%	underspend
Payments to Other Bodies	7	6	(19)	27	8	(2)	-33.3%	overspend
CFCR	0	0	35	(35)	0	0	0.0%	breakeven
Capital Charges	241	222	0	227	227	(5)	-2.3%	overspend
GROSS EXPENDITURE	**26,982**	**24,335**	**22,641**	**1,862**	**24,503**	**(168)**	**-0.7%**	**overspend**
Income	(28,063)	(25,789)	(23,916)	(2,041)	(25,957)	168	0.7%	over-recovery
NET EXPENDITURE	**(1,081)**	**(1,454)**	**(1,275)**	**(179)**	**(1,454)**	**0**	**0.0%**	**breakeven**

£000's

Bottom Line Position to 27 February 2015 is an underspend c   0   0.0%

Anticipated Year End Budget Position is breakeven of   0   0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2014/2015
1st April 2014 to 27 February 2015

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

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance	
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)	
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%
Building & Works Trading	0	(432)	869	(1,301)	(432)	0	0.0% breakeven
Catering Trading	(450)	(429)	(925)	496	(429)	0	0.0% breakeven
Transport Trading	(506)	(476)	(656)	180	(476)	0	0.0% breakeven
Roads Trading	(125)	(117)	(563)	446	(117)	0	0.0% breakeven
NET EXPENDITURE	(1,081)	(1,454)	(1,275)	(179)	(1,454)	0	0.0% breakeven

		£000's	
Actual			0.0%
			0.0%

£000's

Bottom Line Position to 27 February 2015 is an overspend of   0

Anticipated Year End Budget Position is breakeven of   0

Renfrewshire
Council

_____

To: **FINANCE & RESOURCES POLICY BOARD**

On: **13 MAY 2015**

_____

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

_____

Heading: **Capital Budget Monitoring Report**

_____

1.   **Summary**

1.1   Capital expenditure to 27th February totals £0.263m compared to anticipated expenditure of £0.329m for this time of year. This results in an under-spend position of £0.064m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Corporate Issues (Non Property)	£0.064m u/spend	20% u/spend	*£0.156m u/spend*	*43% u/spend*
Total	**£0.064m u/spend**	**20% u/spend**	***£0.156m u/spend***	***43% u/spend***

1.2   The 20% under-spend relates to the ICT Transformation programmes and currently reflects a number of accumulated timing issues, however the programme is expected to fully spend by 31st March 2015. 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 27th February 2015, and is based on the Capital Investment Programme which was approved by members on 13th February 2014, and adjusted for movements since its approval.

_____

4. Budget Changes

4.1   Since the last report budget changes of £0.234m have arisen which relate to:-
- Re-profiling to 2015/16 from 2014/15 in the ICT Transformation Programme (£0.152m) based on programme delivery timescales.
- Re-profiling to 2015/16 from 2014/15 in the Renfrewshire Valuation Joint Board (£0.017m) which reflects the rolling IT Development Programme and is expected to fully spend in 2015/16.
- Re-profiling to 2015/16 from 2014/15 in the New Non Domestic Rates System programme (£0.065m). This reflects the small amount of initial expenditure that is expected to take place in the programme before 31st March 2015 with the rest expected to fully spend in 2015/16.

1

_____

Implications of the Report

1.   **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.

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

3.   **Community Planning –**

   Greener - Capital investment will make property assets more energy efficient.

4.   **Legal** – none.

5.   **Property/Assets** – none.

6.   **Information Technology** – none.

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

8.   **Health & Safety** – none.

9.   **Procurement** – none.

10.   **Risk** – none.

11.   **Privacy Impact** – none.

2

List of Background Papers

(a). Capital Investment Programme 2014/15 & 2015/16 – Council, 13th February 2014.

The contact officers within the service are:
– *Paul Davies (Finance & Resources)*
– *Gillian Dickie (Finance & Resources)*

Author: *Paul Davies, Principal Accountant, 0141 618 7211, paul.davies@renfrewshire.gov.uk.*

3

Appendix 1

CAPITAL PROGRAMME 2014/15 - BUDGET MONITORING REPORT TO 27 FEBRUARY 2015 (£000s)

POLICY BOARD Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 27-Feb-15	Spent to 27-Feb-15	Variance to 27-Feb-15	% variance	Unspent Cash Flow For Year	% Cash Spent
Finance & Resources									
Corporate Issues (Non Property)	2,432	759	759	329	263	64	20%	496	35%
TOTAL	2,432	759	759	329	263	64	20%	496	35%

4

![Renfrewshire Council logo]

To:	**FINANCE & RESOURCES POLICY BOARD**
On:	**13 MAY 2015**
Report by:	**DIRECTOR OF FINANCE AND RESOURCES**
Heading:	**CAPITAL BUDGET MONITORING - 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 27th February 2015.

1.2. The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 13 February 2014 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by the Housing and Community Safety Policy Board on 11 March 2014. The Current Programme figures reflect adjustments to the approved Capital Programme since approval.

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

1.4. The limit on capital expenditure which the Council has set for 2014-15 is shown in the table overleaf. The limit is based on the resources available to fund the capital programmes, split between Housing and Non Housing Services, but excludes PSHG as this is not considered to be capital.

	Approved Limit £m	Actual Expenditure £m
Non Housing	50.429*	27.584
Housing	34.365	26.976
TOTAL	**84.794**	**54.560**

*Includes approved Council decisions and subsequent policy board approved funding.

1.5. The CFR which the Council has set for 2014-15 is shown in the table below, and is split between Housing & Non Housing Services. In addition, the projected out-turn at 31st March 2015 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 2015 £m	Projected CFR to 31 March 2015 £m
Non Housing	233	212
Housing	171	159
TOTAL	**404**	**371**

1.6. 85% of the available resources for Housing and 77% for Non Housing have been spent to 27th February 2015. 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 the 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 27th February 2015 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

4. **HOUSING SERVICES PROGRAMME**

4.1 The programme approved by Council on 13 February 2014 was estimated at £34.365m which represented 100% of the estimated available resources of £34.365m.

4.2 The programme currently stands at **£31.748m**, which is 100% of the current available resources of **£31.748m.** The current programme reflects resources brought forward from 2013/14 and subsequent re-profiling of programme into 2015/16 based on planned expenditure timescales.

4.3 Legal commitments of £30.004m, or 95% of the available resources, have been made at 27th February 2015.

4.4 Capital expenditure at 27th February 2015 totals **£26.976m** compared to anticipated expenditure of £27.276m. The minor under-spend relates to a number of rolling programmes and reflects a timing issue, with the programme still expected to fully spend to budget.

The table below summarises the position.

Division	Current Reported Variance	%Variance	Previously Reported Variance	% Variance
Housing Programme	£0.300m under-spend	1% under-spend	£0.446m over-spend	2% over-spend

4.5 The actual capital expenditure of **£26.976m** is 85% of the available resources, and compares with 77% for the equivalent time in 2013/14.

4.6 Capital receipts of £2.212m have been generated in the period to 27th February 2015 representing 91% of the estimated usable capital receipts for the year. This compares with 99% in 2013/14.

5. NON HOUSING SERVICES PROGRAMME

5.1 The programme approved by Council on the 13 February 2014 was estimated at £46.538m, which represented 100% of the available resources of £46.538m.

5.2 Resources available to fund the capital programme in 2014/15 have been re-phased to £35.813m, a decrease of £10.725m from the approved level. Full details are provided in Appendix 4.

5.3 Capital expenditure to 27th February 2015 totals **£27.584m** compared to anticipated expenditure of £27.751m, and therefore shows an under-spend of £0.167m, or 1%.

The main variances are outlined below:-

- An under-spend of £0.095m in Planning Services primarily relating to the Townscape Heritage Initiative Programme and reflects the accumulation of small timing issues in the individual programmes included in the overall scheme. Expenditure is expected to be contained in the revised full year budget.

- An over-spend of £0.265m within Community Resources which is the net effect of a number of programme variances, however all are expected to spend in line with their respective full year budget.

- An under-spend of £0.065m within the TR and ICT programmes which relates to a number of programmes and reflects timing issues with programmes which are still expected to fully spend this financial year.

The table below summarises the position:-

Division	Current Reported Variance	% Variance	Previously Reported Position	% Variance
Non Housing Programme	£0.166m u/spend	1% u/spend	£0.632m u/spend	3% u/spend

5.5   The actual cash spent to 27th February 2015 was **£27.584m**, or 77% of the available resources, and compares with a 71% spend for the equivalent time in 2013/14.

5.6   Capital receipts totalling £22.034m have been generated to 27th February 2015. This represents 85% to date of the total anticipated receipts, and compares with 74% for the equivalent period in 2013/14. The outstanding receipts mainly relate to the balance of the general capital grant from the Scottish Government and grants from other bodies.

6. PRIVATE SECTOR HOUSING GRANT PROGRAMME

6.1   The overall budget provision for this programme is included within the revenue budget. However, in order to monitor the performance of the individual programmes, it is included within the capital budget monitoring procedures.

6.2   The programme approved by the Housing and Community Safety Policy Board on 11 March was estimated at £1.300m which represented 100% of the estimated available resources of £1.300m.

6.3   The programme currently stands at £0.779m, in line with the available resources of £0.779m which is funded from the General Capital Grant receipt. The decrease of £0.211m primarily relates to re-profiling of the Owners in Council House scheme based on the revised assessment of grant payable in the current financial year.

6.4   Expenditure to 27th February 2015 totals £0.714m compared to anticipated expenditure of £0.711m, and therefore shows an over-spend of £0.003m. The remaining programme is expected to spend by 31 March 2015, and expenditure will be contained within the overall resources.

6.5   The actual cash spent to 27th February 2015 of £0.714m is 92% of the available resources. This compares with 71% for the equivalent period for 2013/14.

_____

Implications of the Report

1.   **Financial** - The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.

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

3.   **Community Planning –**

   Children and Young People – none
   Community Care, Health & Well-being - none
   Empowering our Communities - none
   Greener - Capital investment will make property assets more energy efficient
   Jobs and the Economy - none
   Safer and Stronger - none

4.   **Legal** - none

5.   **Property/Assets -** none

6.   **Information Technology -** none

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

8.   **Health & Safety -** none

9.   **Procurement –** none

10.   **Risk -** none

11.   **Privacy Impact** - *none*
_____

List of Background Papers

(a) Capital Investment Programme 2014/15 & 2015/16 – Council, 13th February 2014.
(b) Housing Revenue Account Budget and Rent Levels 2014/15 and Housing Capital Investment Plan 2014/15 to 2016/17 – Council, 13th February 2014.

The contact officers within the department are Paul Davies(Finance & Resources), Ian McKinnon (Development & Housing), Debbie Farrell (Community Resources), Fraser Carlin (Development & Housing), Scott Allan (Community Resources), Anne McMillan (Social Work), Alison Fraser (Education & Leisure), Joe Lynch (Development & Housing) and Gillian Dickie (Finance & Resources) .

_____

   Author: *(Paul Davies, Principal Accountant, 0141 618 7211, paul.davies @renfrewshire.gov.uk.)*

CAPITAL PROGRAMME 2014/15 - BUDGET MONITORING REPORT TO 27 FEBRUARY 2015 (£000s)

POLICY BOARD / Department	Council Approved Programme	Current Programme	Share of Available Resources	Year to Date Budget to 27-Feb-15	Spent to 27-Feb-15	Variance to 27-Feb-15	% variance	Unspent Cash Flow For Year	% Cash Spent
Finance & Resources									
Corporate Issues (Non Property)	2,432	759	759	329	263	65	20%	496	35%
TOTAL	**2,432**	**759**	**759**	**329**	**263**	**65**	**20%**	**496**	**35%**
Education									
Education & Leisure Services (Education)	8,158	7,009	7,009	5,214	5,223	-9	0%	1,786	75%
TOTAL	**8,158**	**7,009**	**7,009**	**5,214**	**5,223**	**-9**	**0%**	**1,786**	**75%**
Social Work, Health & Well-Being									
Social Work	0	153	153	69	69	0	0%	84	45%
TOTAL	**0**	**153**	**153**	**69**	**69**	**0**	**0%**	**84**	**45%**
Housing & Community Safety									
Housing & Property (Housing - HRA)	34,365	31,748	31,748	27,276	26,976	300	1%	4,772	85%
Housing & Property (Housing - non HRA)	1,300	779	779	711	714	-3	0%	65	92%
TOTAL	**35,665**	**32,527**	**32,527**	**27,987**	**27,690**	**298**	**1%**	**4,837**	**85%**
Environmental									
Community Resources	11,247	9,417	9,417	7,123	7,096	26	0%	2,320	75%
TOTAL	**11,247**	**9,417**	**9,417**	**7,123**	**7,096**	**26**	**0%**	**2,320**	**75%**
Planning & Property									
Planning & Transport (THI / LGAN)	1,805	1,643	1,643	1,448	1,353	96	7%	290	82%
Corporate Issues (Property)	6,354	6,475	6,475	4,339	4,344	-5	0%	2,132	67%
TOTAL	**8,159**	**8,118**	**8,118**	**5,787**	**5,697**	**91**	**2%**	**2,422**	**70%**
Sport, Leisure & Culture									
Leisure Services	16,323	9,952	9,952	8,848	8,855	-7	0%	1,097	89%
Renfrew Common Good Fund	0	0	0	0	0	0	0%	0	0%
TOTAL	**16,323**	**9,952**	**9,952**	**8,848**	**8,855**	**-7**	**0%**	**1,097**	**89%**
Economy & Jobs									
Housing & Development Services (Paisley Town Centre Regeneration)	219	404	404	380	380	0	0%	24	94%
TOTAL	**219**	**404**	**404**	**380**	**380**	**0**	**0%**	**24**	**94%**
TOTAL ALL BOARDS	**82,203**	**68,340**	**68,340**	**55,738**	**55,274**	**464**	**1%**	**13,066**	**81%**
Made up Of:									
Renfrew Common Good Fund Programme	0	0			0	0		0	0%
Housing Programme	34,365	31,748		27,276	26,976	300	1%	4,772	85%
PSHG	1,300	779		711	714	-3	0%	65	92%
Non-Housing Programme	46,538	35,813		27,751	27,584	166	1%	8,229	77%
PROGRAMME TOTAL	**82,203**	**68,340**	**68,340**	**55,738**	**55,274**	**464**	**1%**	**13,066**	**81%**

RENFREWSHIRE COUNCIL

2014/15 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO PERIOD 27 FEBRUARY 2015 (91% OF FINANCIAL YEAR 2014/15)

		2014/15				2013/14			
		Housing Services	Non Housing Services	PSHG Programme	Total	Housing Services	Non Housing Services	PSHG Programme	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
A.	**RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME**								
1a.	Supported Borrowing		0		0		0		0
1b.	Prudential Borrowing	27,243	8,856		36,098	26,976	13,880		40,856
2a	General Capital Grant		15,882	987	16,869		11,617	856	12,473
2b.	Specific Capital Grant		267		267	714	182		896
3a.	Usable Capital Receipts	2,422	10,153		12,575	2,233	10,113		12,346
3b.	Usable Capital receipts b/fwd from 2013/14		0		0				0
3c.	Usable Capital receipts c/fwd to 2015/16		0		0				0
3d.	Resources c/fwd to 2015/16				0		-9,798		-9,798
3e	Capital Receipts to be used to repay debt				0				0
4a.	Contribution from Developer/Owners	0	0		0		946		946
5.	Contribution From Current Revenue (CFCR)	2,084	444	3	2,531	1,693	15,611		17,304
6	**Total Resource Availability**	**31,748**	**35,602**	**990**	**68,339**	**31,616**	**42,551**	**856**	**75,022**
B.	**CAPITAL PROGRAMME**								
7.	Resources Available	31,748 100%	35,602	990	68,340 100%	31,616 100%	42,551 100%	856 100%	75,022 100%
8.	Current Programme	31,748 100%	35,812 101%	779 79%	68,339 100%	31,790 100%	42,551 100%	856 100%	75,197 100%
9.	Legally Committed at 27/02/15	30,004 95%	28,849 81%	755 76%	59,608 87%	30,050 95%	35,455 83%	679 79%	66,184 87%
C.	**ACTUAL EXPENDITURE VS PROJECTED**								
10.	Resource Availability	31,748	35,602	990	68,341	31,616	42,551	856	75,022
11.	Cash Spent as at 27/02/15	26,976 85%	27,584 77%	714 72%	55,274 81%	24,592 78%	30,376 71%	608 71%	55,577 71%
12.	Cash to be Spent by 31/03/15	4,773	8,018	277	13,067	7,023	12,174	248	19,445
D.	**ACTUAL RECEIPTS VS PROJECTED**								
13.	Current Programme (total receipts expected)	2,422	26,035	987	29,444	2,947	21,730	856	25,533
14.	Actual Cash Received to 27/02/15	2,212	22,034	714	24,959	2,911	16,040	608	19,559
15.	Receipts available to augment capital programme to 27/02/15	2,212 91%	22,034 85%	714 72%	24,959 85%	2,911 99%	16,040 74%	608 71%	19,559 71%
16.	Receipts to be received by 31/03/15	210	4,001	274	4,485	36	5,690	248	5,974

Programme changes totalling £22.722m have arisen in the current financial year's capital programme. Programme changes of £17.843m were noted in the previous report. £4.879m of programme changes have occurred in the intervening period and are the net effect of the following movements:-

Programme re-profiled from 2014-15 to 2015-16;

- The following projects are all expected to under-spend with funds being released back to the SAMF for future investment. The projects are close to completion and therefore the remaining balance has been re-profiled to 15/16 until completion is secured.

    - £0.148m in relation to Trinity High - External Sport/Social Space Improvements programme reflecting a revised completion date of early 2015/16. An element of this reprofiling consists of an anticipated underspend to be confirmed on completion of the project, and which will be redirected to the Strategic Asset Management Fund.

    - £0.232m in relation to Paisley Community Sports Hub, reflecting the timescales of ongoing post-occupancy works. Following completion of these works any under-spend will be redirected to the Strategic Asset Management Fund.

    - £0.076m in relation to Johnstone Community Sports Hub, following settlement of the retention on car park works it is anticipated that the majority of this balance will be an under-spend which will be redirected to the Strategic Asset Management Fund.

    - £0.512m in relation to Linwood Community Sports Hub, following settlement of the final account and post occupancy works it is anticipated that a significant proportion of this balance will be redirected to the Strategic Asset Management Fund.

    - £0.911m in relation to Johnstone Town Hall, reflecting the revised delivery timescales of the programme. It is anticipated that a significant element of this balance is an under-spend on the programme, which will be redirected to the Strategic Asset Management Fund upon project completion.

- £0.632m in relation to the Early years and Primary School Estate Investment Programme, reflecting the expected delivery timescales of the planned programme.

- £0.526m in relation to the New Linwood School, reflecting the expected expenditure profile. Works have commenced on site and the project remains in line with the expected delivery programme.

- £0.053m in relation to Tweedie Hall, reflecting the deceleration of programme due to a delay in the receipt of the final account, settlement of which is anticipated early in 2015/16.

- £0.046m in relation to the Leisure ICT Investment Programme, reflecting the revised delivery timescales of the programme.

- £0.053m in relation to Grass Pitches & Changing Facilities, reflecting the revised delivery timescales of the programme, with the majority of the programme occurring in 2015/16

- £0.019m in relation to the Energy Efficiency Programme based on programme delivery timescales.

- £0.657m in relation to the Vehicle Replacement programme which reflects a small number of large vehicles.

- £0.077m in relation to the Bridge Assessment/Strengthening programme in line with revised project delivery timescales.

- £0.066m in relation to the Lighting Columns Replacement programme reflecting a revised programme start date.

- £0.274m in relation to the Improving Community Safety (CCTV) programme in line with revised timescales for equipment installation and building works.

- £0.347m in relation to the Free School Meals Capital programme in line with revised project delivery timescales.

- £0.107m in relation to the Transforming Renfrewshire and ICT Programmes, following a detailed review of the programme a lower outturn is expected in the financial year.

- £0.045m in relation to the Corporate Asset Management Information System Programme based on programme delivery timescales.

- £0.017m in relation to the Renfrewshire Valuation Joint Board which reflects the rolling IT Development Programme and is expected to fully spend in 2015/16.

- £0.065m in relation to the New Non Domestic Rates System programme (£0.065m). This reflects the small amount of initial expenditure that is expected to take place in the programme before 31st March 2015 with the rest expected to fully spend in 2015/16.

Programme re-profiled forward from 2015-16 into 2014-15;

- £0.034m in relation to the Schools Investment Programme, reflecting the expected delivery timescales of the programme.

The movement of £10.725m in resources available to fund the capital programme as discussed in paragraph 5.2 is mainly due to the net effect of the following:

- Resources brought forward from 2013/14 of £5.983m;

- Net additional funding of as reported to previous meetings of £5.998m

- Carry forward to 2015/16 of £22.722 of resources (detailed in Appendix 3) to fund re-profiling of expenditure from 2014/15, consisting mainly of prudential borrowing and CFCR.

- Electric Vehicle Grant Funding (£0.038m) for vehicles which were purchased as part of the VRP Programme.

Renfrewshire Council

_____

To: Finance and Resources Policy Board

On: 13 May 2015

_____

Report by: Director of Finance and Resources

_____

Heading: Revenues Collection Statement

_____

1.   **Summary**

1.1   The report details the collection performance as at 28th March 2015 for Council Tax and Non Domestic Rates. It also gives details of the total sums collected for the last year.

_____

2.   **Recommendations**

2.1   It is recommended that the Board consider the content of the enclosed collection statement.

_____

3.   **Background**

3.1   **Council Tax**

3.1.1   The billable sum for 2014/15 is £80,085,864.

3.1.2   The Council Tax Reduction awarded is £13,191,093 amounting to 16.47% of the billable sum, which is 0.85% less than at the same point last year.

0

3.1.3 The sums collected to date for 2014/15 amount to £63,198,803 which is 94.47% of the billable sum. This is a slight decrease in cash collection as a proportion of net charges billed of 0.17% compared with the same position for 2013/14.

3.2 **Non Domestic Rates**

3.2.1 The Non Domestic Rates (NDR) charges billed for 2014/15 amount to £111,915,903.

3.2.2 The cash receipts to date amount to £89,885,915 which is 97.31% of the sums billed. This represents a decrease of 0.09% in cash collected compared to the same position during 2013/14.

3.2.3 The Service continues to track NDR receipts closely. Where appropriate and in line with the recovery process the Service will proactively target businesses for payment.

1

_____

Implications of the Report

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

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

3.	**Community Planning** –

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

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

4.	**Legal** – None

5.	**Property/Assets** – None

6.	**Information Technology** - None

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

8.	**Health & Safety** None

9.	**Procurement** – None

10.	**Risk** - None

11.	**Privacy Impact** – None

_____

Author:	Emma Shields, Ext 6880

2

Appendix 1

COUNCIL TAX	2013/14	2014/15
	£m	£m
Projected Yield	76.881	77.358
Gross Charges	79.117	80.085
Less rebates	13.636	13.191
Net Charges Billed	65.481	66.894
Cash Collected	62.702	63.198
Rebate Grant	13.636	13.191
	76.338	76.389
Cash collected as % of Net Charges	95.76%	94.47%
Income as % of Projected Yield	99.29%	98.75%

NON DOMESTIC RATES	2013/14	2014/15
	£m	£m
Projected Yield	88.549	91.187
Gross Charges	108.339	111.915
Less reliefs	19.427	19.546
Net Charges Billed	88.912	92.369
Cash Collected	87.668	89.886
Cash collected as % of Net Charges	98.60%	97.31%
Cash collected as % of Projected Yield	99.01%	98.57%

3

To: Finance and Resources Policy Board

On: 13 May 2015

_____

Report by: Director of Finance and Resources

_____

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

_____

1.   **Summary**

1.1.   This report details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as the end of March 2015.The report also provides an update on the funding and expenditure position in relation to Discretionary Housing Payments and the Scottish Welfare Fund.

2.   **Recommendations**

2.1   The Finance and Resources Policy Board considers the content of this report.

2.2   The Finance and Resources Policy Board approves the Discretionary Housing Payment Policy (attached as Appendix 2) updated for 2015/16.

_____

3.   **Background**

3.1   Service Information

3.1.1 As previously reported to Members, the Service continues to successfully balance a significant increase in work load as a result of the ongoing changes arising from the welfare reform agenda.

3.1.2 The Service continues to make use of temporary short term resource to create flexible capacity to support the increased workload described above.

3.2 Speed of Processing – Housing/Council Tax Benefit

3.2.1 As detailed in Table 1 below, all processing measures are within target at the year end

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

3.2.2 Members may wish to note the increase in the level of Overpayments since last reported to the Finance and Resources Policy Board on 12 November 2014 (please refer to Appendix 1). During 2014/15, the DWP launched a new process to share Real Time information from HMRC with Local Authorities. Since November, the result has been that over 500 unreported changes were identified and updated, with most of the updates resulting in benefit overpayments being identified.

These changes should have been reported to the council through customer notification. However, in these cases customers have failed to report the change and they have subsequently been identified as the result of sophisticated real time data sharing. Moving forward this represents a significant improvement that will support the early identification of changes and mitigate the occurrence of overpayments.

The Service will continue to proactively make customers aware of relevant changes and highlights the importance of reporting using a wide range of communication methods.

Table 1 – Performance Summary

Performance measure	4 Week Reporting Period 13th Feb 2015 to 12th March 2015	Year to date position	Annual Target
New Claims – processing time	24.07 days	25.41 days	29 days
New Claims - % processed within 14 days of all information received	94.81%	91.29%	91%
Changes in Circumstance – processing time	4.66 days	8.34 days	10 days

3.3 Discretionary Housing Payments

3.3.1 Table 2 in the section below shows the total expenditure for DHP during 2014/15. The Benefits Service drew down just over £120,000 from the additional funds approved by the Finance and Resources Policy Board on 14 January 2015.

3.3.2 The Benefits Service continues to work closely with Development & Housing Services, and other local housing providers to ensure that all those eligible to receive DHP support in relation to the Spare Room Subsidy (known as 'the bedroom tax') make an application. As at 31 March 2015, 98% of those currently affected had made an application.

3.3.3 The Council has received confirmation that DHP funding of £1,174,656 will be received in 2015/16. This first instalment has been estimated to equate to 80% of the amount which will be required, in addition to DWP funds, to fully mitigate 'the bedroom tax.' It is anticipated that a second instalment will be paid early in 2016/17.

3.3.4 The position for 2015/16 is that sufficient funds will be available to ensure that customers affected by 'the bedroom tax' will have their shortfall fully mitigated. However, the Benefits Service is likely to face challenges during 2015/16 as demand for DHP from claimants not affected by the bedroom tax increases. The areas of likely need will be from customers affected by the planned rollout of Universal Credit and the migration of Disability Living Allowance (DLA) to Personal Independence Payment (PIP).

3.3.5 The Service will continue to carefully monitor all DHP expenditure and anticipates that it is likely that, similar to previous years, there will be a requirement to top up DWP resources to meet the demand over the course of 2015/16.

3.4 Discretionary Housing Payment Policy

3.4.1 In relation to the Council's DHP policy, some minor changes to the policy are proposed to create an updated version for 2015/16. As previously approved by the Board, the Director of Finance and Corporate Services (now Director of Finance and Resources) will continue to review and adapt the DHP Operational Guidance as required.

A copy of the policy is attached as Appendix 2 with amendments highlighted.

3.4.2 The changes proposed are

- An update to the policy to reflect new Scottish Government powers (advised to the Board on 21st January 2015), which removed the DHP cap limit (Background Section)
- Confirmation that sufficient funds will be available to fully mitigate the effect of 'the bedroom tax' and that as a result 'bedroom tax' related DHP awards will not be subject to budgetary constraints. (Section 1.2)
- Minor wording change to improve clarity (Section 5)
- A requirement for the audit of a sample of DHP cases (Section 6.3)

Table 2 – DHP Performance Summary

Measure	1 April 2014 to 31 March 2015
Volume of DHP applications received	5,313 applications
Volume of DHP decisions made	6,570 decisions
Number of DHP awards	8,319 awards (4,475 customers)
Average processing time (target 29 days)	19.6 days
Total amount committed/paid	£1,807,020

3.5 The Scottish Welfare Fund

3.5.1 The Service has spent/committed 100% of its original budget for the Scottish Welfare Fund (SWF) and has drawn down just over £90,000 from the additional resources allocated to support the fund by the Policy Board on 14 January 2015. Arrangements have been made to accrue £19,400 to fund applications where processing had commenced but not completed by the year end.

3.5.2 The performance data relating to the fund is presented in table 3 below.

3.5.3 During 2014/15, the Service received an average increase of 21% in application volumes compared with 2013/14, the bulk of the increased levels were received in the first 6 months of 2014/15.

3.5.4 The Scottish Welfare Fund Budget allocated for 2015/16 has remained unchanged from previous years and is confirmed as £1,148,857. The Service will continue to make awards in 2015/16, in line with Scottish Government guidance.

3.5.5 The Service will continue to carefully monitor all SWF expenditure and anticipates that, similar to 2014/15, the council will only be able to award 'high' priority applications only. If trends in application volumes continue, it is likely that the Council will again require to consider providing additional funds to support the SWF fund in 2015/16.

Table 3 – SWF Performance Summary

Measure	1 April 2014 to 31 March 2015
Number of Crisis Grant applications received	8,522
Number of Crisis Grant Awards	7,299
Total amount paid for Crisis Grants	**£454,612.35**
Average Processing time (2 working days target)	**1 day**
Number of Community Care Grant applications received	2,290
Number of Community Care Grant Awards	1,594
Total amount paid for Community Care Grant	**£788,200.43**
Average processing time (15 working days target)	**10 Days**
Total amount paid/committed from the fund	**£1,242,812***
Total budget for 2014/15	**£1,170,969****
Adjusted Budget following additional resources approved by FRPB on 21 January 2015	**£1,270,969**

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

**The revised total budget available in 2014/15 was £1,170,969 being £1,148,857 funded by the Scottish Government (the same level as in 2013/14) plus £22,112 carried forward from 2013/14

_____

Implications of the Report

1.　　　**Financial** - an efficient, effective Benefit Service assists council tenants meet their financial obligations in terms of rent and council tax and ensures overpayments are minimised and DWP subsidy maximised

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

3.　　　**Community Planning –**

　　　　Community Care, Health & Well-being – An effective Benefits service is vital to the quality of life of many of our citizens as it provides vital support for low income households in order to sustain tenancies and meet their rent obligations

4.　　　**Legal** – None

5.　　　**Property/Assets** – None

6.　　　**Information Technology** - None

7.　　　**Equality & Human Rights**- The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required, following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8.　　　**Health & Safety** - None

9.　　　**Procurement** - None

10.　　**Risk** - None

11.　　**Privacy Impact** - None.

_____

Author:　　　Emma Shields, Ext 6880

Housing Benefit Statement – Appendix 1

Supplementary KPIs – Finance & Resources Policy Board

APPEALS

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

Target processing speed (number of days)	60		
Result: last 3 months (days)	January: 44 days	February: 33 days	March: 40 days
Average (12 months to date)	46 days		
Average Appeals Completed	8 Appeals per month		

Comment:-
The Service continues to manage Appeals processing well. The service is well within the target

---

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	30 days		
Result last report	October:25	November: 26	December: 30
Result Last 3 months	January: 27	February: 25	March: 26

Comment:-
The Service continues to manage Revisions processing well. The service is well within the target

---

ACCURACY

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

	Target %	Actual %
Volume of Audits	3%	3.42%
Accuracy – Mar 15	90%	96.15%
Accuracy – Year to Date	90%	94.28%

Comment:-
The service has more than achieved it's Accuracy target for 2014/15

OVERPAYMENTS

Value (Last Report)	£4,669,184
Current Value	£5,328,554
Target: Recovery	£1,030,000
Actual: Recovery	£1,162,075

Comment:-. The Service has achieved its target recovery amount for Overpayments. More detail is provided in the main report.

RENFREWSHIRE COUNCIL

FINANCE & RESOURCES

DISCRETIONARY HOUSING PAYMENT POLICY

1. Background

The current legislation for Discretionary Housing Payments (DHPs) is The Discretionary Financial Assistance Regulations 2001. DHPs are administered by the Local Authority (the council) and are funded by allocated amounts received from the Department for Work and Pensions (DWP), Scottish Government and an additional, optional contribution from the council. The maximum level of awards the council could previously have made in any one year was 2.5 times the DWP allocation. The UK Government devolved the power of setting this DHP "cap" to Scottish Ministers with effect from December 2014; removing the statutory upper limit.

The total annual funding is used to alleviate hardship by providing further financial assistance to those housing benefit customers who satisfy the qualifying criteria (which will be outlined for decision makers in operational guidance) and require additional help with their housing costs.

1.1 Main features of a DHP scheme

- DHP's are discretionary, a customer does not have a statutory right to a payment and there are no statutory rights of appeal
- DHP must be applied for. The council decides what format an application must be made in.
- The council decides who should receive a payment having regard to the qualifying criteria
- The council decides the appropriate payment amount based on the customer's financial situation and taking into consideration its own budgetary constraints. The DHP value can be any amount within the limits set out in law and guidance, including the relevant Regulations, up to the full value of the eligible rent
- DHP is not a payment of housing benefit (HB) or universal credit (UC) but the customer must be in receipt of HB or the housing costs element of UC in order to qualify for a payment
- DHP can be used to provide a rent deposit or rent in advance for those with new tenancies where the move will alleviate the effect of welfare reform or financial hardship
- DHP payments should not be regarded as a long term solution to the HB/UC entitlement restrictions dictated by current and/or future legislation
- Payments cannot be used to offset an overpayment of HB
- Payments cannot be used to cover ineligible service charges
- Payments cannot be used to minimise the effect of sanctions imposed in relation to any welfare benefits

1

- Payments cannot be used to assist with Council Tax liability
- If the council does not spend the full DWP allocation, it must be returned to the DWP. The DWP will allocate future funding using a formula based on previous expenditure
- If the council spends the full DWP allocation and the amount allocated from the Scottish Government and the council's own funds, no more DHPs may be paid during that financial year.

1.2 Revisions to the policy

The DWP have intimated the situations where the funds provided to support those affected by welfare reform changes should be concentrated, but have allowed the council the overall discretion to decide. They have advised that the council will be required to record the expenditure using a new monitoring regime to be introduced by the DWP.

The Scottish Government will allocate to each Local Authority funds which they deem will fully support DHP awards for those affected by the social sector size criteria (SSSC). As a result decisions on awards for customers affected by SSSC will not be affected by budgetary constraints.

1.3 Welfare Reform

Following the Welfare Reform Act 2010, the UK Government is changing the benefits system.

The provisions will result in the following key changes:

- The introduction of UC and the eventual migration of housing benefit claims to UC. It is planned that UC will be introduced into Renfrewshire from June 2015

- The introduction of a size criteria for working age tenants in the social rented sector from April 2013

- The implementation of a benefits cap from July 2013 limiting the total benefit that working age people can receive

- The replacement of council tax benefit with a Scottish council tax reduction scheme from April 2013

- The transfer of community care grants and crisis loans from the DWP to the Scottish Government from June 2013

- The replacement of Disability Living Allowance (DLA) with Personal Independence Payments (PIPs) starting from June 2013.

The funding referred to in section 1.2 above has been provided to councils to assist customers who are adversely affected by these changes and any other effects of welfare reform.

2

Additional operational guidance relating to welfare reform and how it affects the DHP scheme will be provided to decision makers.

2. DHP policy purpose and objectives

2.1 Purpose

The purpose of the DHP policy is to specify how the council's Benefits Service will operate the DHP scheme and to detail the factors that will be considered when deciding if a DHP can and should be awarded.

The policy does not set rigid, pre-defined criteria for awarding DHPs as this would prevent the council from exercising discretion properly in individual cases.

Each case will be treated strictly on its merits and all customers will receive equal and fair treatment.

The procedural guidance for decision makers demonstrates the flexibility which can be utilised in individual circumstances.

The Benefits Service is committed to working with Housing Services, Housing Associations, private landlords, Advice Works and other advice agencies in order to ensure that claimants receive the maximum amount of benefits and financial assistance available.

The policy takes account of the "Good Practice Guide" issued by the DWP which offers advice on how DHPs can be used to support customers in certain circumstances.

2.2 Objectives

The objectives of the DHP policy are:

- To assist with the alleviation of poverty

- To help customers to sustain their tenancies

- To assist customers threatened with homelessness

- To help customers who are trying to help/support themselves

- To assist in keeping families together

- To support domestic violence victims who are trying to move to a place of safety

- To support the vulnerable and the elderly

- To support young people in the transition to adult life

3

3. Policy commitments

- All decisions will be made in a manner that is consistent with the ordinary principles of good decision making, applicable law and guidance.

- The council will endeavour to act fairly, reasonably and consistently.

- In as far as is reasonably practicable, the council will endeavour to allocate funding received from the DWP to the areas for which the DWP intended it to be used.

- The Scottish Government's contribution will be directed in a similar way to the DWP approach; aiming to give support to some customers in Renfrewshire who have been affected by the welfare reform changes and ensure those affected by the introduction of the social sector size criteria have their reduction in HB mitigated by DHP awards on application.

- Discretion will be used reasonably and lawfully and will not extend to giving more weight to certain groups and/or claimant because they are seen as more deserving than others.

4. Publicising the policy

Access to DHP scheme awards and advice will be incorporated into the council's general welfare advice services.

All staff within the Benefits Service and Customer Services will be provided with the details of the scheme and the procedural guidance used by the council to operate the scheme fairly and consistently.

The council will pro-actively promote DHPs by working in partnership with social and private landlords to promote the availability and take-up of DHPs.

The council will make claim forms, leaflets and literature on DHPs available via the council website, Advice works, other council services, registered Social Landlords and other suitable locations across Renfrewshire.

5. Operation of the Scheme

Although the operation of the scheme has many points of discretion, there are a number of legal obligations that must be fulfilled and these will be outlined to decision makers in operational guidance.

As stated in 1.2 above a proportion of the DHP budget will be directed to supporting some customers affected by welfare reform. A further proportion of the budget, traditionally known as core funding, will be used to assist claimants who require further assistance with housing costs due to circumstances that are not directly related to the above areas.

4

Where funding has been provided to mitigate the introduction of the social sector size criteria, awards will be made to cover under occupancy reductions for the full year where housing benefit entitlement exists.

For customers who have a shortfall not due to the introduction of the social sector size criteria, the initial period of award in all cases will normally be 13 weeks or 26 weeks. This will maximise access to the available DHP funds to as many customers as possible. Subject to budget availability the decision maker may consider extending the award for a further period in certain circumstances (decision makers will be provided with operational guidance to support them in making these decisions).

The council will aim to deal with DHP requests within a timescale set in line with the housing benefit new claims processing target. DHP applications made where there is a risk of eviction will be escalated for priority processing.

6.   DHP Procedures

6.1   DHP decision making

Decision makers who are responsible for awarding DHPs will adhere to the DHP Decision Maker's Guide, set out in Appendix 1.

The procedural guidance details the following:

- the end to end process for making a DHP application
- the factors which may considered when deciding if a DHP should be paid
- suggested evidence and information which may be required to make a decision
- indications of those who should be considered most in need of assistance
- suggested amounts of DHP that should be paid and the period of the DHP award
- the method of payment
- the method for recording the decision for budgetary analysis and DWP information requirements
- advice to be provided to the claimant to help them alleviate the problems associated with their current financial situation.

6.2 Overpayments

The council will make every effort to minimise DHP overpayments. However, where an overpayment occurs, the decision maker will decide whether it is appropriate to recover the DHP by taking into consideration whether the claimant contributed to the overpayment or could reasonably have been expected to realise that an overpayment was occurring.

If it is decided that the overpayment should be recovered, the claimant will be issued with an invoice and an explanation as to how the overpayment arose and the period it relates to.

Fraudulent overpayments will be recovered.

5

6.3 Dispute Process

Although a claimant has no statutory route for appealing a decision made on a DHP claim, the Benefits Service will operate the following procedure for dealing with any disputed decisions:

- The customer or anyone nominated on their behalf can dispute the decision in writing, within one calendar month of the date of the decision notification.

- A decision maker, other than the one who made the original decision, will review the information held. If they feel that the original decision is correct, the claimant will be advised in writing that the original decision stands.

- If the second decision maker does not agree with the original decision, they will consult their Team Leader before substituting their own decision. The claimant will be advised of the new decision in writing.

- Decisions will be revised only where the original decision maker has failed to follow the correct process, or has not made the decision based on sound evidence.

- A sample audit of awards and declines will be undertaken to ensure adherence to Policy Commitments (Section 3).

7.0 Policy, Operational Guidance and Budgetary Review

The Team Leader overseeing the team of decision makers will:

- be responsible for the day to day management of the DHP budget
- monitor the decisions and review on a periodic basis (at least monthly) to ensure that the procedural guidance is being adhered to
- analyse the expenditure in each area to ensure that it is within budget and correctly profiled for the rest of the year

Findings will be reported monthly to the Operational Services Manager who has overall responsibility for the budget.

If, during the course of monitoring the budget, or at any point the Team Leader has concerns regarding the sustainability of the current processes or criteria, recommendations will be made as to where amendments are required in order to ensure continued support is provided to the most vulnerable claimants.

The procedural guidance will be amended to reflect any changes made as a result of the recommendations.

Renfrewshire Council

_____

To: Finance and Resources Policy Board

On: 13 May 2015

_____

Report by: Director of Finance and Resources

_____

Heading: Service Improvement Plan Outturn Report to 31st March 2015

_____

1. **Summary**

1.1 The Service Improvement Plan sets out what the department aims to achieve over the next three years based on the resources likely to be available. It reflects the main priorities, actions, outcomes and targets set out in the Council Plan and Community Plan/Single Outcome agreement and details specific actions that will be undertaken by the department to help make a real difference in Renfrewshire.

1.2 Implementation of the Service Improvement Plan is monitored and reported to the Finance and Resources Policy Board on a six monthly basis. A mid-year progress report detailing progress during the first six months of the year was presented to the board in November 2014. This outturn report gives an update on the progress of Service Improvement Plan (2014–2017) actions and performance for the full year to 31th March 2015.

1.3 Finance and Resources main achievements in 2014/15 include:

- **Maintaining the financial stability of the Council** by supporting the implementation of budget decisions in line with the Medium Term Financial Strategy and achieving a clean audit certificate on the closure of the 2013/14 accounts. The 2015/16 revenue and capital budgets were approved by Council in February 2015;

- **Developing the Better Council Change** programme to proactively address the funding gap outlined in the Medium Term Financial Strategy. The first phase of the change programme was approved by the Council in 9th October 2014 and is on target to deliver the expected savings. The second phase of the programme is now being developed and will focus on

0

the delivery of transformational change to support realignment of Council services and to realise efficiency savings;

- **Establishing Renfrewshire's Tackling Poverty Commission** to carry out a fundamental and multi faceted review of the causes and impact of poverty in Renfrewshire. The Commission findings and recommendations were fully endorsed by the Council. At the meeting in March 2015, the Council approved £3.23 million to support a programme of preventative and emergency response measures. The Council is now working with community planning partners to develop a strategy to take forward a programme of cross agency initiatives with the local community in line with the Commission's recommendations;

- **Embedding the Scottish Welfare Fund arrangements** to ensure that the fund is accessible to those most in need. A project to raise awareness of the fund was undertaken by three graduate interns earlier in the year and an online application for Community Care grants is now in place which has helped to ensure that applications are processed within target timescales;

- **Launching the iSave Credit Union initiative** to encourage young people to take a responsible approach to money and savings and to equip them with the life skills necessary to deal with their finances;

- **Leading the review of the Corporate Support Model** to ensure that our corporate support arrangements deliver robust, efficient and affordable professional support services;

- **Supporting the development of the Glasgow and Clyde Valley City Deal programme** to invest £1.13 billion in infrastructure projects. The ambitious proposals, developed in conjunction with seven other councils, aim to deliver over £2 billion in additional economic activity in the Clyde Valley area and create 29,000 new jobs over the next twenty years. The assurance framework for the City Deal programme has been finalised, governance arrangements have been approved and professional support is in place to deliver the projects;

- **Completing the review of the scheme for community councils** to ensure the contents and provisions of the scheme remain fit for purpose. The new scheme was approve and adopted by the Council at a special meeting on 26th February 2015. It includes some amendments suggested by community councils; the provision of annual funding; and the inclusion of measures to suspend a community council that fails to meet the requirements of the scheme;

- **Improving customer service** delivery arrangements and by developing the Customer Access Strategy to redesign existing processes and extend the use of digital channels to enable customers to access services at a time which suits their needs;

- **Developing the Corporate Business Support Model** and implementing a new organisational structure aligned to service activities. Progress has

1

also been made in the redesign and simplification of HR processes to remove duplication and improve the consistency of data;

- **Improving Contract Management within the Council** to progress further improvements in procurement processes and practices and to achieve additional procurement savings;

- **Supporting the local economy, local businesses and the local community** through initiatives in procurement practices including encouraging local small and medium sized companies to quote for the provision of goods and services. The Community Benefits Strategy was approved by the Procurement Sub-Committee and is being applied to contracts, where appropriate, to include delivery of benefits such as employing apprentices from the local community;

- **Successfully preparing for and conducting elections** including the Scottish Independence Referendum in September 2014, Youth Parliament elections in March 2015 and UK Government elections in May 2015;

- **Supporting the Council to effectively prepare** for and address the challenges associated with the creation of the Renfrewshire Health and Social Care partnership in 1st April 2015 and ensuring that robust support and governance arrangements are in place throughout the transitional period;

- **Implementing and promoting effective governance arrangements** and provision of appropriate advice and support to deliver major projects, including the Glasgow and Clyde Valley City Deal; expansion of Renfrewshire Leisure to manage our cultural and leisure services; the Council's ambitious Paisley Heritage Asset Strategy; delivering the Better Council Change Programme; implementing a revised management structure and a revised corporate support model; and implementing and supporting our citizens through major welfare reform changes;

- **Supporting a positive performance culture** through the completion of the second cycle of Public Service Improvement Framework (PSIF) assessments and ongoing implementation of improvement actions across all service areas in Finance and Resources; and by the development and implementation of an employee communication and engagement plan to ensure that employees are kept informed and engaged in changes taking place within the department and across the wider Council.

1.4 The Service Improvement Plan for (2015 to 2018) will be submitted separately to the board for approval.

_____

2. **Recommendations**

- It is recommended that the Finance and Resources Policy Board:

2

(a) Notes the progress made to implement Service Improvement Plan (2014-17) actions during 2014/15.

_____

3.   **Background**

3.1   One of the main purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service, and to consider and develop policy options which reflect changing circumstances, both in terms of customer needs and resource availability and in the context of the Council's priorities and the need to deliver Best Value.

3.2   The Service Improvement Plan forms part of the process to cascade the Council's priorities throughout the organisation. It also provides the means to integrate other operational plans and action plans. Service Improvement Plans also help to link council and community planning priorities to Individual Development Plans, so that every employee knows how they help contribute to the achievement of Council objectives.

3.3   The action plan in appendix one lies at the core of the Service Improvement Plan. It sets out service priorities, key tasks to be implemented, the implementation timetable and the outcomes and measures against which progress can be assessed. It highlights areas where significant progress has been made and also any actions that have been reviewed or delayed. Appendix two contains our strategic performance indicators which show how the service performed in 2014/15.

3.4   The Service Improvement Plan process is a key part of our Public Performance Reporting framework. Regular public performance reports are produced detailing financial and service performance in our annual accounts, Key Facts and Figures publication and annual report and also in the information booklet enclosed with the annual council tax bill issued to all Renfrewshire residents. Information is also included on the Council website and in service level public performance reports.

4   **Action Plan progress**

4.1   Full details of Finance and Resources progress, in terms of implementing the actions in the Service Improvement Plan (2014-2017) in the year to 31 March 2015, are detailed within appendix one.

4.2   The majority of actions have been completed within target timescales. Areas where there has been some slippage from the original target dates are identified below:

- **Connect Renfrewshire - Digital Access Strategy** – the digital strategy is currently being developed for implementation with our community planning partners to improve access to digital technology in our most deprived communities;

3

- **Developing opportunities for sharing digital customer services** - the Customer Access workstream has identified the priority areas for digital services. Opportunities to design and deliver services will be taken forward in partnership with service users, communities and other partners;
- **Customer service redesign** – detailed customer journey maps will be created for priority digital services identified in the Customer Access workstream to inform the future service delivery options and streamline existing service delivery arrangements;
- **Conduct a review of receipt and analysis data** – work is underway to standardise data fields in our procurement systems; once this exercise is complete, management information will be available to enhance reporting and decision making.

5. Progress against service scorecard

5.1. Our key performance indicators are reported in appendix two. The majority of our indicators are within target and show that the department is performing well. Eighteen of our indicators have green status, nine are amber, three are red, and the remainder are for data only. The indicators to highlight which are performing particularly well are:

- The Customer Service Unit answered over 70% of the 394,000 telephone calls received within the 40 second target and the average wait time for the 40,000 face to face enquiries was an average time of 13 minutes 43 seconds (against our target of 20 minutes);
- The target of 100% of FOI reviews to be completed within 20 days has been met this year;
- In addition to administrating major changes in the national welfare system, the Benefits Service met all our performance indicator targets, processing housing benefit applications and Scottish Welfare Fund grants for some of our most vulnerable citizens within target timescales. On average, the team processed new housing benefit applications in 25 days (against a target of 29 days); change of circumstance housing benefit applications were completed in an average of 8 days (against a 10 day target); the average speed of processing a crisis grant was 1 days (against our 2 day target) and the average time to process a Community Care grant was 9 days (against our 15 day target).

_____

Implications of this report

1 **Financial** – none.

2 **HR & Organisational Development** – progress on actions which contribute to the development of our employees and delivery of our workforce planning priorities are contained in appendix one.

3 **Community Planning** –

- **Children and Young People** – an update on all actions relating to children and young people is included within appendix one

4

- **Community Care, Health & Well-being** - an update on all actions relating to community, health and well-being is included within appendix one
- **Empowering our Communities** - an update on all actions relating to encouraging our communities to participate is included within appendix one
- **Greener** - an update on all actions relating to increased efficiency and minimising waste is included within appendix one
- **Jobs and the Economy** - an update on all actions relating to supporting the local economy is included within appendix one
- **Safer and Stronger** - an update on all actions relating to safer and stronger is included within appendix one

4   **Legal** - none.

5   **Property/Assets** - none.

6   **Information Technology** – progress on ICT actions and developments are contained in appendix one.

7   **Equality and Human Rights** – no negative impacts on equality groups or potential for infringement of individuals' human rights have been identified from the recommendations contained in this report. If required, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8.   **Health and Safety** – progress on health and safety actions and developments are contained in appendix one.

9.   **Procurement –** progress on actions to develop improved procurement practices are contained in appendix one.

10.   **Risk –** none.

11.   **Privacy Impact –** none.
_____

List of Background Papers

(a)   None

Author: Fiona Naylor, Business Planning and Finance Manager
          0141 618 7386

5

Finance and Resources
Service Improvement Plan (2014-2017) – Action Plan

Action Status	
▯	Cancelled
⬤	Overdue; Neglected
◀	Unassigned; Check Progress
▲	Not Started; In Progress; Assigned
◗	Completed

Council Plan Theme: A Better Future
Service Priority: Leading the corporate response to reduce the causes and impact of poverty.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-1-1-01 Tackling Poverty Strategy	Establishing a Tackling Poverty Commission that will consider the evidence, identify the actions, policies and levers at the Council's and partners' disposal that will make the most difference to those living in poverty in Renfrewshire	◗	100%	31-Mar-2015	The Tackling Poverty Commission published its report on 13 March 2015, referring it to the Council and its partners for consideration. At the Special Council meeting on 23 March 2015, the Council agreed to deploy £3.23m to support a programme of preventative and emergency response measures. The Council is now working with Community Planning Partners to develop a wider partnership response to the Commission's recommendations, with a report outlining the partnership response expected to be presented to Council for consideration in June 2015.
FCS-SIP14-1-1-02 Tackling Poverty Strategy	Develop a Tackling Poverty strategy based on the priorities and recommendations of the Tackling Poverty Commission	▲	50%	31-Mar-2017	Following publication of the Tackling Poverty Commission's report and full endorsement by the Council, a community planning partnership response will be developed based on the priorities and recommendations of the Commission. The Council strategy is currently being developed based on the Commission's recommendations and will be aligned with the CPP response; it is expected to

6

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
					be available for approval after the summer recess.
FCS-SIP14-1-1-03 Tackling Poverty Strategy	Implement Tackling Poverty strategy action plan	▲	32%	31-Mar-2017	The action plan will be implemented, following approval of the Tackling Poverty strategy which is currently being developed with community planning partners.
FCS-SIP14-1-1-04 Advice Services	Provide and commission effective and efficient advisory services and advocacy services to enable residents to make informed decisions and access the financial and legal support they require	◔	100%	31-Mar-2015	New grant funding arrangements are in place with Renfrewshire CAB and Renfrewshire Law Centre. Performance monitoring and management arrangements are being developed with both service providers. A Renfrewshire Advice Partnership is being set up to develop and promote a collective vision for advice services in the area; the first meeting of the partnership is expected to take place in Spring 2015. The partnership will involve advice service providers working together to develop proposals and solutions to ensure that advice services in Renfrewshire are proactive, efficient, accessible and customer focussed.
FCS-SIP14-1-1-05 Scottish Welfare Fund	Embed and refine the local arrangements for the Scottish Welfare Fund to better support more vulnerable members of the community as part of a year two of operation of the scheme.	◔	100%	31-Mar-2015	Scottish Welfare Fund processes are now relatively well embedded and understood. The Council agreed to provide additional funding to top up the Scottish Government's budget allocation to assist vulnerable members of our community. The budget was monitored closely during the year to ensure that support was provided to those most in need.
FCS-SIP14-1-1-06 Scottish Welfare Fund	Develop and improve relationships with Community Planning partners to deliver an holistic approach in relation to the administration of the Scottish Welfare Fund	◔	100%	31-Mar-2015	A project to increase awareness of the Scottish Welfare Fund was undertaken during the year. The interns met with key partners and stakeholders to provide awareness sessions and training on the application and administration process to support claimants. The roll out of an online application for Community Care Grants (CCG) is now complete and is helping to ensure that applications are processed within target timescales.
FCS-SIP14-1-1-07 Welfare Reform	Continue to develop the Council's response to the welfare reform changes to mitigate, where possible, the impact on people and communities.	▲	67%	31-Mar-2017	Significant efforts continue in relation to the development of advice services, financial inclusion options and support for citizens affected by Welfare Reform changes. Funding for credit unions operating in Renfrewshire has been approved and the Council is working with the credit unions to develop more affordable products. Discussions on support for citizens impacted by increased conditionality are being progressed with partners, including Jobcentre Plus. The Council is working with partners to ensure effective support is in place for the introduction of Universal Credit in Renfrewshire, on 22 June 2015.

7

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-1-08 Connect Renfrewshire	Deliver additional support to residents with limited access to, or experience of using digital technologies to ensure that they can access digital access solutions that offer services that enrich the lives of the Renfrewshire community and meets their emerging needs	🛑	40%	31-Mar-2015	Initial work on the development of a Digital Strategy for Renfrewshire identified a range of possible proposals to improve digital access in our deprived communities. A draft Digital Assist Project Mandate has now been developed. To take the proposals forward, the appointment of a Digital Assistance lead officer on a temporary two year appointment is required to develop and lead the implementation of the strategy and to play a key liaison role with Community Planning Partners, businesses and voluntary organisations. Following delays in the recruitment process, the post has now been filled; however, the delay in appointing this post has delayed the project.

Council Plan Theme: A Better Future
Service Priority: Positively engaging, influencing and managing changes in public sector policy
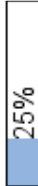
Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-1-2-09 Welfare Reform	Actively influence and engage with relevant stakeholders at a local and national level in adequately planning for and responding to the impact of the developing changes in the welfare system. Assess and implement strategies and plans to, where possible, mitigate potential negative financial impacts on the Council and partners arising from the long term welfare reform agenda.	🔺	67%	31-Mar-2017	Partnership working both at a local and national level continues to support the development of national and local plans in response to welfare reform.
FCS-SIP14-1-2-10 Joint Working / Revised Service Delivery Models	Continuing to support the Council and services to develop specific areas of joint working with community planning partners, in particular the development of revised models of service delivery between Social Work Services and the NHS	🟢	100%	31-Mar-2015	The department worked pro-actively with NHS GG&C to support the development of Renfrewshire Health and Social Care partnership ahead of the inception date of the new organisation of 1st April 2015. Shadow governance arrangements are in place for the new organisation and the department will continue to support the development of arrangements in the shadow year.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-1-2-11 Joint Working / Revised Service Delivery Models	Create a culture of partnership working and identify opportunities for alternative service delivery models.	▲	50%	31-Mar-2016	The department continues to provide professional support to the Council to progress major collaborative projects including the Strategic Waste Project to deliver a long term waste solution for Renfrewshire; the expansion of Renfrewshire Leisure to manage our cultural and leisure services and the Council's ambitious Paisley Heritage Asset strategy and the Glasgow and Clyde Valley City Deal project which will support major investment in Renfrewshire to deliver economic growth and jobs over the long term. Joint working with East Renfrewshire Council is being progressed for ICT services, with both councils having completed strategic reviews of their ICT operating models within the Collaboration Framework. The councils are also engaging jointly with the Scottish Wide Area Network delivery programme.
FCS-SIP14-1-2-12 Community Planning	Conducting a review of Local Area Committee and Community Council arrangements to ensure that they support the wider Community Engagement agenda to help achieve the aspirations and priorities in the Community Plan.	◑	100%	31-Mar-2015	The review of the scheme for the establishment of Community Councils has concluded. The new scheme was approved unanimously and adopted by the Council at a special meeting held on 26th February, 2015.

Council Plan Theme: A Better Council

Service Priority: Leading the Council's transformation programme to enable and deliver change and modernisation across the Council and to support preventative spend

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-2-1-13 Better Council Strategic Change Programme	The Better Council strategic change programme will focus on providing professional change support for initiatives to reduce organisational complexity, enhance customer intelligence, manage demand, develop new service delivery models and create new support models.	▲	30%	31-Mar-2016	Corporate governance arrangements are in place to support the delivery of the Better Council programme. The Strategic Programme Board is meeting fortnightly to review highlight reports on projects and is overseeing the development of communications and engagement plans. Programme governance has been further developed with the creation of Corporate Support Model and Connect Renfrewshire sub- programme boards. Enabling strategies for Agile Working and Customer Access have been approved. A strategic review of ICT has been completed.

9

10

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-2-1-14 Better Council Strategic Change Programme	Identifying the principal workstreams within the programme, focusing on activities which will deliver financial benefits or enable delivery of financial benefits in line with the Council's medium term financial strategy.	▲	30%	31-Mar-2016	The priorities for the first phase of the change programme (2015-16) were approved by Council on 9th October. Phase 2 of the programme is currently being defined to deliver the Council's medium term financial objectives.
FCS-SIP14-2-1-15 Better Council Strategic Change Programme	Roll out and utilisation of the Project Management Framework to manage the Better Council programme	▲	30%	31-Mar-2016	A Programme Management Office (PMO) has been created and resourced to support the full range of activity under programme governance. Arrangements are in place to provide professional programme/project management and to develop the Council's internal capacity. A well structured and efficient set of reporting tools has been developed to support the effective operation of the Strategic Programme Board.
FCS-SIP14-2-1-16 Connect Renfrewshire	The Connect Renfrewshire strategy will focus on increasing **Digital Delivery and Citizen Engagement** by: Expanding and improving the range of Council services available through digital channels.	▲	30%	31-Mar-2016	The Customer Access project board has been set up with representatives from departments and all relevant corporate functions to ensure that the Welfare Reform and Customer Access workstreams are mutually supportive. Information from a range of sources is being gathered and assessed to identify an initial short list of priority areas to present to the Better Council Strategic Programme Board for approval.
FCS-SIP14-2-1-17 Connect Renfrewshire	The Connect Renfrewshire strategy will focus on increasing **Digital Delivery and Citizen Engagement** by: Engaging with community planning partners to develop an area wide medium term digital strategy for the Council and a longer term digital strategy with partners	▲	25%	31-Mar-2016	The Digital Inclusion manager post has now been filled as of February 2015. The post holder will work closer with the Customer Access workstream to ensure that an integrated approach is delivered which meets customer needs whilst delivering necessary efficiencies.
FCS-SIP14-2-1-18 Connect Renfrewshire	The Connect Renfrewshire strategy will focus on increasing **Digital Delivery and Citizen Engagement** by: Developing the Council website to	▲	50%	31-Mar-2016	The Customer Access workstream is leading on the development of the website and content management system. Research is underway with the aim of creating an improved design and increased flexibility to change and update the website.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
	improve design and layout for customers and to enable content to be stored and accessed once across all delivery channels.				
FCS-SIP14-2-1-19 Change Management Skills	Continue to implement enhanced learning and development interventions to support successful and sustained transformational change.	(green)	100%	31-Mar-2015	Following the successful pilot of the cross organisational mentoring initiative, the initiative was extended to provide further opportunities for staff to participate in the programme. The e-learning tender is complete and an improved system is in place for the next 5 years. An improved 360 degree assessment system has also now been successfully launched.
FCS-SIP14-2-1-20 Information Management Strategy	Implementing improvements in information management through: Development of an Information Management Strategy **(Due 31 December 2014)** Piloting a huddle collaboration tool **(Due 30 September 2014)** Designing and implementing data quality standards and housekeeping processes **(Due 31 March 2015)** Reviewing the approach to collaboration **(Due 31 March 2015)** Developing a robust approach to knowledge management to support policy and strategic decision-making **(Due 31 March 2017)**	(green triangle)	30%	31-Mar-2017	The Information Management Strategy was published at the end of September 2014. Following the positive evaluation of the Huddle tool, it has now been established as a collaboration tool and is used to support a number of Council projects. Collaboration tools will be investigated as part of the ICT Transformation programme; an initial report will be produced by the end of March to help inform and agree the next stage in the programme.
FCS-SIP14-2-1-21 Information Management Strategy	Implementing business intelligence principles and tools to enhance analysis and reporting of information.	(green triangle)	25%	31-Mar-2016	The HR business intelligence tool was developed to include absence information. A coordinated approach on how the Business Intelligence tool for HR can be utilised further to support the provision of robust absence information for service managers is currently being developed. This will include an exercise to cleanse and maintain line management relationship information in the Council's HR system.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-2-1-22 ICT Delivery Model	Conducting a review of ICT assets and architecture to inform the future ICT service delivery model	(green arrow)	100%	31-Mar-2015	An ICT transformation programme has been defined. The first stage of the programme is defining an ICT roadmap that will seek to improve the ICT service delivery model and generate financial savings. The second stage of the programme will involve implementing this roadmap in 2015/16.
FCS-SIP14-2-1-23 ICT Delivery Model	Engage with the Scottish Wide Area Network programme	(green triangle)	45%	31-Mar-2016	A meeting was arranged with the providers of Scottish Wide Area Network (SWAN) in March 2015 to review the final pricing model. Following on from this meeting, a recommendation will be made on the future provision of the Wide Area Network.
FCS-SIP14-2-1-24 Corporate Business Support Service	Further development of the Business Support model from design and development through to implementation: . To create and implement a new organisational structure aligned to service activities By reviewing the structure and operation in schools in line with an activity based model	(green arrow)	100%	31-Mar-2015	The recruitment to the new management and supervisory roles within the new structure is now finished and transition to the new arrangements is nearing completion. The new resource model for schools is agreed and appointments in the new structure are now complete. Recruitment for the mobile team to support the new structure in schools is now complete and transition well underway in line with target dates.
FCS-SIP14-2-1-25 Corporate Business Support Service	Re-design and implement new processes in the service delivery function to improve efficiency and productivity by: . Establishing new ways of working to support the Council's HR processes, particularly for employee recruitment; . Reviewing and standardising tasks; Aligning processes to the Customer Services strategy	(green arrow)	100%	31-Mar-2015	Process reviews of HR and Payroll services have been undertaken and a number of actions completed, including the transfer of the staff in HR and Payroll to Business Support to create a single team with less handovers and duplication. A new recruitment application is in the process of being implemented and on completion should provide opportunities for further efficiencies. Business Support processes which are aligned to the customer access strategy have also been reviewed. As a result, tasks relating to housing repairs and customer surveys of housing tenants will transfer from Business Support to Customer Services. Other areas have been identified for transfer in the first quarter of 2015. These activities create a single team transacting the end to end process which will improve both efficiency and effectiveness. The ability of Business Support to continue to deliver further efficiency improvements through processes improvement is constrained by the capability and configuration of our software systems. The department is leading the review of the Council's financial and HR systems to assess the fitness for purpose of the systems. This will be undertaken using the Technology Lifecycle Model developed as part of the ICT Collaboration with East Renfrewshire

12

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
					Council.
FCS-SIP14-2-1-26 Corporate Business Support Service	Develop a people strategy to develop and maximise the skills of the Business Support staff by: Developing and implementing performance review and training and development plans for Business Support staff based on core competencies	🟢	100%	31-Mar-2015	The delivery of the newly developed training programme for clerical staff continues with further tranches of classroom based training complete and others planned.

The importance of building capability and skills within Business Support staff to undertake process redesign and continuous improvement has been recognised as essential for the delivery of Better Council phase 2 and 3 savings and to maintain or improve customer service.

The implementation of the new structure provides the opportunity for further staff development through rotational job opportunities. A key design principle of the structure is the effective delivery of front line services. A number of frontline staff have taken up the opportunity to exit the Council through the VR/VER programme. As a result, staff in other service areas have been invited to express an interest in working in front line services. To date, the interest has been high and some people are now transitioning to the new roles. Already, opportunities for process improvement have been identified. The people who have identified the opportunities have been invited to support the design and implementation of the solution which is enhancing their analytical and process improvement skills. |
FCS-SIP14-2-1-27 Procurement Contract Management	Improve contract management within the Council: . Embed quarterly supplier reviews Work with Scottish Government on implementation of the contract management module.	🟢	100%	30-Nov-2014	The Scottish Government are now delivering training sessions to enable councils to start utilising the functionality of the Scottish Government's eCM module. It is anticipated Renfrewshire Council training will be conducted in April/May 15; once completed, the CPU will utilise the contract management module.
FCS-SIP14-2-1-28 Procurement Contract Management	Review the procurement process for goods and services under £50k to give local SMEs more opportunities to quote.	🟢	100%	31-May-2014	A ten point plan has been implemented which includes a requirement for 50% of the six selected suppliers for Quick Quotes to have a Renfrewshire postcode where possible. The Corporate Procurement team is also working with the voluntary sector to support training for local suppliers on the tendering processes.
FCS-SIP14-2-1-29 Procurement	Implement a robust method to record and monitor the delivery of Community Benefits included within	🟢	100%	31-Mar-2016	The Community Benefits Strategy and monitoring plan was approved by Procurement Sub Committee in June 2014. Community Benefits being applied

13

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
Contract Management	procurement contracts				to contracts as appropriate.
FCS-SIP14-1-30 Council Board Reporting	Implementing a new reporting and document management system within Committee Services to efficiently and effectively access, store and record Council Board agendas, papers and minutes.	●	100%	31-Dec-2015	The new committee management system was implemented with effect from February, 2015.

Council Plan Theme: A Better Council
Service Priority: Achieving the best possible standards of service for our customers

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-2-31 Customer Services Strategy	Develop the Council's Customer Services Strategy through consultation with our customers by: . Focusing on improving customer journeys . Business process redesign . Extending the use of digital channels Further developing performance management and up-skilling our staff.	●	100%	30-Sep-2014	The Customer Access Strategy was approved and provides an underpinning reference for the Customer Access workstream within the Better Council Change Programme. The Customer Access project board has been set up with representatives from Services and all relevant corporate functions to oversee the project. Information from a range of sources has been gathered and assessed to identify an initial short list of priority areas to present to the Better Council Strategic Programme Board.
FCS-SIP14-2-32 Customer Services Strategy	Developing monitoring arrangements to support the implementation of the new customer services strategy	▲	40%	30-Jun-2015	Project mandate and scope for the Customer Access strategy has been agreed by the project board. Monitoring arrangements are currently being developed and will reflect the identified needs and expectations of the external and internal customers of the customer access function.

14

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-2-2-33 Customer Services Strategy	Improving the overall customer experience by: . Extending customer contact channels and developing our processes to make it easier for customers to access the full range of services.	▲	30%	31-Mar-2016	The Lagan system upgrade has been completed. Work is now underway to develop the website for information and transactional purposes. The Customer Access workstream will co-ordinate activities aimed at extending customer contact channels in priority areas to simplify and improve access to the full range of services.
FCS-SIP14-2-2-34 Digital Services	Increase self service options for customers and enable streamlined, right first time services by: . Defining the scope and objectives of the digital delivery and engagement project Developing delivery channels from a customer's perspective	▲	30%	31-Mar-2016	The Better Council Customer Access workstream has been established. One of the key strands is to identify and extend digital services. Analysis is currently being carried out to understand the customers who use these services and to identify opportunities to create digital solutions in consultation with our key stakeholders and customers.
FCS-SIP14-2-2-35 Customer Service Delivery	Explore new opportunities to design and deliver services in partnership with service users, communities and other partners by assessing possibilities where customer services can be fulfilled though other delivery models.	▲	30%	31-Mar-2016	The Better Council Customer Access workstream has identified the priority areas for digital services. It will now explore new opportunities to design and deliver services in partnership with service users, communities and other partners by assessing possibilities where customer services can be fulfilled though other delivery models.
FCS-SIP14-2-2-36 Customer Service Delivery	Developing opportunities for sharing digital customer service capabilities with other services and partners.	⬣	67%	31-Mar-2015	The Customer Access work stream has identified the priority areas for digital services. We are now exploring opportunities with service users, communities and other partners that will form part of the next stage of service redesign.
FCS-SIP14-2-2-37 Customer Service Delivery	Redesigning processes through customer journeys maps to simplify and improve the overall customer experience and enable self service	⬣	40%	31-Mar-2015	The customer access workstream has identified the priority services for digital redesign. Detailed customer journey maps will be created for these services to inform the future service delivery options and streamline existing service delivery. This action will be taken forward in 2015.

15

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-2-2-38 Customer Service Delivery	Refresh and review customer contact analysis and profiling to identify optimum customer service delivery arrangements and encourage use of online/self service for most customers	●	100%	31-Mar-2015	Customer contact analysis has been carried out across all council services which identified the key areas to be progressed by the Customer Access workstream. Customer insight information is also being refreshed to support the redesign of service processes.
FCS-SIP14-2-2-39 Customer Service Delivery	Continued engagement in the development of the Johnstone Civic Hub to create a professional customer service environment	●	100%	31-Mar-2015	Johnstone Town Hall opened its doors to the Public in March 2015. Services are migrating to the new location during March and April 2015, supported by a strong customer service team.
FCS-SIP14-2-2-40 Customer Service Delivery	Regularly reviewing and reporting our customer service performance to deliver a consistent standard of customer service and implementing changes and improvements based on customer feedback (complaints and surveys).	●	100%	31-Mar-2015	Existing customer feedback, service complaints and performance data has been used to support the analysis phase of Customer Access workstream. Customer feedback is being captured through regular reporting on customer service performance and complaint / feedback information. Service improvements and changes based on this data will now continue through the regular corporate reporting routes.
FCS-SIP14-2-2-41 Equality	Continue to work towards a fairer and more equal Renfrewshire through the implementation of key equality objectives and outcomes to address the Equality Act 2010 and Public Sector Equality duties.	●	100%	31-Mar-2015	Results will be published in April 2015, as part of the Council's progress report on Mainstreaming Equality: - Refreshed information on the composition of the Council's workforce and for the recruitment, development and retention of its employees, with respect to the number of employees and relevant characteristics, - Results of the Council's equal pay audit highlighting the pay gaps between male and female, people with disabilities and people without and people from a minority racial group and people who are not. - Refreshed information on occupational segregation within the Council's workforce, meaning the concentration of men and women, people with disabilities and people without from a minority racial group and people who are not, in particular grades and particular occupations.

Council Plan Theme: A Better Council

Service Priority : Developing the organisation to create capacity to manage change and sustain a positive performance culture

16

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-2-3-42 Workforce Planning	Support the ongoing implementation of the Council's People and Organisational Development Strategy and the key priorities of the Council Plan.	●	100%	31-Mar-2015	A review of the People & OD Strategy outcomes will be undertaken during the development of the Council's new strategic Organisational Development plan.
FCS-SIP14-2-3-43 Workforce Planning	Ensuring that the rights skills and capacity are available to support the delivery of the Better Council programme through skills assessments, developing our employees and partnership working.	▲	60%	31-Mar-2016	The development of a revised Organisational Development (OD) Plan is underway with support from the Council's change partner. The plan will support the Council in a climate of reducing resources to deliver Council Plan outcomes whilst ensuring that the workforce remains engaged, motivated and supported through a further period of change.
FCS-SIP14-2-3-44 Workforce Planning	Support services to efficiently manage the process of change by providing accurate workforce data to enable service models and structures to be implemented which address both current budget reductions and the needs of priority services.	●	100%	31-Mar-2015	Workforce information continues to be provided as and when required to support services reviews.
FCS-SIP14-2-3-45 Modern Apprenticeship Programme	Support the creation of employment and training opportunities for young people in the community by exploring training schemes and supporting Modern Apprenticeships in various occupational areas.	●	100%	31-Mar-2015	35 new Modern Apprentices (MAs) have been recruited which includes 3 additional MAs above the 2014/15 Skills Direct Scotland (SDS) contract. The MA programme was also named, for the second time, as a finalist in the 'Best Public Sector MA Programme' as part of the SDS MA awards.
FCS-SIP14-2-3-46 Employee Development	Review and strengthen our Performance Development Review process to ensure that employees performance is measured, reviewed and staff have Performance Development Plans in place.	●	100%	31-Oct-2015	The new and improved 360/180 degree review system has been successfully launched. The Council's revised Performance, Development and Review Policy (PDR) is currently being discussed with the relevant trade unions with a view to reaching agreement to implement later in 2015.
FCS-SIP14-2-3-47 Employee	Implement the middle managers development programme which	●	100%	31-Mar-2015	The middle managers development programme will now form part of the Council's new strategic Organisational Development plan which is currently

17

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
Development	drives workforce development and engagement.				under development.
FCS-SIP14-2-3-48 Employee Engagement	Development and implementation of an employee Communication and Engagement Plan	⟩	100%	31-Mar-2015	An employee communication plan was developed and implemented in 2014/15. One of the key elements of the plan was the launch of a quarterly employee newsletter. The feedback from employees has been positive and further suggestions for improvement will be included within future editions.
FCS-SIP14-2-3-49 Health and Safety	Continue to ensure Council meets the BS OHSAS 18001:2007 standard.	⟩	100%	31-Mar-2016	No non conformances were raised at the last audit conducted on 18th February 2015 and our certificate was successfully transferred and updated by our new assessors BSI. Future audit dates to be arranged with BSI.
FCS-SIP14-2-3-50 Supporting Attendance	Support the improvement in the Council's attendance levels and Industrial Injury figures through the utilisation of Occupational Health and Counselling service, reviewing Health and Safety and Supporting Attendance policies and ensuring their consistent application.	⟩	100%	31-Mar-2016	Supporting attendance continues to be progressed through: the utilisation of the Occupational Health and Counselling Services, discussed at the quarterly contract review meeting; - Ongoing promotion of the Occupational Health Service Early Intervention Helpline for managers. The aim is to ensure managers receive prompt medical guidance and employees can be quickly referred to support services, where appropriate; -The introduction of an electronic referral management system in February 2015, operated by the new Occupational Health Service provider. This system will simplify the referral process, facilitate early intervention in cases and increase the speed with which medical guidance is received. It will also enable appointment details to be sent directly to an employee's mobile telephone number, where made available; - Increased scrutiny of the performance indicator around the processing of Occupational Health Service referral forms, in support of early intervention. - Proactively contacting managers who have absence cases of 2 to 4 weeks in duration, to monitor action taken to date and proposed next steps; - The organisation and completion of the 2014/2015 seasonal flu vaccination programme. In excess of 1,000 employees across services were offered seasonal flu protection as part of this initiative; - Continued assistance provided to managers on supporting employee attendance and managing sickness absence cases; Ongoing delivery of supporting attendance training at a corporate level for managers, with the

18

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
					provision of tailored training for managers and employees at a service level on request; - Work has commenced on the streamlining of the supporting attendance process documentation.
FCS-SIP14-3-51 Supporting Attendance	Promote health improvement amongst our employees and within the community by maintaining Healthy Working Lives Gold Award and Mental Health and Wellbeing Commendation Award.	(green)	100%	31-Mar-2016	Health promotion activities continue in line with the Healthy Working Lives plan, with various information campaigns held including the "National No Smoking day" promoted across the council's three main depots and a participative event ran in Renfrewshire house, with 19 employees signing up to the "quit and win" programme. In addition, 9 employees taking part in smoking cessation classes. The department is working with the new Occupational health supplier to develop further health initiatives.

Council Plan Theme: A High Performing Council

Service Priority: Delivering effective strategic management of the Council's financial and human resources and maintaining sound corporate governance across the Council.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-31-52 Financial Planning	Develop and implement a financial strategy which maintains the Council's financial stability, supports the delivery of the Council's existing transformation and investment programmes, delivers the necessary saving requirements and addresses, on a sustainable basis, the financial challenges the Council will face over the medium term.	(green)	100%	31-Mar-2015	The Council approved the 2015/16 budget on 12th February 2015. The budget reflects the principles set out in the Medium Term Financial Strategy and supports delivery of the Council Plan. The second phase of the Better Council change programme is currently being developed to deliver the financial savings necessary to meet the anticipated budgetary pressures on public finances over the medium term. The financial plans of the Council continue to be updated as new information regarding pressures and funding becomes available.
FCS-SIP14-31-53 Financial Planning	Continue to lead the development of the Council's long and medium term financial plans in conjunction with all services, and develop strategies	(green)	100%	31-Mar-2015	Medium term financial plans are continually updated in light of new information relating to both pressures and funding. The long term financial planning model will be updated over summer 2015, with a view to informing the 16/17 budget setting process.

19

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
	to manage key financial risks.				
FCS-SIP14-1-54 Financial Planning	Drive income maximisation through the effective collection of current and prior year revenue due from Council Tax, Non Domestic Rates, Sundry Income bills and Housing Benefit overpayment recovery.	◑	100%	31-Mar-2015	The collection level for all payment streams continued to be monitored for both current and previous year debt. Monthly meetings take place with the Sheriff Officers to review performance. Non Domestic Rates collection was up by 0.05% and this was sustained to the end of the year.
FCS-SIP14-3-1-55 Elections	Conduct elections (European, UK Government, Local Government, Scottish Parliament and Youth Parliament) and Referendum on Scottish Independence during plan period taking cognisance of changing legislation, processes and use of e-counting systems: * European Parliament elections * Referendum on Scottish Independence * Youth Parliament elections * UK Government elections * Scottish Parliament elections * Local Government elections	▲	55%	31-Mar-2017	The Scottish Independence Referendum was conducted successfully in September 2014 and saw the highest ever turnout for the 3 constituencies in the Renfrewshire area (87.3% for Renfrewshire area). Elections to the Scottish Youth Parliament took place between 2nd and 12th March with the results being declared on 13th March. Thorough preparatory work was also undertaken to conduct the UK Parliamentary General Election on 7th May 2015.
FCS-SIP14-3-1-56 Corporate Governance	Implement and promote effective governance arrangements and provide appropriate advice and support to deliver major projects including the Property Asset Management Strategy, Schools and Leisure Investment Programme, Clyde Valley Waste Management Project, Scottish Housing Quality Standard and Integration of Health and Social Care.	◑	100%	31-Mar-2015	Governance arrangements are in place for all the Council's major projects, with support provided from across the Service. Governance arrangements are in place to manage the Better Council programme. Shadow governance arrangements are also in place to support the development of Renfrewshire's health and social care partnership. The City deal assurance framework has now been finalised and the governance arrangements have been agreed and are in place for the individual projects.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-3-1-57 Corporate Governance	Maintaining good governance arrangements through suitable and proportionate application of internal control and risk management to ensure best value is delivered.	⊙	100%	31-Mar-2016	A corporate Risk Register and Internal Audit plan is in place to manage and monitor risk and the application of appropriate internal controls. Delivery of the internal audit plan is monitored and reported on a regular basis. The percentage of Audit Plan completed (cumulative) for 2014/15 was 95.2% (target of 95%).
FCS-SIP14-3-1-58 Corporate Governance	Review protocols, guidance and procedures in light of changing legislation and Council reviews and provide legal advice to facilitate corporate priorities and strategies.	⊙	100%	31-Mar-2015	The review of the protocols for relationships between elected members and officers has been completed and an amended Protocol was approved by the Finance and resources Policy Board on 12 November 2014. In relation to the scheme of delegations, a number of significant changes in the Councils structures have been approved at the Council meeting on 18 December 2014 and at the Leadership Board on 18 February 2015. The changes agreed will be implemented throughout 2015. An amended Scheme of Delegations will be submitted to Council to reflect the changes being implemented.
FCS-SIP14-3-1-59 Corporate Governance	Developing our key financial systems, refreshing our financial processes and up-skill our workforce to maximise use of new technology and maintain corporate governance arrangements.	▲	60%	31-Mar-2016	The e5 ledger system was successfully upgraded in December 2014. The procurement process for the new Non Domestic Rates system has been completed, with the contract awarded at the end of 2014. Implementation is taking place over the course of Summer 2015, with a view to going live in October. The e5 system continues to be improved, with new debt management functionality being implemented over the course of 2015. A fundamental review of the "fitness-for-purpose" of key corporate systems is also being undertaken as part of the Better Council Change Programme with a view to ensuring that these systems continue to efficiently and effectively support service delivery.
FCS-SIP14-3-1-60 Shared Risk Assessment (Best Value 2)	Preparing for and responding to the outcome of independent scrutiny activity and actively participating in preparations for external scrutiny activity such as the annual Shared Risk Assessment review process.	⊙	100%	31-Mar-2015	The local scrutiny plan for 2015/16 outlines that no scrutiny risks have been identified which require specific scrutiny by the LAN. While this does not mean the Council has addressed all risks, it does mean the LAN is satisfied that the Council continues to review and revise its corporate governance and performance management framework.
FCS-SIP14-3-1-61 Procurement	Develop the Council's Procurement strategy for the period 2013-2015 covering all key areas including sustainability, SMEs and the local	⊙	100%	31-May-2014	A one year tactical strategy was approved by the Procurement Sub Committee in November 2014. A strategic review of the Corporate Procurement function was initiated and a longer term procurement strategy for the period 2016-2018 is being finalised which will reflect the outcome of this strategic review.

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
	agenda.				
FCS-SIP14-3-1-62 Procurement	Improve purchase to pay systems and processes.	●	100%	30-Nov-2014	A review of procurement systems was undertaken which identified that line item detail can be extracted from systems to enable better analysis of data. The concept of line item detail was tested with 'fleetmaster' system and proved to be a success. ICT are now in the process of standardising all information fields from each system to extend the use of this data.
FCS-SIP14-3-1-63 Procurement	Conduct a review of receipt and analysis data from current systems, identifying information requirements to develop management reports.	●	75%	30-Nov-2014	Work is underway to standardise the data fields in our systems; once this exercise is complete, management information reports will be available from all systems.

Council Plan Theme: A High Performing Council

Service Priority: Developing the organisation to create capacity to manage change and sustain a positive performance culture

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-3-2-64 Benchmarking /Performance Management	Benchmarking of our services to drive service improvements and share best practice with other local authorities and partners.	●	100%	31-Mar-2015	Benchmarking of services continues to be undertaken through national benchmarking arrangements - the Local Government Benchmarking Framework; SOCITM; CIPFA - to identify and adopt best practice, where practical.
FCS-SIP14-3-2-65 Benchmarking /Performance Management	Development of performance metrics and enhancing our suite of performance indicators, measures and targets across all service areas and benchmarking with other agencies and bodies to support service improvements.	●	100%	31-Mar-2015	A review of performance indicators and targets was undertaken during the year as part of the Service Improvement Planning process.

22

Code & Title	Description	Status	Progress Bar	Due Date	Latest Note
FCS-SIP14-3-2-66 Public Service Improvement Framework (PSIF)	Complete the second cycle of PSIF self assessments and implement actions arising from the improvement plans.	▲	75%	31-Mar-2016	The second cycle of PSIF assessments has been completed by all service areas across the department. The improvement plans, developed through the assessment process, have been agreed by the assessment and management teams. The action plans are now being implemented and progress will continue to be monitored and reported over the next twelve months.
FCS-SIP14-3-2-67 Customer Service Excellence	Developing a revised approach to Customer Service Excellence to maintain the standard across FACS and use the assessment process to identify areas for improvement	◗	100%	31-Mar-2015	The CSE assessment took place in April 2015. The Council retained its accreditation and also increased the number of compliance plus elements from seven to eleven.

23

Renfrewshire Council

PI Status

🔴	Alert
🔻	Warning
🟢	OK
	Unknown
	Data Only

Long Term Trends

⬅	Improving
▮	No Change
➡	Getting Worse

Short Term Trends

⬅	Improving
▮	No Change
➡	Getting Worse

Council Plan Theme: A Better Future

Service Priority: Positively engaging, influencing and managing changes arising in the public sector policy

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12		2012/13		2013/14		2014/15		2015/16	2016/17	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
FCSKPI005a Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)	🟢	➡	⬅	33.49	23	29.5	27	28.88	29	25.41	29	29	29	
FCSKPI005c Time taken for processing change of circumstance housing benefit	🟢	⬅	⬅	15.51	9	9.05	11	13.01	10	8.34	10	10	10	

24

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target
applications up until the posting of notification of outcome of the application (cumulative)													
FCSKPI010 Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days	●	▬	▬			1	2	1	2	1	2	2	2
FCSKPI011 Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days	●	◀	◀					12	15	9	15	15	15
SOA09.1117 Number of community participants in Local Area Committees	●	▬	◀	119	114	120	115	120	120	120	120	120	120

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	Notes & History Latest Note
FCSICT001 Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)	◀ (yellow)	➡	◀	85.9%	82%	83.7%	85%	88.9%	85%	83.1%	85%	85%	85%	

25

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	Notes & History Latest Note
FCSICT002 Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)	Amber	→	⇒	84.9%	85%	80.5%	85%	87.1%	85%	82.19%	85%	85%	85%	
FCSICT003 IT Customer Satisfaction Rating (out of 5)	Green	→	⇒	4.86	4.72	4.88	4.72	4.94	4.72	4.75	4.8	4.8	4.8	
FCSICT004 Percentage of uptime for key IT systems	Green	→	⇐	99.89%	99%	99.94%	99%	99.94%	99%	99.87%	99%	99%	99%	
FCSKPI173 Invoice Lines matched to Purchase orders (by volume)	Green	→	⇐	96.43%	70%	97.49%	92%	97.24%	95%	TBC	96%	96%	96%	Final year end position is not yet available.
FTCMT13 Number of transactions conducted online	Green	→	⇒		15,000	92,066	15,000	94,948	90,000	TBC	90,000	95,000	100,000	Final year end position is not yet available.

Council Plan Theme: A Better Council
Service Priority: Achieving the best possible standards of customer service

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	Notes & History Latest Note

26

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12		2012/13		2013/14		2014/15		2015/16	2016/17	Notes & History Latest Note
				Value	Target	Value	Target	Value	Target	Value	Target	Target	Target	
FCSCOMPYR Total % of complaints responded to within targets by FACS (cumulative to date)	(yellow)	←	←			97.99%	88%	92.1%	90%	95.9%	100%	100%	100%	
FCSCSU03 % of calls answered by the Customer Service Unit within target (40 seconds)	(green)	←	←	31.69%	70%	43.48%	70%	70%	70%	74%	70%	70%	70%	
FCSCSUENQ01c Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative	(green)	←	←	99.5%	95%	99.9%	95%	99.9%	95%	99.9%	90%	90%	90%	
FCSCSUSAT09 Average waiting time of customers in the Customer Service Centre	(green)	←	←	22	20	19.95	20	17.45	20	13.43	20	20	20	
FCSCSUSAT10 Customer satisfaction rating for services delivered by the Customer Service Unit	(green)	←	←	82%		0%	85%	0%	85%	81%	85%	90%	90%	
FCSFOI07 % of FOI reviews completed within 20 days	(green)	–	←	90.48%	100%	84.62%	100%	100%	100%	100%	100%	100%	100%	

27

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	Notes & History Latest Note
FCSFOI08 % of Finance and Resources FOI requests completed within timescale	(yellow triangle)	(purple left arrow)	(blue left arrow)	97.36%	100%	99.53%	100%	97.4%	100%	98.2%	100%	100%	100%	

Council Plan Theme: A Better Council
Service Priority: Developing the organisation to create capacity to manage change and sustain a positive performance culture

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	Notes & History Latest Note
CSADIV35MS Number of Elected Members with an annually reviewed Personal Development Plan.	(red octagon)	(blue right arrow)	(blue left arrow)	40	40	0	40	33	40	31	40	40	40	Councillors have been invited to complete the CPD self assessment tool. Thirty one councillors have agreed a PDP for 2014/15, nine have yet to develop their PDPs.
FCSABS01dii Average number of work days lost through sickness absence per employee (FCS) (FTE)	(yellow triangle)	(purple right arrow)	(blue right arrow)	6.39	6.8	6.74	6.8	7.33	6.6	TBC	6.5	6.5	6.4	Final year end position is not yet available.
FCSPERSOD08 % of managers, in the 360° process, with completed reports	(red octagon)	(purple right arrow)	(blue right arrow)	87.81%	90%	93.9%	90%	86.21%	90%	TBC	100%	100%	100%	Final year end position is not yet available.
FCSPERSOD09 % of employees having	(red octagon)	(purple right arrow)	(blue left arrow)	95.24%	90%	72.24%	90%	93.02%	90%	87.1%	100%	100%	100%	The majority of employees have a PDP. Training and

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	Notes & History Latest Note
completed IDPs (from MDP/MTIPD) cumulative to date														development plans are continuing to be implemented across the department.
FCSSPIEO10 % of posts of the highest 5% of earners among employees (excl. Teachers) who are women				51.8%		55.95%		54.55%						Final year end position is not yet available.

Council Plan Theme: A High Performing Council

Service Priority: Delivering effective strategic management of the Council's financial and human resources and maintaining sound corporate governance across the Council

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	Notes & History Latest Note
FCSCREDFCS01f % of invoices paid within 30 days - Finance & Corporate Services invoices				98.76%	92%	99.12%	98%	99.67%	98%	99.7%	98%	98%	98%	
FCSKPI001 Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				95.6%	95%	95.94%	95.1%	94.69%	95.6%	94.5%	96%	96%	96%	

29

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2011/12 Value	2011/12 Target	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	Notes & History Latest Note
FCSKPI002 Percentage of income due from Council Tax for prior years (cumulative position to date)				96.74%	96.5%	96.79%	96.5%	96.92%	97%	97.03%	97.25%	97.5%	97.5%	
FCSKPI003 Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				97.04%	92%	95.4%	97%	96.54%	96%	97.3%	96%	96%	96%	
FCSKPI004a Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				98.09%	98.2%	97.5%	98%	98.4%	98%	97.3%	98%	98%	98%	
FCSKPI008 Cost of collecting council tax per chargeable dwelling				15.23	15.5	13.4	15.8	14.69	16.1	TBC	15.25	15.5	16	Final year end position is not yet available.
FCSKPI133 Percentage of Audit Plan completed (cumulative)				95%	94.5%	94.8%	94.6%	95.7%	94.7%	95.2%	95%	95%	95%	
FCSKPI172 No of successful investigations administered by the Benefit Investigation Team per month (Cumulative)				89	72	84	78	96	80	90	82	84	86	

30

Renfrewshire Council

_____

To: **Finance and Resources Policy Board**

On: **13 May 2015**

_____

Report by: **Chief Executive**.

_____

Heading: **Chief Executive's Service Improvement Plan - Outturn report to 31 March 2015**

_____

1. **Summary**

1.1 The Chief Executive's Service Improvement Plan for the period 2014/15 to 2016/17 was presented to the Board in May 2014. The Service Improvement Plan provides a comprehensive statement of what the service aims to achieve over the next three years. It sets out what the service will do, based on the resources available, and it details the specific actions which will contribute to the implementation of the Council's priorities.

1.2 The report currently before the Board contains an update on what has been achieved with our action plan tasks up to the end of March 2015, to allow the Board to review progress, along with a report on our performance indicators.

1.3 The progress update covers all the services based within the Chief Executive's Service during the period: the Communications Team, the Policy and Partnerships Team and the Civil Contingencies Team. The Board will wish to note however that the Civil Contingencies Team has now moved to Community Resources and actions will not be included for this team in our new Service Improvement Plan.

_____

1

2.   **Recommendations**

2.1   It is recommended that the Finance and Resources Policy Board:

        •   notes the progress that has been made with implementation of the
            2014/15 – 2016/17 Service Improvement Plan actions and
            performance indicators

_____

3.   **Background**

3.1   One of the purposes of the Service Improvement Plan Outturn report is
        to enable elected members to assess progress with the action plan.
        The Outturn report is also part of the process of cascading the
        Council's priorities throughout the Service and it provides the means to
        integrate the various other action plans. Service Improvement Plans
        link council and community planning priorities to Individual
        Development Plans, so that every employee knows how they help
        contribute to the Council achieving its objectives.

3.2   The action plan lies at the core of the Service Improvement Plan. It
        sets out the priorities being addressed, the key tasks to be
        implemented, the implementation timetable and the outcomes and
        measures against which progress can be assessed.

3.3   Appendix 1 provides a summary of progress achieved in tackling the
        key areas set out in our Service Improvement Plan action plan to the
        end of March 2015. It highlights areas where significant advances
        have been made and also any actions that have been reviewed or
        delayed.

3.4   Appendix 2 provides the Board with the details of the Chief Executive's
        Service performance indicators.

3.5   The Service Improvement Planning process is a key part of our Public
        Performance Reporting framework. Information is also included on our
        Council web pages.

4   **Summary of main achievements**

4.1   Our key achievements from April 2014 to the end of March 2015 are
        highlighted below.

        •   The Community Plan year 1 progress report was approved by the
            Community Planning Partnership Board in April 2015 and showed
            good progress towards targets. The Renfrewshire Health and
            Social Care Partnership continues to lead the management of the

2

Community Planning process, demonstrating the strong partnership approach and shared ownership of the Plan.

- Similarly, progress towards the actions set out in the Council Plan was reported to the Leadership Board on 18 February 2015 and good progress was demonstrated over a number of key areas.

- The Service has driven forward the implementation of the Local Government Benchmarking Framework, working with Services to review data, provide contextual information and report to the public. The aim of the LGBF is to drive service improvement by making comparisons across Councils and through understanding the differences in cost, service performance and customer satisfaction. The Council is represented on a number of national working groups which are integral to the development of this approach.

- The Service is also driving forward a range of other improvement frameworks such as Customer Service Excellence and the Public Service Improvement Framework (PSIF). PSIF cycle 2 is now complete with improvements being made across all services. The annual assessment for the Customer Service Excellence standard was carried out in April 2015 and we successfully retained the standard with only two partial compliances being noted.

- The Service is continuing to support the Fairtrade movement in Renfrewshire, encouraging local people to become involved in the campaign and raising awareness of issues affecting third world producers. Fairtrade is distinctive in bringing together schools, local residents, community groups, chamber of commerce, retail outlets, businesses, employers, colleges, universities, churches, and community councils to work collectively to help producers. The Service worked with the Fairtrade steering group to organise a range of activities for Fairtrade Fortnight in February 2015.

- The Communications Team supported services and partners with printed communications and campaigns, including work on the Paisley Town Centre Heritage Asset Strategy, the Spree, Families First, Invest in Renfrewshire, Community Planning, and Welfare Reform,

- The Service produced the second report on the Council's equality outcomes and progress on mainstreaming the general equality duty in April 2015, demonstrating compliance with the Equality Act 2010.

- The Civil Contingencies Service has undertaken a new approach working with local communities to build capacity and develop local resilience. A key achievement for the service was developing the first community resilience plan for Howwood. Given the success of this model, the Team is now offering the same approach to all

3

communities in Renfrewshire, creating an innovative approach to enabling communities to help themselves.

4.2   Full details of the service's progress in terms of implementing the tasks outlined in the Service Improvement Plan over this period are included as Appendix 1 to this report. Progress against our Service Scorecard is contained in Appendix 2.

_____

Implications of the Report

1.   **Financial** - none

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

3.   **Community Planning –**

Children and Young People – The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

Community Care, Health & Well-being - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

Empowering our Communities - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

Greener - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

Jobs and the Economy - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

Safer and Stronger - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

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

4

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

8.   **Health & Safety** - none

9.   **Procurement** – none

10.   **Risk** - none

11.   **Privacy Impact** - none

_____

List of Background Papers

        None

_____

Author: Rona Hollywood, 0141 618 7415

5

Appendix 1 - Chief Executive's Service Action Plan 2014 – 2017

Action Status

🔴	Overdue
🔺	In Progress
🟢	Completed

A Better Future

Service Outcome 1 - The Council's vision and priorities are driven and communicated across Renfrewshire

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
🔺	CE.SIP.14.01.01 Produce and implement a communications strategy for each of the main Community Plan and Council Plan themes	30%	31-Mar-2017	An integrated communications strategy is currently being developed. Part of this will work will be to define key messages for each theme, to identify all key stakeholders and to identify most effective communications channels.
🔺	CE.SIP.14.01.02 Produce and promote the Community Planning website in conjunction with Engage Renfrewshire	65%	31-Mar-2017	The website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is now being used as the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/ 2015.\n\nThe structure of the website is being expanded to accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.
🔺	CE.SIP.14.01.03 Maintain partnership structures that drive actions in the 2013 Community Plan/Single Outcome Agreement and undertake supported self evaluation	50%	31-Mar-2017	The Service is maintaining partnership structures and supporting each of the thematic boards as well as the Partnership Board. Action plans have been developed for each of the thematic boards. The Community Planning Partnership Board has completed the assessment and improvement planning phases of the supported Self Evaluation

6

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
				process.
(green arrow)	CE.SIP.14.01.04 Support Engage Renfrewshire in promoting volunteering	100%	31-Mar-2015	The council has provided support to Engage Renfrewshire Forum for Empowering Communities. A volunteering toolkit has been developed and used by local community groups and a number of volunteer recruitment campaigns have been initiated for organisations. There has been an increase in the number of people registering to become a volunteer - from 614 in 2012/13 to 675 in 2013/14.
(green triangle)	CE.SIP.14.01.05 Support Engage Renfrewshire to ensure that community and Voluntary groups are involved in and contribute to community planning outcomes	50%	30-Sep-2015	The Council has provided support to Engage Renfrewshire Forum for Empowering Communities. Membership of Engage Renfrewshire has been increasing steadily - from 290 member organisations in May 2014 to 322 organisations in December 2014.
(green arrow)	CE.SIP.14.01.06 Support Renfrewshire Community Planning Partnership to develop a resource plan	100%	31-Mar-2015	Renfrewshire Community Planning Partnership has completed an exercise to identify the estimated public sector revenue expenditure in Renfrewshire. This showed that £975 million is spent by partners in Renfrewshire. Following this exercise the Community Planning Partnership Board identified two areas for the partnership to investigate: opportunities for assets/property and learning and development. This work is now underway and will be reported to future meetings of the Community Planning Partnership Board.
(green arrow)	CE.SIP.14.01.07 Promote awareness of the refreshed Council Plan, Single Outcome Agreement and Community Plan amongst employees	100%	30-Sep-2014	A summary version of the Community Plan was produced and distributed to employees. In September 2014 staff awareness raising drop in session was held for Renfrewshire Community Health Partnership employees. Following a successful evaluation, a similar event was held at the University of the West of Scotland on 31 March 2015.
(green triangle)	CE.SIP.14.01.08 Implement the Communications Strategy and Action Plan for Renfrewshire Community Planning Partnership	75%	31-Mar-2017	Community planning thematic and local events completed successfully. Website launched and social media platforms are up and running and will be developed to reach more people and organisations in Renfrewshire.
(green triangle)	CE.SIP.14.01.09 Implement an integrated communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our	30%	31-Mar-	Development of an integrated communications strategy is being undertaken.

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	development of all communications channels and support the council and community plans		2017	
▲	CE.SIP.14.01.10 Monitor progress of the Council Business Plan	20%	31-Mar-2017	The year 1 progress report on the Council Plan was reported to the Leadership Board in February 2015.
▲	CE.SIP.14.01.11 Lead on the co-ordination of the Greener Thematic group	35%	31-Mar-2017	The Greener Renfrewshire Board have agreed the action plan which is being delivered by four sub groups, each led by one of the community planning partners. Updates on progress have been provided by the Greener Communities, Carbon Management and Waste Reduction, Greener Transport and Greener Housing sub groups. An annual progress update was provided as part of the year one progress report to the Community Planning Partnership Board.
◑	CE.SIP.14.01.12 Provide support for a partnership asset mapping exercise	100%	31-Mar-2015	The key community planning partners have undertaken an asset mapping exercise and this information was presented to the Community Planning Partnership Board. Subsequently, the Board approved the establishment of a Property Development and Regeneration Group with a view to identifying shared work streams that could be developed to make better use of our physical assets

8

Service Outcome 2 - Increased, sustainable investment in our economy

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
▲	CE.SIP.14.02.13 Provide branding and promotions to support the Heritage Strategy	20%	31-Mar-2017	The Paisley Town Centre Heritage Asset strategy was launched successfully last year. The Service has developed a Paisley branding strategy and a programme of communications research to support the regeneration agenda.
▲	CE.SIP.14.02.14 Develop targeted communications to support the Invest in Renfrewshire programme	20%	31-Mar-2017	The Invest in Renfrewshire programme and brand is recognised and understood. The next focus area will be to develop communications that encourage further engagement and support inward investment.
▲	CE.SIP.14.02.15 Include and maintain detailed data about the businesses, industry, transport infrastructure and economic profile of the communities of Renfrewshire in the Knowledge Bank	20%	31-Mar-2017	Collection of this information is on hold while the Knowledge Bank is developed. This will be carried out in line with the recently published Scottish Open Data strategy.

Service Outcome 3 - Improved health, wellbeing and life chances for children and families

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
▲	CE.SIP.14.03.16 Continue to develop targeted communications to support the Early Years Strategy and Family Centres initiative as part of the Children and Young People and Tackling Poverty communications strategies	40%	31-Mar-2017	Communications activity is planned and delivered within six monthly action plans which focus on communicating key elements and milestones of the Early Years Strategy.
▲	CE.SIP.14.03.17 Increased awareness of the Families First programme amongst families in Linwood and Ferguslie	40%	31-Mar-2017	The communications team continues to work closely with the two Core Teams to ensure information is targeted to relevant families within the areas.

9

Service Outcome 4 - Improved support to vulnerable adults

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
(green arrow icon)	CE.SIP.14.04.18 Develop targeted communications to support the Self-Directed support programme	100%	31-Mar-2015	Support has been provided for the launch of the plan and on-going communications will be provided as and when required.
(green triangle icon)	CE.SIP.14.04.19 Communications Team will develop and implement strategy to support the Public Protection Committee, colleagues and other professionals	75%	31-Mar-2017	A communications strategy for the public protection committee has been developed and is being implemented. This includes web content providing information about power of attorney, and information has been developed on advice and awareness around scams and financial harm. A Newsletter has also been produced to raise awareness amongst partners and give information to local community groups.

Service Outcome 5 - Citizens who experience financial exclusion, poverty and inequality are effectively supported and have access to advice

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
(green triangle icon)	CE.SIP.14.05.21 Continue to develop targeted communications schedule to support the Welfare Reform programme as part of the Tackling Poverty Communications Strategy	30%	31-Mar-2017	Communications activity is planned and delivered within six monthly action plans which focus on communicating key elements of the Welfare Reform programme and the Tackling Poverty agenda.
(green triangle icon)	CE.SIP.14.05.22 Continue to drive the Council's policy on Fairtrade and support local campaign groups and schools	31%	31-Mar-2017	The Service is continuing to drive forward the Fairtrade campaign and recently met with the Scottish Fairtrade Forum. Meetings of the group have been hosted by the towns and villages over recent months. The Steering group delivered a range of successful events during Fairtrade fortnight 2015.

10

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
(green arrow)	CE.SIP.14.05.05.23 Coordinate and monitor progress of the Council's equality outcomes	100%	30-Apr-2015	Progress on equality outcomes was collected and reported to the Leadership Board on 1 April 2015 and will be published on the Council's website to meet the requirements of the Equality Act. Next public reporting date for progress against outcomes is 2017.

Service Outcome 6 - Communities are safer and stronger
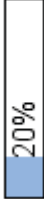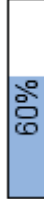
Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
(green triangle)	CE.SIP.14.06.24 Streamline arrangements relating to the co-ordination and dissemination of both internal and public facing information for disruptive events	30%	31-Mar-2017	The Communications Team have new crisis communications arrangements in place and a plan is being drafted.
(green triangle)	CE.SIP.14.06.25 Continue to engage with local communities on community resilience issues, finding new opportunities to raise their awareness and share best practice	60%	31-Mar-2017	CCS has now established contact with all community areas and has offered assistance in putting in place resilience arrangements and creating a community resilience plan. A portfolio is now in production for dissemination to all community groups which will supply them with material to assist in making themselves more resilient
(green triangle)	CE.SIP.14.06.26 Offer advice and assistance to local companies and voluntary agencies on business continuity	50%	31-Mar-2017	CCS website now has updated business information on website and produced and distributed a leaflet on business resilience
(green triangle)	CE.SIP.14.06.27 Civil Contingencies Service to ensure crisis communications arrangements are reflective of a changing environment	33%	31-Mar-2017	Item on CRMT Action log. The Communications Team have new crisis communications arrangements in place and a plan is being drafted.
(green arrow)	CE.SIP.14.06.28 Maintain and update response and recovery arrangements and put in place arrangements to	100%	31-Mar-	Risk Preparedness Assessments are currently being carried out at a National/Regional level. CCS are leading the process in this area and the findings of this project will set the

11

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
(green arrow)	respond to emergency hazards and threats		2015	work plan for putting the appropriate arrangements in place
(green triangle)	CE.SIP.14.06.29 Update and renew emergency plans across the Council	100%	31-Mar-2015	Schedule for updating plans is incorporated into the work programme and is currently on track with updated "Major Accident Hazard Pipeline" and "Human health" plans currently out for consultation
(green triangle)	CE.SIP.14.06.30 Implement strategy to provide flexible communications for the Do Your Bit campaign as part of the Greener and Safer and Stronger Communications Strategies	20%	31-Mar-2017	Key activities for Greener and Safer and Stronger Do Your Bit messages are agreed and being implemented. An integrated communications plan is being developed.
(green arrow)	CE.SIP.14.06.31 Work with partners to share information on hazards and vulnerabilities, enabling all public services within the area to access information in one place	100%	31-Mar-2015	Resilience Direct now fully active and key responders have access. Council websites now have updated resilience information posted.
(green triangle)	CE.SIP.14.06.33 Continue to coordinate the activities/actions of the Diversity and Equality Alliance Group, promoting positive attitudes, encouraging participation of individuals and groups from the diverse communities across Renfrewshire	82%	31-Mar-2016	Partners and members are actively contributing to 6 relevant Equality outcomes. Evidence of progress is now being held electronically on Covalent and is a key agenda item at meetings.
(green arrow)	CE.SIP.14.06.34 Maintain the ability to set up an emergency response facility including a Incident Response coordination centre and rest centres	100%	31-Mar-2015	The ability to set up a incident response centre was tested and all of the equipment worked well. This set up will be replaced in June 2015 with the opening of the "community safety partnership hub, which will act as a incident coordination centre both during day to day response and for major incidents. Rest Centre arrangements have also been tested and the arrangements work sufficiently well, although the upcoming restructure of the councils Social Work service will mean that the arrangements will require a major update.

A Better Council

Service Outcome 7 - The Council has high levels of customer satisfaction across all Services

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
(green arrow/tick)	CE.SIP.14.07.35 Work with partners and across the Council to develop the consultation Strategy for Renfrewshire	100%	31-Mar-2015	The Consultation Strategy has been updated and is now available on Renfo. As part of the Consultation Strategy, the council's Survey Monkey account has also been reviewed and is now managed by each service using separate login details. This enables services to develop surveys which suit the needs of their customers.
(green triangle)	CE.SIP.14.07.36 Work with Engage Renfrewshire to conduct Public Services surveys to address Council and partner priorities	40%	14-Mar-2017	Engage Renfrewshire submitted questions for the winter 2014/15 Public Services Panel and are regularly invited to input into the PSP programme.
(green triangle)	CE.SIP.14.07.38 Continue to extend the use and understanding of technology and new communications channels	20%	31-Mar-2017	The council is launching a MyRenfrewshire website which aggregates information published online by community groups and presents in one easily-accessible place for local residents. Development work is ongoing to introduce a My Account feature on the council's website which will allow users to sign-in and personalise content
(green triangle)	CE.SIP.14.07.39 Maintain corporate accreditation for Customer Service Excellence	30%	31-Mar-2017	The Customer Service Working Group organised the recent Customer Service Excellence assessment over 3 days in April. The Customer Service Excellence standard was successfully retained for the Council.

13

Service Outcome 8 - People are informed, confident and effective at work

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
▲	CE.SIP.14.08.40 Clarify knowledge and understanding of the roles and responsibilities of critical responders at service and individual levels	66%	30-Apr-2015	Incident Response Procedures documents were updated and issued before the winter shutdown. a number of business continuity plans have been updated, but a few still require more work to make them fit for purpose
▲	CE.SIP.14.08.41 Develop communications for employee volunteering campaign	20%	31-Mar-2017	Communications were developed for the Team Renfrewshire volunteering trip to South Africa, supporting their fundraising efforts and general awareness of the project. Regular communications are issued about food bank volunteering and one off volunteering opportunities such as the Queens Baton Relay.
⊙	CE.SIP.14.08.42 Increase the pool of staff trained in specific elements of response and facilitate the delivery of general awareness raising training for employees	100%	30-Apr-2015	A new raft of "Council incident officer" and "Incident response decision makers" training was delivered in November 2014. All CRMT members are now fully trained Council incident Officers and the majority of service level resilience management teams have been delivered basic resilience training
⊙	CE.SIP.14.08.43 Support Services and community planning partners to make the Council's annual COSLA applications, and coordinate all necessary arrangements for submissions	100%	31-Mar-2017	A range of partnership and council projects were selected and submitted in 2014.
▲	CE.SIP.14.08.45 Support employee recognition via events and development of an employee recognition model	60%	31-Mar-2017	The People Awards ceremony took place in October 2014 with nominations for 45 teams and individuals. The judging panel decided on the winners in each of the five categories. Each winner was presented with the prize sponsored by Renfrewshire Leisure. The next event will take place in 2017.
▲	CE.SIP.14.08.47 Develop a communications module within the corporate induction pack and management development programme	10%	31-Mar-2016	This will be undertaken in line with the new Organisational Development Strategy

14

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
▲	CE.SIP.14.08.48 Implement 2013-15 Corporate Workforce and Organisational Development Strategy action Plan for Chief Executive's	10%	31-Mar-2017	Work is taking place to ensure that a plan is in place that supports the priorities of the Service. This will be reviewed in light of the proposed corporate support model and the services which are being brought together in the Chief Executive's Service.
⬤	CE.SIP.14.08.49 Increase engagement with Critical Responders, Managers and elected Members through learning and development, tailoring training to individual needs	100%	31-Mar-2015	A new raft of "Council incident officer" and "Incident response decision makers" training was delivered in November 2014. All CRMT members are now fully trained Council incident Officers and the majority of service level resilience management teams have been delivered basic resilience training
▲	CE.SIP.14.08.50 Inform the CMT of bi-monthly communications activities implemented	30%	31-Mar-2017	Regular updates are given to the Corporate Management Team and to the Better Council Strategic Programme Board.
▲	CE.SIP.14.08.51 Monitor and coordinate progress of integrated approach to equality and human rights impact assessment	80%	31-Mar-2016	Meetings have been undertaken with the SMT and Officer Working Group to support the EQHRIA approach. A further series of SMT meetings is being arranged to improve and develop the integrated approach.
⬤	CE.SIP.14.08.52 Work in partnership with SHRC/EHRC to identify and develop capacity building packages to improve equality and human rights impact assessment in practice and evaluation	100%	31-Mar-2015	A final report on the pilot project with the SHRC/EHRC was published on 23 April 2014. Employees now have access to the relevant information to improve assessments and assist with achieving better outcomes.
⬤	CE.SIP.14.08.53 Develop Toolbox section in Renfrewshire Today to facilitate and provide access to a wide range of equality and human rights information	100%	30-Jun-2014	The Toolbox section os Renfo was published and circulated in April 2014, including a range of information to support services.
⬤	CE.SIP.14.08.54 Continue to use priority management techniques within each team and review implementation	100%	31-Mar-2015	Priority management techniques continue to be used throughout the Service and new staff are trained as required.
⬤	CE.SIP.14.08.55 The Service works in an agile way, deploying staff within different parts of the council and externally where needed	100%	31-Mar-2015	Staff continue to work in flexible ways in response to the needs of the Council. Staff have been seconded to Renfrewshire Health and Social Care Partnership to support the community planning agenda, and to Engage Renfrewshire to develop and support the

15

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
				Renfrewshire Forum for empowering communities.
🟢	CE.SIP.14.08.56 Complete and implement the Policy review	100%	31-Mar-2015	A revised structure was agreed and implemented for the policy team resulting in savings for the Service.
🟢	CE.SIP.14.08.57 Develop an improved induction process for Chief Executive's	100%	31-Mar-2015	new induction process in place for all new employees

A High Performing Council

Service Outcome 10 – The Council is performing well and has effective public performance reporting

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
🟢	CE.SIP.14.10.60 Build on the publication of the Community Planning Public Performance Reporting magazine, working with partners to improve PPR arrangements alongside the new Community Plan and SOA	100%	31-Dec-2014	A new community planning website, providing a range of community planning performance information is now operational. The 2013/14 Public Performance Reporting page of the Council website has direct links to the community planning website as well as the year one progress report on community planning outcomes.
🔺	CE.SIP.14.10.61 Implement the next stages of the Local Government Benchmarking Framework	60%	31-Mar-2017	The next stage of the LGBF is well underway. Renfrewshire is represented on all of the current benchmarking family groups. The Improvement Service is working with a sports services benchmarking group to take forward that element of the framework. Renfrewshire

16

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
●				officers are members of the sub group that is overseeing the LGBF development plan.
●	CE.SIP.14.10.62 Provide the CMT with quarterly performance reports on the Council's priorities	100%	31-Mar-2015	A new CMT Scorecard of performance indicators was developed that reflects strategic service priorities. This is reported to the CMT on a quarterly basis
▲	CE.SIP.14.10.63 Ensure that all Services undertake suitable benchmarking activity to facilitate improved performance and working practices, as part of the Local Government Benchmarking Framework	60%	31-Mar-2017	The Council is participating in the Local Government Benchmarking Framework exercise. We were involved in two pilots, (Positive destinations and Roads), and are represented in the next phase which includes: waste services, sports services, looked after children and Council tax. Service benchmarking takes place for example, in Housing Services, through SHBVN and Housemark.
▲	CE.SIP.14.10.64 Ensure a robust Service Planning process	30%	31-Mar-2017	Service planning guidelines were published for services. The approach for 2014/15 was flexible, enabling services to adapt the structure to best fit their needs. This is alongside ensuring a robust process with regular monitoring.
●	CE.SIP.14.10.65 Ensure all services are monitoring and implementing their PSIF Improvement Plans from Cycle 2	100%	31-Mar-2015	All services that took part in the PSIF assessment sessions for cycle 2 have developed and submitted their improvement plans and are monitoring them. The overall PSIF results have been evaluated and presented to the CMT.
●	CE.SIP.14.10.66 Lead on the Council's PPR framework for 2014/15	100%	31-Mar-2015	All elements of the Public Performance Reporting framework for 2014/15 are complete and all data is available on the website to comply with Audit Scotland's requirements.
▲	CE.SIP.14.10.67 Develop and maintain the Chief Executive's Health and Safety action plan	40%	31-Mar-2017	Chief Executive's Health and Safety action plan for 2015/2016 has been developed and will be submitted to the Finance and Resources Policy Board in May 2015.
●	CE.SIP.14.10.68 Deliver on Audit Scotland's Statutory Performance Indicator Direction and fulfil our statutory duties	100%	30-Sep-2014	The Service ensured that the Council met all the requirements of the annual Direction issued by Audit Scotland in terms of collecting and publishing data on the Statutory Performance Indicators.

17

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
▲	CE.SIP.14.10.69 Ensure that the Council has a robust code of corporate governance, which is consistent with national guidance	30%	31-Mar-2017	The relevant sections of the code have been reviewed and presented to the Audit Scrutiny and petitions Board. The next review is due to take place in 2015/16.
▲	CE.SIP.14.10.70 Lead on Best Value ensuring that the Council is prepared for the audit process	30%	31-Mar-2017	The service co-ordinated the annual submission to the auditors for the shared risk assessment in December 2014. The auditors will publish their report (the Local Scrutiny Plan) in May 2015, however they have indicated that no additional scrutiny for the Council is required.
▲	CE.SIP.14.10.71 Ensure all risk management arrangements are implemented and maintained	30%	31-Mar-2017	Quarterly reporting is ongoing and an updated risk management plan will be reported to the Finance and Resources Policy Board in May 2015.
◉	CE.SIP.14.10.72 Implement phase 2 of the new complaints process and ensure compliance with Scottish Public Services Ombudsman requirements	100%	31-Mar-2015	Phase 2 implemented and the first annual report was presented to the Audit Scrutiny and Petitions Board in March 2015.

Service Outcome 9 – The Council has a knowledge bank to act as the single source of data statistics, qualitative information and performance about Renfrewshire

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
▲	CE.SIP.14.09.58 Make thorough use of intelligence/data, especially SIMD, to inform policy and strategy development	30%	31-Mar-2017	This is an ongoing action to ensure that we make best use of intelligence and data sourced from within Council service areas and other government and non government organisations.
▲	CE.SIP.14.09.59 Establish and maintain a Knowledge Bank to improve partnership capability to analyse data and inform decisions	10%	31-Mar-	The original proposal for a Knowledge Bank is being reworked due to the recently released Scottish Government strategy on Open Data (February 2015) in which all public service organisations are expected to have their own Open Data strategy approved and published by the end of 2015. Relevant

18

Status Icon	Action Code & Title	Progress Bar	Due Date	Latest Note
	that improve outcomes		2017	data should be made "open" in accordance with Scottish Government guidelines by 2017. Currently a revised proposal is being drafted. The Council's Open Data strategy will be developed in line with the overall Connect Renfrewshire strategy.

19

Appendix 2 – Chief Executive's Service Performance Indicators Report 2014 2017

PI Status	
	On target
	Just missed target
	Missed target

Service Outcome Service Outcome 07: The Council has high levels of customer satisfaction across all Services

PI Code	Performance Indicator	On Target	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target
CE118	Number of partial compliances with the Customer Service Excellence standard		5	2	2	4	3	2
CE138	Number of followers on social media (twitter)		6,860	9,570	10,500	10,000	11,000	12,000
CE139	Number of friends on facebook		3,802	6,689	7,593	8,000	9,000	10,000
CE140	Overall online social media influence of Renfrewshire Council			62	62	55	56	57
CE151	Percentage of responses received for the Public Services Panel			49%	64%	60%	65%	67%
CE153	% of complaints responded to within timescales agreed with customer			100%	100%	100%	100%	100%
CE155	Number of unique website visitors			182,415	266,059	185,000	193,000	200,000
CE156	Individual users of the Civil Contingencies area of the website			1,000	2,000	1,500	2,000	2,500

20

Service Outcome Service Outcome 08: People are informed, confident and effective at work

PI Code	Performance Indicator	On Target	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target
CE119	% of Chief Executive's employees trained in equalities legislation	🟢		100%	100%	100%	100%	100%
CE158	% of CRMT and Deputes who are trained to an appropriate level for their enhanced role	🟢		80%	100%	100%	100%	100%
CE159	% of Service level CRMT and Deputes who are trained to an appropriate level to respond to critical situations	🔴		66%	75%	100%	100%	100%
	Note of performance: The Civil Contingencies Service offers a number of training programmes to ensure officers feel confident to carry out their incident response duties. In the case of service level Resilience Management Teams this is offered to all members of the service management teams. Training was organised but not all officers could attend the events and a number of officers have changed role since the events took place. This training will again be organised again in this financial year with the aim of achieving 100% coverage.							
CEABS01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	🔺	3.72	1.6	2.13	2	2	2
CEPERSOD09	% of CE employees having completed IDPs (from MDP/MTIPD)	🔺	53%	57%	62%	65%	70%	75%

Service Outcome Service Outcome 10: The Council is performing well and has effective public performance reporting

PI Code	Performance Indicator	On Target	2012/13 Value	2013/14 Value	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	🟢	100%	100%	100%	100%	100%	100%
CE120b	% of PSIF improvement actions completed (cycle 2)	🔺		20%	46%	50%	100%	N/A
CE36	% of general correspondence responded to within 10 days.	🟢	88.5%	91.7%	92.3%	80%	80%	80%
CE95	% Satisfaction levels with Council's Public Performance Reporting arrangements	See Note	77%	77%	See Note	85%	90%	92%
	Note of performance: Satisfaction levels are collected from the Public Services Panel Survey. The data for 2014/15 will be available in July 2015 and will be reported to the Board in the 6 monthly Service Improvement Plan monitoring report.							
FCSCREDCE01f	% of invoices paid within 30 days by the Chief Executive's Service	🟢	99.3%	98.7%	100%	100%	100%	100%

21

Renfrewshire Council

_____

To: Finance and Resources Policy Board

On: 13 May 2015

_____

Report by: Director of Finance and Resources

_____

Heading: Finance and Resources - Service Improvement Plan (2015 - 2018)

_____

1. **Summary**

1.1 This Service Improvement Plan for Finance and Resources covers the period from 2015/16 – 2017/18. The plan sets out our strategic priorities and outlines what the department intends to achieve over the next three years to help make a real difference in Renfrewshire.

1.2 Several factors will influence the department during this period; particularly, the financial environment in which the Council operates is likely to remain challenging through until at least 2018; the implementation of further changes in the welfare system and phased introduction of Universal Credit; development of strategic partnerships such as the Renfrewshire Health and Social Care partnership and projects within the Glasgow and Clyde Valley City Deal; and transformational changes arising through the delivery of the Better Council Change programme. The plan recognises the impact and challenges that these factors will have in the department and contains specific actions to address them.

1.3 Over the period of this plan, Finance and Resources will focus on maintaining the financial stability of the Council; targeting spend in ways which will have the greatest impact to tackle poverty to deliver a better future for children and families; enabling transformational investment through the Glasgow & Clyde Valley City Deal; supporting the expansion of Renfrewshire Leisure to manage our cultural and leisure services and the Council's ambitious Paisley Heritage Asset Strategy; delivering the Better Council Change Programme; implementing a revised management structure and a revised corporate support model; implementing and supporting our citizens through major welfare reform changes; strategically managing the Council's property portfolio; progressing the Council's strategic capital investment programme; supporting the development of the Renfrewshire Health and Social Care

0

partnership; developing and delivering the Digital Inclusion and Customer Access strategies; and administering the UK and Scottish parliamentary and local government elections.

1.4   The department will also ensure that the Council retains robust corporate governance arrangements and has the capacity to commission and provide professional support services to effectively manage this transitional period. It will also support elected members to confidently make informed choices to ensure that the Council remains proactive in its approach, remains financially stable, engages effectively with strategic partners, delivers organisational change and remains proactively risk aware.

1.5   The action plan is the core part of the Service Improvement Plan; it sets out the main tasks that will be undertaken to achieve our main priorities, the implementation timetable and the expected outcomes against which our performance can be assessed. The implementation of the action plan is monitored and progress is reported to the board on a six monthly basis. A review of progress for this Service Improvement Plan will next be brought to the board in November 2015.

_____

2.   **Recommendations**

2.1   It is recommended that the Finance and Resources Policy Board:

(a) Approves the Service Improvement Plan for 2015-2018 for Finance and Resources;
(b) Agrees that an update on the progress made to implement the plan be reported to the Board in November 2015.

_____

3.   **Background**

3.1   One of the main purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the department and to consider and develop policy options which reflect changing circumstances, in terms of both customer needs and resource availability, and in the context of achieving the Council's priorities and delivering Best Value.

3.2   The Service Improvement Plan forms part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various operational plans and action plans in place. Service Improvement Plans link Council and Community Planning priorities to employee development plans, so that employee knows how they help contribute to the achievement of the Council's priorities.

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

4.1   Finance and Resources has seven strategic priorities which are linked to the Council Plan themes and delivery of Council Plan priorities. They reflect the

1

complex role of the department and the dynamic environment in which it operates and take cognisance of the main factors that will impact on the department and wider Council during the life of this plan. Our strategic priorities are:

> *Delivering effective strategic management of the Council's financial, property, ICT and human resources and maintaining sound corporate governance across the Council;*
>
> *Leading the transformation programme to enable and deliver change and modernisation and to support preventative spend;*
>
> *Tackling the causes and impact of poverty;*
>
> *Delivering efficient and effective customer and business services and achieving the best possible standards of service for our customers;*
>
> *Positively engaging, influencing and managing changes in public sector policy;*
>
> *Developing the organisation to create capacity to manage change and sustain a positive performance culture;*
>
> *Reducing our carbon footprint to help create a greener Renfrewshire.*

5 Monitoring and reporting progress

5.1 Implementation of the Service Improvement Plan is monitored by the Departmental Management Team every quarter and is reported to the Finance and Resource Services Policy Board on a six monthly basis. An update on our progress will be brought to the board in November 2015.

5.2 An update on the implementation of the last Service Improvement Plan (2014-2017) will be reported to the board in a separate outturn report to highlight our key achievements during the past twelve to eighteen months. This Service Improvement Plan builds on the excellent progress made to date to deliver our strategic priorities. Much of this work was undertaken in partnership with other services, partners and the local community to make a real difference in Renfrewshire.

_____

Implications of the Report

1. **Financial** – The department's financial resources are included within section 3 in the plan.

2. **HR & Organisational Development –** The development of our employees is a key priority for the department. Section 4.7 in the plan details the main HR and OD actions that will be undertaken.

3. **Community Planning –**

2

Children and Young People – The plan sets out how Finance and Resources will implement Tackling Poverty actions to help deliver better outcomes and opportunities for children and their families.

Jobs and the Economy - The plan sets out how Finance and Resources will support the local economy, local businesses and local community through the effective use of our assets and by providing employment opportunities for young people through the modern apprenticeship programme.

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

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

Greener Renfrewshire – section 4.8 in the plan sets out the main actions that the department will undertake to reduce energy consumption and carbon emissions across the property estate.

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

4. **Legal -** The plan contains a number of actions relating to new legislation. The Service Improvement Plan details the actions to be taken in relation to forthcoming and planned legislative changes.

5. **Property/Assets –** Section 4.8 in the plan outlines the actions that will be undertaken to manage the property estate.

6. **Information Technology –** A key part of the Better Council change programme is centred on the development and delivery of Connect Renfrewshire, a dynamic and comprehensive business ICT strategy. Section 4.5 in the plan sets out how the department will take forward the ICT strategy.

7. **Equality & Human Rights -** The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required, following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – All developments are in line with the Council's Health and Safety policy and procedures. Section 4.7 in the plan contains specific actions in relation to health and safety.

3

9.   **Procurement** – The department's approach to the procurement and commissioning of services is outlined in section 4.5 in the plan.

10.   **Risk** - any significant risks associated with the delivery of the service outcomes contained in this plan have been identified and included within the Risk Management Plan which is monitored by the Senior Management Team.

11.   **Privacy Impact** – None

_____

List of Background Papers

(a)   None

Author: Fiona Naylor, Business Planning and Finance Manager
              0141 618 7386

4

Renfrewshire Council

Finance and Resources
Service Improvement Plan
2015/16 to 2017/18

Finance and Resources
Service Improvement Plan
2015/16 to 2017/18

Contents		**Page**

1. Foreword

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

Finance and Resources core priorities are:

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

Leading the transformation programme to enable and deliver change and modernisation and to support preventative spend;

Tackling the causes and impact of poverty;

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

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

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

Reducing our carbon footprint to help create a greener Renfrewshire.

Over the next three years, we will lead and support the implementation of Council and Community Plan priorities to make a real difference in Renfrewshire. We will focus on: maintaining the financial stability of the Council; targeting spend in ways which will have the greatest impact to tackle poverty; enabling transformational investment through the Glasgow & Clyde Valley City Deal; supporting the expansion of Renfrewshire Leisure to manage our cultural and leisure services and the Council's ambitious Paisley Heritage Asset Strategy; delivering the Better Council Change Programme; implementing a revised management structure and a revised corporate support model; implementing and supporting our citizens through major welfare reform changes; strategically managing the Council's property portfolio; progressing the Council's strategic capital investment programme; supporting the development of the Renfrewshire Health and Social Care partnership; developing and delivering the Digital Inclusion and Customer Access strategies; and administering the UK and Scottish parliamentary and local government elections.

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

The main actions that we will undertake during 2015 to 2018 are outlined later in the plan under each of our service priorities, together with measures to monitor their achievement.

Alan Russell, Director of Finance & Resources

2. Service Improvement Planning Context

2.1 The Community Plan and Council Plan share a vision for Renfrewshire which is: **"Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive".**

Six community planning thematic boards are in place to deliver the commitments made by the community planning partners under each of the six themes:

- **Children and young people;**
- **Jobs and the economy;**
- **Community care, health and well-being;**
- **Safer and stronger Renfrewshire;**
- **Greener Renfrewshire; and**
- **Empowering our communities.**

2.2 The Council Plan, 'A Better Future, A Better Council - Renfrewshire Council's plan for action 2014 - 17', outlines the Council's priorities and the main actions that the Council, as a community planning partner, will focus on:

- **A Better Future**
- **A Better Council**
- **A High Performing Council**

2.3 This Service Improvement Plan for Finance and Resources sets out our strategic priorities for the next three years. They are linked to the three Council Plan themes to demonstrate how the department will contribute to the achievement of the Council's priorities. The high level actions outlined in this plan are underpinned by detailed actions contained in the strategies and operational plans shown in the diagram below.

Finance and Resources – Core Plans and Strategies

2.4 Taken together, the Community Plan/ Single Outcome Agreement, Council Plan and Service Improvement Plan documents provide a clear strategic planning framework. They highlight the issues Renfrewshire faces, outline our main priorities and identify the key actions which the Council and its partners will undertake together to achieve the vision for Renfrewshire.

3. Our Service

3.1 Role of the Service

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

3.1.1 Corporate Governance, Advice and Support

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

3.1.2 Advising on Strategic Direction and Influencing National Policy Changes

Finance and Resources advises on the strategic direction of the Council's finances, property and ICT portfolios and capital investment programmes and actively seeks to influence national policy to protect the interests of the Council and local residents. In this role, it remains at the forefront of councils working with partners to influence the implementation of the fundamental changes to the national benefits system arising through Welfare Reform. The department is also leading the Council's approach to tackling fuel poverty, one of the Tackling Poverty Commission's core recommendations to assist people out of poverty within Renfrewshire.

3.1.3 Engaging with Strategic Partners and Delivering Organisational Change

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

The department enables transformational change across the organisation through implementation of our ICT strategy, 'Connect Renfrewshire', to deliver a sustainable, cost effective ICT operation and the Council's Organisational Development Strategy to ensure that our workforce remains engaged, motivated, skilled, and supported during this period of significant change.

3.1.4 Providing Professional Transactional and Advisory Services to Customers

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

5

- customer services which handles 400,000 phone calls and 40,000 face to face enquiries from the public;
- the provision of financial and welfare advice;
- corporate billing, corporate supplier payments and income collection arrangements (including Council Tax for over 80,000 households);
- the provision of registration services for births, deaths, marriages and civil partnerships;
- the provision of regulatory and licensing services;
- the administration of Housing Benefit on behalf of the DWP, the Council Tax Reduction scheme, the Scottish Welfare Fund on behalf of the Scottish Government and the provision of information and advice to support and assist our citizens through the transitional arrangements of the Welfare Reform programme; and
- the administration and promotion of the election process.

3.2 Our Financial Resources

3.2.1 Finance and Resources has a gross revenue budget of £34.3 million. The charts below illustrate the gross revenue expenditure budget for 2015-16 by expenditure type. The majority of our budget is spent on employee costs.

Gross Revenue Expenditure Budget 2015-16 by Expenditure Type

Administration costs, £2,578,000
Supplies and services, £2,063,000
Property costs, £249,000
Other costs, £1,522,000
Employee costs, £27,866,000
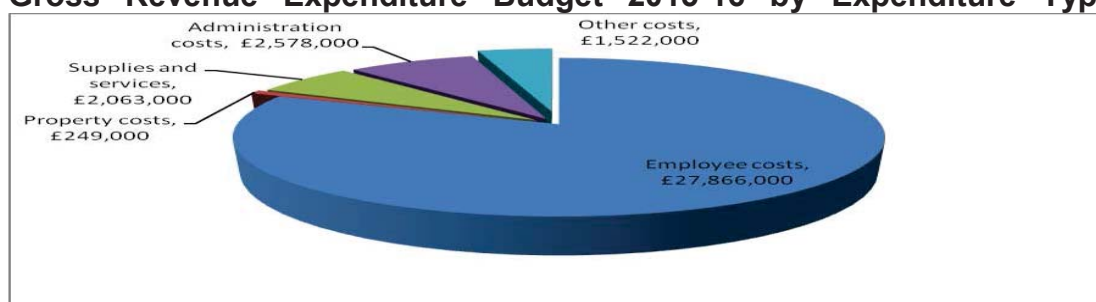
3.2.2 Budget Implications and Alignment of Resources to Service Priorities

The budget decisions approved by the Council in February 2015 are reflected in the chart above and include unavoidable base budget pressures, previous board decisions and transfers between services. Resources have been aligned to service priorities, to implement the actions outlined in this plan and to realise necessary efficiencies for the Council.

3.2.3 Our Capital Investment Programme

Finance and Resources also directly manages a capital investment programme to deliver the Change programme, ICT Infrastructure & Renewals Programme and Corporate Financial Systems.

3.3 Our Employees

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

6

4. Service Priorities – What we plan to achieve

4.1 Finance and Resources has seven core priorities which reflect the complex role of the department and the dynamic environment in which it operates; they are linked to the Council Plan themes and delivery of Council Plan priorities.

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

> ### *Council Plan Theme: A Better Future*

> ### *Priority: Tackling the causes and impact of poverty*

4.3 **Strategic Assessment:**

4.3.1 Renfrewshire is the ninth most income deprived Scottish local authority area, with nearly 15% of the population considered to be income deprived. Fuel poverty and food poverty are two significant concerns for many of our residents. Data indicates that some areas within Renfrewshire have multiple vulnerabilities which results in significantly worse outcomes for residents in terms of their health, wellbeing, employment prospects, life expectancy and quality of life. The reality is that children who grow up in poverty face greater disadvantages and have fewer opportunities in childhood and in later life.

4.3.2 Tackling the fundamental causes of poverty to improve the life chances of our young people is a key priority for the Council and its partner organisations. The Tackling Poverty Commission considered evidence from experts, practitioners and families living in the area during 2014; the findings were published in March 2015, with twenty four recommendations on how to close the gap between the richest and poorest in the area. The main focus for the Council and its partners is now on developing and implementing the Tackling Poverty Action Plan with the local community.

4.3.3 At the same time, the department will manage the ongoing implementation of changes to the national benefits system which will impact on the most vulnerable and disadvantaged individuals and their families. This reform agenda is complex and wide ranging and is being implemented over the medium to longer term. The changes are having a major impact on the Council in the way that benefits and council housing rents are managed and will increase our exposure to the risk of financial loss. The changes also impact on partner organisations, service providers and, most significantly, on a large number of citizens within Renfrewshire and could potentially increase the demands made on the Scottish Welfare Fund by those most in need.

4.3.4 The increasing use of digital services in the delivery of the benefits system means that citizens need access to appropriate digital technologies and need to have the skills and confidence to access digital services, with appropriate support arrangements in place to assist residents with limited access to, or experience of, digital technology. Effective advisory and advocacy services will also be required over the longer term to support citizens through the changes to the national benefits system.

4.3.5 **Main actions for the next three years:**

- **Working with partners to implement the Tackling Poverty Action Plan** to address the recommendations of the Tackling Poverty Commission;
- **Implementing key actions in the Fuel Poverty action plan**: identifying suitable prevention actions and interventions to provide sustainable routes out of poverty; particularly, through the development of a fuel poverty task force energy advice service to assist our citizens out of fuel poverty;
- **Prepare for further welfare changes** arising through the phased introduction of Universal Credit from June 2015. This will include working with partners to develop the Local Delivery Partnership agreement for the introduction of services to assist claimants through the Universal Credit claims process and agreement of data sharing arrangements;
- **Reviewing and redesigning processes** for Benefits, including Housing Benefit, Council Tax Reduction, Discretionary Housing Payment, Scottish Welfare Fund, Advice Services and assessment of eligibility for grants and other entitlements in line with changes arising from the introduction of Universal Credit; and the opportunities created by the bringing together of services within Customer and Business Services to streamline the way in which these services engage with and support the poorest citizens within Renfrewshire;
- **Developing and implementing the Digital Inclusion strategy** in conjunction with our Customer Access and ICT infrastructure strategies to ensure that digital services are available to the public at sites across Renfrewshire and support arrangements are in place to assist our citizens to access digital services;
- **Providing and/or commissioning advisory and advocacy services** to support our residents through the benefits changes, to help them maximise their income and make informed decisions about their money;
- **Refining the local arrangements for the Scottish Welfare Fund** to better support more vulnerable members of the community and developing relationships with Community Planning partners to deliver a holistic approach for the administration of the fund.

4.3.6 **Key Performance Measures:**

- Processing Scottish Welfare Fund crisis grants within an average two day target;
- Processing Scottish Welfare Fund community care grant within an average fifteen day target.

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

4.4 **Strategic Assessment:**

4.4.1 The UK Parliamentary elections and Scottish Parliamentary elections due to be held during 2015 to 2018 may change the political and national policy environment in which the Council operates. The introduction of new legislation from the European, UK and Scottish Parliaments including the Community Empowerment (Scotland) Bill will also impact directly on the way in which the Council commissions and provides services. The department will need to remain proactive in its approach to consultations to ensure the Council is well informed and able to respond to, and comply with, any new legislative requirements.

8

4.4.2 The Council will work more closely with partners to develop and embed the new Renfrewshire Health and Social Care Partnership for adult services with NHS GG&C to achieve successful outcomes and long term savings from early intervention and prevention activities. The development of the new Children's Services Directorate will also be a key priority for the Council, with support provided by the department to ensure that service changes are managed effectively. Revised corporate governance arrangements have already been approved to reflect the new structural changes in Policy Board remits which will take effect later in 2015.

4.4.3 The introduction of further Welfare Reform changes by the UK Government will have major implications for both the Council and our residents. The department will implement the phased introduction of Universal Credit in 2015, engaging with key partners at both a local and national level to influence the policy changes and to protect as far as possible the interests of the Council and its citizens.

4.4.4 In addition to any changes that may emerge from wider public service reform, the development of wider more strategic partnership arrangements will be a key strategic focus for the Council over the medium term and may influence how services are delivered in the future. The department has a key role to play in supporting the Council to develop this agenda effectively to optimise the benefits for Renfrewshire. This will include managing the Council's capital investment programme, implementing the Clyde Valley Region Infrastructure projects with partner agencies, supporting the delivery of the Paisley Heritage Asset strategy, supporting the transfer of the management of cultural services to Renfrewshire Leisure and by supporting the development and delivery of sustainable investment opportunities with local communities, businesses and partners to increase employment and to regenerate local areas and the local economy.

4.4.5 It will also include helping our citizens to fulfil their potential by supporting community empowerment and local decision-making and encouraging community participation and engagement and, where appropriate, supporting communities to operate and develop local facilities. The outcome of the review of electoral arrangements by the Local Government Boundary Commission for Scotland will be completed later in the year; the proposals do have implications for the Council through the realigning the current ward boundaries and increasing the number of elected members from 40 to 43.

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

4.4.7 **Main actions for the next three years:**

- **Supporting the new service delivery arrangements for Renfrewshire Health and Social Care partnership** with NHS GG&C for the delivery of adult health and social care and the development of Children's Services to ensure that support is provided during the transitional period and beyond and effective governance arrangements remain in place;

9

- **Actively influencing and engaging with relevant stakeholders** at a local and national level to plan for and respond to the changes in the welfare system and assessing and implementing strategies and plans to mitigate potential negative financial impacts on the Council and partners arising from the long term welfare reform change agenda;
- **Proactively engage and seek to influence** the UK Government's and Scottish Government's longer term intentions in respect of the administration of housing benefit and council tax reduction scheme;
- **Implementing the outcome of the review of electoral arrangements** by the Local Government Boundary Commission for Scotland, preparing for and implementing the recommendations and ensuring that revised governance arrangements are in place;
- **Progressing Community Asset transfer proposals** which support the commitments contained in the Community Empowerment Action Plan (CEAP) published jointly by the Scottish Government and COSLA to establish community empowerment as an important means of supporting communities to own and develop local facilities;
- **Implementing major pension reforms** and the new Local Government Pensions Scheme (LGPS) and Teachers Scheme, new contracting out arrangements and preparing for Automatic Enrolment in 2017. Ensuring that employees are aware of the changes and revised payroll administration processes are in place;

4.4.8 **Key Performance Measures:**

- Processing new housing benefits applications up until the posting of notification of outcome of the application within 29 days target;
- Processing change of circumstance housing benefits applications up until the posting of notification of outcome of the application within 10 days target.

Council Plan Theme: A Better Council

Priority: Leading the transformation programme to enable and deliver change and modernisation and to support preventative spend

---

4.5 **Strategic Assessment:**

4.5.1 The Council will continue to experience unprecedented financial challenges over the medium term, as a result of rising demand pressures and reducing resources in real terms. Despite the challenges faced, the Council remains proactive in its approach to addressing the estimated funding gap of £30 million in the period to 2018 through the development of an innovative transformational change programme.

4.5.2 Implementing the Better Council Change Programme and revised management structures is a key priority for the department to ensure that it delivers the transformational change necessary to achieve the required efficiencies within target timescales. The revised management structure, approved by the Leadership Board in February 2015, will enable the department to strategically manage the Council's key assets (finance, property, ICT and human resources); the transfer of Property Services and financial management function to the department, and transfer of

10

procurement, change management and strategic policy, planning and performance management functions to the Chief Executive's Service to enable a strategic and policy led approach to future commissioning of services, will take place during 2015.

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

4.5.4 An essential aspect of the Better Council transformational programme is centred on the implementation of our ICT strategy, 'Connect Renfrewshire' and the implementation of the Council's Organisational Development strategy. These strategies will ensure that we equip our staff with the skills and technology needed to continue to deliver effective and efficient services through a period of significant change. The department will need to remain alert to changes in technology and customer preferences which may include potentially co-locating service delivery arrangements with community planning partners, enabling channel shift (Customer Access strategy) and driving opportunities for sharing digital customer service capabilities with other partners.

4.5.5 Recognition of the needs of business users and customers in the development of ICT, and use of modern technologies, is essential to increase access to services and to enhance the interaction with our customers and to reduce operational costs. The department is leading the review of our financial and HR systems to support transformation, improve management information and deliver efficiency savings.

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

4.5.7 **Main actions for the next three years:**

- **Managing the Better Council Change programme** to ensure that it remains on track and delivers expected efficiencies, providing professional change support for projects to reduce organisational complexity, enhance customer intelligence, manage demand, develop new service delivery models and create new support models;
- **Delivering the Connect Renfrewshire ICT strategy** to provide more opportunities for customers to access and shape services through digital channels; reduce costs by optimising spend on ICT through collaboration, sharing and exploring new sourcing options; and enable change to lower service costs, join up service delivery, personalise services and support a flexible, skilled and productive workforce;
- **Working in partnership with Digital Scotland** to support delivery of superfast broadband across Renfrewshire;

11

- **Implementing the Organisational Development strategy** to ensure that our workforce remains engaged, motivated, skilled, and supported during this period of significant change;
- **Leading the development of the revised corporate support model** to ensure that our corporate support arrangements deliver robust, efficient and effective professional support services;
- **Leading the review of the Council's financial and HR systems** to support transformational change, supporting the delivery of transactional services and the implementation of the second phase of the corporate support model, improve management information and deliver efficiency savings;
- **Reviewing the Council's property portfolio and energy management arrangements** to optimise utilisation of the property estate and maximise our approach to energy efficient to achieve carbon reduction targets.

4.5.8 **Key Performance Measures:**

- Percentage of IT service requests fulfilled within target fix time;
- Percentage of uptime for key IT systems.

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

4.6 **Strategic Assessment:**

4.6.1 The increasing use of digital technology by our customers, advancements in technology, increasing availability of specialist apps, rising customer expectations and altering customer preferences for ways to request, book and pay for Council services will all influence our future customer service delivery arrangements.

4.6.2 The Customer Access strategy will focus on understanding and responding to our customers' needs, extending lower cost delivery methods and help manage the way in which customers interact with the Council. The strategy will utilise the technology available to make it easier for our customers to access services through a variety of contact channels.

4.6.3 Implementing the channel shift strategy to extend lower cost delivery methods and to create more opportunities for customers to access services digitally at a time that suits their needs will remain a key driver in our service delivery arrangements. Customer segmentation data indicates that the department will need to continue to provide customers with more traditional methods of service delivery to meet their needs; however, over time we will assist as many of our customers as possible to move onto digital channels.

4.6.4 The development of new service arrangements for the delivery of customer and business services (customer services unit, business support and revenues and benefits) will create greater capacity, streamline processes, remove duplication and deliver efficient services to our customers.

4.6.5 The customer service excellence ethos has been developed across the Council over many years; the consolidation of the customer centric culture will continue to be encouraged and promoted across all areas of Finance and

Resources, through ongoing process improvement, staff development and utilisation of the Customer Service Professional Qualification.

4.6.6 To ensure ongoing compliance with the Public Sector Equality Duty and to work towards a fairer and more equal Renfrewshire, the department will continue to ensure that services and information are easily accessible to all customers. Any service changes and improvements will continue to be assessed in terms of their impact on protected characteristics and achievement of our key equality outcomes.

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

4.6.7 **Key Performance Measures:**

- Number of transactions completed online;
- Number of calls answered by the Customer Contact Centre within 40 seconds;
- Average customer waiting time within the Customer Service Centre of less than 20 minutes.

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

4.7 **Strategic Assessment:**

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

4.7.2 The development and implementation of the Better Council change programme will result in a period of ongoing change in the shape and size of the departmental workforce. A crucial factor for the successful implementation of the programme will be managing the process to ensure that the department retains and develops a workforce with the appropriate skills to deliver services which meet customer expectations, achieve our key priorities and has the capacity to support delivery of the change programme.

13

4.7.3 A key opportunity in this process will be supporting the expansion of flexible ways of working through technology developments and ensuring that the workforce has the key skills to deliver services through the provision of appropriate learning and development resources.

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

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

4.7.6 **Main actions for the next three years:**

- **Supporting the implementation of significant organisational change** to ensure that succession planning arrangements are in place and employees are appropriately trained, developed and supported in their new roles;
- **Training and developing our workforce** to ensure that they possess the skills necessary to deliver services safely, efficiently and effectively and to increase the leadership and management capabilities of our managers to ensure that they are equipped with resilience, courage and strength to tackle the challenges ahead;
- **Implementing our Communication and Engagement Plan** using a variety of mediums and methods to ensure that our workforce is informed, consulted and engaged in the change process;
- **Enhancing our workforce and equality data** to ensure that management information is available for effective decision making;
- **Delivering the health improvement campaigns** and promotions and supporting our employees through access to Occupational Health and Counselling services processes;
- **Safeguarding the health, safety and wellbeing of employees**. Reviewing policies and procedures to reflect best practice and changing legislation, providing health and safety training for all employees, and developing and implementing appropriate audit and inspection plans to ensure that the Council retains the BS OHSAS 18001:2007 standard.

4.7.7 **Key Performance Measures:**

- Average number of work days lost through sickness absence per FTE;
- % of employees with completed development plans (from MDP/MTIPD);
- % of posts of the highest 5% of earners among employees who are women.

14

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

4.8 **Strategic Assessment:**

4.8.1 Climate change experts advise that increasing levels of pollution and carbon emissions are damaging the ozone layer, causing global warming, influencing our weather patterns and causing irreversible climate change. Approximately a third of Renfrewshire's carbon emissions arise from domestic energy consumption to heat our homes and on use of appliances. Around a quarter of Renfrewshire's emissions arise from transport, over ten percent through the operation of public services and around ten percent from food waste.

4.8.2 The Climate Change Scotland Act 2009 sets out key targets to reduce carbon emissions in Scotland by 80% by 2050. Since the 2007/08 baseline position, the Council has reduced CO_2 emissions by 28% and has developed a Carbon Management Plan, approved by the Planning and Property Policy Board in November 2014, detailing key actions to meet an ambitious target to reduce carbon emissions by 36% by 2020.

4.8.3 To meet the carbon emission targets and minimise carbon emission charges, new and emerging technologies providing sustainable energy sources such as ground source heat pumps, biomass boilers and solar and wind energy options will need to be explored in future asset management and investment plans to reduce energy consumption levels, running costs and carbon emissions across the property estate.

4.8.4 **Main actions for the next three years:**

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

4.8.5 **Key Performance Measures:**

- Reducing carbon emissions by 36% by 2020.

> *Council Plan Theme: A High Performing Council*

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

4.9 **Strategic Assessment**

15

4.9.1 The Council's present financial position remains stable; however, forecasts over the medium term anticipate continuing pressure on public expenditure at a UK level through until at least 2018, with a further period of budget reduction in resource provision from central government to the Council expected in 2016/17 and 2017/18.

4.9.2 The reduction in funding will be exacerbated in Renfrewshire by additional spending pressures arising from increasing demands on services due to socio-economic factors, demographic changes and central government policy changes which will result in an estimated funding gap of £30 million.

4.9.3 Based on the present financial outlook, significant levels of recurring financial savings will be required over the medium term and the Council will have to make difficult decisions on the best way to reduce costs and direct reducing resources to priority services. It is recognised that to achieve this, the Council will need to deliver significant organisational and service change to realign the size and shape of the organisation to reflect those decisions and is likely to have to manage increasing levels of risk.

4.9.4 In a period of significant organisational transformation and change, effective corporate governance, internal controls assurance and corporate risk management arrangements are essential. This will be achieved through the effective deployment of internal audit resources, embedding co-ordinated risk management processes across the Council, application of the project management framework to deliver major projects and, by working with elected members and individual services, to review governance arrangements in light of changing legislative requirements and policy changes.

4.9.5 **Main actions for the next three years:**

- **Developing the Council's financial strategy** to ensure that it adequately plans for and addresses the medium term financial challenges and uncertainty in a responsible and financially sustainable manner. The department will ensure that the Council actively manages significant longer term financial risks arising from demographic change, the global effect of economic conditions, environmental management and impact of Welfare Reform changes. The department will also consider the Council's long term debt profile in the context of the resources that will be available to the Council over the medium to longer term;
- **Conducting the UK Government, Local Government, Scottish Parliament elections** due to take place over the period of the Plan and actively preparing for potential changes emerging from the outcome of these elections;
- **Implementing and promoting effective governance arrangements** and provision of appropriate advice and support to deliver major projects, including the Glasgow and Clyde Valley City Deal; expansion of Renfrewshire Leisure to manage our cultural and leisure services; the Council's ambitious Paisley Heritage Asset Strategy; delivering the Better Council Change Programme; implementing a revised management structure and a revised corporate support model; implementing and supporting our citizens through major welfare reform changes; strategically managing the Council's property portfolio; progressing the Council's strategic capital investment programme and supporting the development of the Renfrewshire Health and Social Care partnership.

16

4.9.4 **Key Performance Measures:**

- Percentage of audit plan completed.

> *Priority: Developing the organisation to create capacity to manage change and sustain a positive performance culture.*

4.10 **Strategic Assessment**

4.10.1 A robust framework is in place within the Council that covers all aspects of strategic and operational planning, good governance, performance management and reporting and self evaluation. Finance and Resources will continue to build on this framework to learn from the self assessment, external inspections, peer review, customer feedback and consultation activities to identify and deliver improvements across our services. It is recognised that the involvement, participation and engagement with our employees and customers in this process are crucial to identify and achieve the changes necessary in our service delivery arrangements.

4.10.2 Performance metrics are in place across all our services and there will continue to be a focus on the development of performance indicators, measures and targets during the period of this plan, including those indicators that are being taken forward nationally through the Local Government Benchmarking Framework, to benchmark and improve services. Part of this process will include developing our reporting processes to keep employees, customers and other stakeholders informed of service performance. Indicators to monitor and measure performance under each of our service priorities are detailed in section six.

Main actions for the next three years:

- **Development of performance metrics** and enhancing our suite of performance indicators, measures and targets across all service areas and benchmarking with other with other local authorities and partners to share best practice and support service improvements;
- **Implement the PSIF self assessment action plans** across all service areas.

17

5. Action Plan 2015-2018

Council Plan Theme: A Better Future

Priority: *Tackling the causes and impact of poverty*

Action Number	Action Description	Responsibility	Timescale	Outcome and Measure of Success
	Tackling Poverty Action Plan			
1	Work with partners to implement an action plan which will address the recommendations from the Tackling Poverty Commission	Director of Finance and Resources	31st March 2018	Actions implemented. The causes and impact of poverty are reduced
	Fuel Poverty			
2	Implementing the Fuel Poverty Strategy Action Plan	Director of Finance and Resources/ Head of Property	31st May 2016	Fuel Poverty Strategy Action Plan implemented resulting in: *People have access to good quality, easily accessible, fuel poverty and energy advice. *Energy and fuel efficiency of the housing stock is improved *Reduction in number of residents in fuel poverty. *Householders are encouraged to use their energy efficiently to reduce their fuel costs.
	Welfare Reform			
3	Continue to develop the Council's response to the welfare reform changes to mitigate, where possible, the impact on people and communities. Working with partners to develop the Local Delivery Partnership agreement for the introduction of services to assist claimants through the Universal Credit claims process and agreeing data sharing arrangements between partners	Director of Finance and Resources; Head of Finance; Operational Services Manager	31st March 2016	Council's exposure to the risks associated with welfare reform changes are minimised and individuals and communities are informed of the changes and provided with advice and support to minimise their impact.
4	Reviewing and redesigning processes for Benefits, including Housing Benefit, Council Tax Reduction, Discretionary Housing Payment and the Scottish Welfare Fund to reflect changes arising from the introduction of Universal Credit	Operational Services Manager, Customer Services Manager	31st March 2016	Review of arrangements undertaken and any improvements implemented
	Advice Services			
5	Providing and commissioning effective and efficient advisory services and advocacy services to enable residents to make informed decisions and access the financial and legal support they require	Customer Services Manager	31st March 2018	Advisory Services in place. Customer feedback indicates that the service is effective in providing necessary advice to customers
	Digital Inclusion Strategy			
6	Deliver additional support to residents with limited access to, or experience of using digital technologies to ensure that they can access digital access solutions that offer services that enrich the lives of the Renfrewshire community and	Head of IT; Customer Services Manager	31st March 2016	Customers able to access and use digital technologies

18

	meets their emerging needs			
	Scottish Welfare Fund			
7	Embed and refine the local arrangements for the Scottish Welfare Fund to better support more vulnerable members of the community	Head of Customer & Business Services, Business Services Manager, Customer Services Manager	31st March 2016	Review of arrangements undertaken and any improvements implemented

Priority: Positively engaging, influencing and managing changes in public sector policy

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	Partnership Working			
8	Supporting the development of new joint working arrangements with community planning partners, in particular the development of Renfrewshire Health and Social Care Partnership for the delivery of adult health and care services	Senior Management Team	31st March 2016	Improved health/social care outcomes. Delivery of long term savings. Successful outcomes from the national change fund arrangements.
	Welfare Reform			
9	Actively influence and engage with relevant stakeholders at a local and national level in adequately planning for and responding to the impact of the developing changes in the welfare system. Assess and implement strategies and plans to, where possible, mitigate potential negative financial impacts on the Council and partners arising from the long term welfare reform agenda.	Director of Finance and Resources; Head of Finance; Head of Customer & Business Services, Business Services Manager, Customer Services Manager	Ongoing in line with the national welfare reform programme	Council prepared for implementation of key changes arising from the Welfare Reform Agenda in line with national and local timescales.
10	Proactively engage in, and seek to influence, the UK and Scottish Government longer term intentions in respect to the administration of housing benefit and council tax reduction scheme	Head of Customer & Business Services, Business Services Manager, Customer Services Manager	31st March 2017	Arrangements in place.
	Community Empowerment			
11	Implement the outcome of the review of electoral arrangements by the Boundary Commission for Scotland. Preparing for and implementing the recommendations and ensuring that revised governance arrangements are in place.	Head of Corporate Governance	31st March 2017	Revised arrangements in place.
12	Progressing Community Asset transfer proposals; this strategy supports the commitments contained in the Community Empowerment Action Plan (CEAP) published jointly by the Scottish Government and COSLA to establish	Head of Property	31st March 2017	Action plan implemented.

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	community empowerment as an important means of supporting communities to own and develop local facilities and realise wider community benefits			
	Pension Reforms			
13	Implementing major pension reforms and the new Local Government Pensions Scheme (LGPS) and Teachers Scheme, new contracting out arrangements and preparing for Automatic Enrolment in 2017. Ensuring that employees are aware of the changes and revised payroll administration processes are in place	HR and OD manager/ Business Services Manager	31st March 2017	Revised arrangements in place. Processes updated and implemented.

Council Plan Theme: A Better Council

Priority: Leading the transformation programme to enable and deliver change and modernisation and to support preventative spend

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	Better Council Change Programme			
14	Managing the Better Council Change programme. Providing professional change support for initiatives to reduce organisational complexity, enhance customer intelligence, manage demand, develop new service delivery models and create new support models.	Head of IT; Programme Manager	31st March 2016	The programme stays on target, efficiency savings are achieved in line with the Council's financial strategy.
	Connect Renfrewshire			
15	Delivering the Connect Renfrewshire ICT strategy to deliver: • **Operational excellence and transformation** by creating a secure, accessible and efficient environment for information; • **Digital delivery and citizen engagement** by expanding and improving the range of Council services available through digital channels; engaging with community planning partners to develop an area wide digital strategy; and by developing the website to improve design and layout for customers to enable content to be stored and accessed once across all delivery channels; • **Information accessibility and data sharing** through the development of an Information Management strategy which creates a culture of valuing information as an asset; establishing good information management practices for information and delivers effective Business Intelligence solutions; • **Enhancing ICT delivery and innovation** by reviewing the infrastructure and application portfolios and working in partnership with neighbouring councils on the ICT collaboration programme and managing	Head of IT; ICT management team	31st March 2018	Customers will have a positive experience of well designed ICT services which support organisational transformation and delivery of customer services through a variety of digital channels.

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	capacity through application of good processes for service requests and programme management.			
	Change Management Skills			
16	Implement the Organisational Development strategy Action Plan	Head of HR & Organisational Development, HR Manager	31st March 2018	Workforce remains engaged, motivated, skilled and supported.
	Information Management Strategy			
17	Implementing improvements in information management by developing a robust approach to knowledge management to support policy and strategic decision-making	Head of IT; ICT Info. & App. Services Manager; Head of Business Services	31st March 2017	Information management strategy in place with standards and housekeeping processes implemented to support and manage information effectively.
18	Implementing business intelligence principles and tools to enhance analysis and reporting of information.	Head of IT; ICT Info. & App. Services Manager;	31st March 2016	Increased access to information and analysis to inform decision making
	Corporate Support Model			
19	Leading the development of the revised corporate support model to ensure that our corporate support arrangements deliver robust, efficient and effective professional support services.	Head of Finance	31st March 2016	Flexible, productive and agile services in place which delivers high quality professional support services across the Council
	Review of Financial and HR Systems			
20	Leading the review of the Council's financial and HR systems to support transformational change, supporting the delivery of transactional services and the implementation of the second phase of the corporate support model, improve management information and deliver efficiency savings.	Head of Business Services	31st March 2018	Review of systems completed. Implementation plan developed. Procurement process completed and systems implemented.
	Asset Management			
21	Reviewing the Council's property portfolio and energy management arrangements to optimise utilisation of the property estate and maximise our approach to energy management	Head of Property	31st March 2016	Reduced property running costs. Reduced energy consumption.

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

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	Customer Access Strategy			
22	Implementing the Customer Access Strategy action plan:	Customer Services	31st March 2016	Improved overall customer experience.

21

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	○ Increasing the availability of online services through the development of the Council website platform to increase the volume of customer transactions completed online;	Manager		Improved customer satisfaction and increased efficiencies through successful channel shift. Achieving website 4 star rating in the annual SOCITM survey
	○ Redesigning processes to encourage online customer transactions for high volume demand services including council tax, benefits, housing repairs, pest control, recycling and waste collection;	Customer Services Manager	31st March 2016	Improved overall customer experience. Improved customer satisfaction and increased efficiencies through successful channel shift
	○ Creating the capability for customers to create a secure account to enable our customers to manage their interactions with the Council through the national myaccount portal.	Customer Services Manager	31st March 2017	Improved overall customer experience. Improved customer satisfaction and increased efficiencies through successful channel shift
Digital Services/ Channel Shift				
23	Increase self service options for customers and enable streamlined, right first time services by: • Expanding and improving the range of Council services available through digital channels. • Defining the scope and objectives of the digital delivery and engagement project • Developing delivery channels from a customer's perspective	Head of Business Services; Customer Services Manager	31st March 2016	Increase in digital transactions; reduction in fact to face and telephone contacts.
Customer Service Delivery				
24	Implementing a new customer and business services delivery model to increase capacity, streamline transactional customer services, reduce duplication and deliver an improved overall customer experience.	Head of Business Services	31st March 2018	New revised structure implemented. Action Plan developed and actions implemented.
Equality				
25	Continue to work towards a fairer and more equal Renfrewshire through the implementation of key equality objectives and outcomes to address the Equality Act 2010 and Public Sector Equality duties.	HR & OD Manager, HR Manager	31st March 2016	Implementation of the key equality outcomes and compliance with the Public Sector Equality Duty.

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

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
Workforce Planning				
26	Implementing the Council's People and Organisational Development Strategy and the key priorities of the Council Plan.	Director of Finance and Resources; HR & OD Manager; HR Manager	31st March 2018	Workforce aligned in terms of skills and deployment to deliver service and Council priorities

22

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
27	Ensuring that the rights skills and capacity are available to support the delivery of the Better Council programme through skills assessments, developing our employees and partnership working.	HR & OD Manager; HR Manager; Head of IT	31st March 2016	Capacity and skill set available to deliver the Better Council programme.
Modern Apprenticeship Programme				
28	Support the creation of employment and training opportunities for young people in the community by exploring training schemes and supporting Modern Apprenticeships in various occupational areas.	HR & OD Manager	31st March 2016	Increasing the number of Modern Apprentices employed by the Council
Employee Development				
29	Review and strengthen our Performance Development Review process to ensure that employees performance is measured, reviewed and staff have Performance Development Plans in place.	HR & OD Manager	31st October 2015	Employees will have performance and development plans in place linked to Council and service objectives.
Employee Engagement				
30	Development and implementation of an employee Communication and Engagement Plan	DMT	31st March 2016	Communication and Engagement Plan developed and implemented.
Health and Safety				
31	Continue to ensure Council meets the BS OHSAS 18001:2007 standard.	HR & OD Manager, Senior Health and Safety Officer	31st March 2016	BS OHSAS 18001:2007 registration retained.
Supporting Attendance				
32	Support the improvement in the Council's attendance levels and Industrial Injury figures through the utilisation of Occupational Health and Counselling service, reviewing Health and Safety and Supporting Attendance policies and ensuring their consistent application.	Head of HR & Organisational Development	31st March 2016	Achieving absence targets.
33	Promote health improvement amongst our employees and within the community by maintaining Healthy Working Lives Gold Award and Mental Health and Wellbeing Commendation Award.	HR & OD Manager, Senior Health and Safety Officer	31st March 2016	Healthy Working Lives Gold Award and Mental Health and Wellbeing Commendation Award retained.

Priority: Reducing our carbon footprint to help create a greener Renfrewshire

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
Carbon Management				
34	Implementing the key actions in the Carbon Management Plan: * To increase energy efficiency, reduce energy consumption and to reduce carbon emissions across the property estate * Ensuring energy management initiatives are aligned to our capital investment	Head of Property	31st March 2020	Carbon Management Plan actions implemented resulting in a reduction in the Council's carbon emissions by 36% by March 2020.

23

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	programme and corporate asset strategy to optimise use of our property estate and to reduce overall running costs and energy consumption levels * Monitoring and reporting revised targets for the measurable reduction of carbon emissions across the whole property estate to capture carbon emission savings and resultant financial savings Promoting reductions in energy usage and advising our employees and our residents about energy efficiency			
	Corporate Asset Management Strategy			
35	Completing implementation of the Corporate Asset Management Strategy to ensure that the property assets are managed effectively and efficiently through the provision of relevant management and performance information.	Head of Property	31st March 2016	CAMIS system implemented and enabling Council's assets to be managed effectively.

Council Plan Theme: A High Performing Council

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

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	Financial Planning			
36	Develop and implement a financial strategy which maintains the Council's financial stability, supports the delivery of the Council's existing transformation and investment programmes, delivers the necessary saving requirements and addresses, on a sustainable basis, the financial challenges the Council will face over the medium term.	Director of Finance and Resources; Senior Finance Manager; Head of Finance	31st March 2016	Savings and efficiencies identified and achieved and financial stability maintained to allow the Council to deliver local and national outcomes.
	Elections			
37	Conduct elections (UK Government, Local Government and Scottish Parliament) during plan period taking cognisance of changing legislation, processes and use of e-counting systems: • UK Government elections • Scottish Parliament elections • Local Government elections	Head of Corporate Governance	7th May 2015 31st May 2016 31st May 2017	Successful conduct and administration of elections.
	Corporate Governance			
38	Implement and promote effective governance arrangements and provide appropriate advice and support to deliver major projects including the Glasgow and Clyde Valley City Deal, expansion of Renfrewshire Leisure, Paisley Heritage Strategy, Better Council Programme, Property Asset Management Strategy, Schools and Leisure Investment Programme and Clyde Valley Waste	Director of Finance and Resources; Head of Corporate Governance; Head of Finance	31st March 2016	Major projects successfully delivered on time and to budget.

24

25

Management Project.			
39	Maintaining good governance arrangements through suitable and proportionate application of internal control and risk management to ensure best value is delivered.	Chief Auditor	31st March 2016	Risks identified and successfully managed and assurance is provided over the Council's control environment.

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

Action Number	Action Description	Responsibility	Due Date	Outcome and Measure of Success
	Benchmarking /Performance Management			
40	Development of performance metrics and enhancing our suite of performance indicators, measures and targets across all service areas and benchmarking with other with other local authorities and partners to share best practice and support service improvements.	Business Planning and performance manager and Departmental management team	31st March 2016	Robust performance management framework in place that supports delivery of service improvements.
	Public Service Improvement Framework (PSIF)			
41	Implement the PSIF self assessment action plans across all service areas	Business Planning and Finance Manager/ Departmental Management Team	31st March 2016	Improvement plan actions implemented within target timescale.

6. Finance and Resources
Scorecard of Performance Indicators

PI Status	
🔴	Alert
🔽	Warning
🟢	OK
？	Unknown
📊	Data Only

Long Term Trends	
⬅	Improving
▮	No Change
➡	Getting Worse

Short Term Trends	
⬅	Improving
▮	No Change
➡	Getting Worse

Council Plan Theme: A Better Future

Priority: Tackling the causes and impact of poverty

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		2015/16	2016/17	2017/18
				Value	Target	Value	Target	Value	Target	Target	Target	Target
FCSKPI010 Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days	🟢	▮	▮			1	2	1	2	2	2	2
FCSKPI011 Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days	🟢	⬅	⬅			12	15	8.2 (average value as at end Jan'15)	15	15	15	15

Priority: Positively engaging, influencing and managing changes in public sector policy

26

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target
FCSKPI005a Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)	🟢	←	←	29.5	27	28.88	29	25.41	29	24	24	24
FCSKPI005c Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)	🟢	←	←	9.05	11	13.01	10	8.34	10	10	10	10
SOA09.1117 Number of community participants in Local Area Committees	🟢	–	←	120	115	120	120	Annual Figure	120	120	120	120

Council Plan Theme: A Better Council

Priority: Leading the transformation programme to enable and deliver change and modernisation and to support preventative spend

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target
FCSICT001 Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)	🟡	←	→	83.7%	85%	88.9%	85%	83%	85%	85%	85%	85%
FCSICT002 Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)	🟡	←	→	80.5%	85%	87.1%	85%	82.19%	85%	85%	85%	85%
FCSICT003 IT Customer Satisfaction Rating (out of 5)	🟢	←	←	4.88	4.72	4.94	4.72	4.75	4.8	4.8	4.8	4.8
FCSICT004 Percentage of uptime for key IT systems	🟢	→	→	99.94%	99%	99.94%	99%	99.87%	99%	99%	99%	99%
FCSKPI173 Invoice Lines matched to Purchase orders (by volume)	🟢	←	←	97.49%	92%	97.24%	95%	97.5% (value as at end Dec'14)	96%	96%	96%	96%
FTCMT13 Number of transactions conducted online	🟢	←	←	92,066	15,000	94,948	90,000	88,099 (value as at	90,000	95,000	100,000	105,000

27

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target
								end Dec'14)				

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

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target
96.925FCSCOMPYR Total % of complaints responded to within targets by FACS (cumulative to date)	yellow	←	←	97.99%	88%	92.1%	90%	95.9% (value as at Jan'15)	100%	100%	100%	100%
FCSCSU03 % of calls answered by the Customer Service Unit within target (40 seconds)	green	←	←	43.48%	70%	70%	70%	75.1% (value as at Jan'15)	70%	70%	70%	70%
FCSCSUENQ01c Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative	green	←	←	99.9%	95%	99.9%	95%	99.98%	90%	90%	90%	90%
FCSCSUSAT09 Average waiting time of customers in the Customer Service Centre	green	←	←	19.95	20	17.45	20	13.43	20	20	20	20
FCSCSUSAT10 Customer satisfaction rating for services delivered by the Customer Service Unit	green	←	←	0%	85%	0%	85%	81%	85%	90%	90%	90%
FCSFOI07 % of FOI reviews completed within 20 days	green	▬	←	84.62%	100%	100%	100%	100%	100%	100%	100%	100%
FCSFOI08 % of Finance and Corporate Services FOI requests completed within timescale	yellow	←	←	99.53%	100%	97.38%	100%	98.2%	100%	100%	100%	100%

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

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13 Value	2012/13 Target	2013/14 Value	2013/14 Target	2014/15 Value	2014/15 Target	2015/16 Target	2016/17 Target	2017/18 Target

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		2015/16	2016/17	2017/18
				Value	Target	Value	Target	Value	Target	Target	Target	Target
CSADIV35MS Number of Elected Members with an annually reviewed Personal Development Plan.	🛑	⬅	⬅	0	40	33	40	31	40	40	40	40
FCSABS01dii Average number of work days lost through sickness absence per employee (FCS) (FTE)	🔺	➡	➡	6.74	6.8	7.33	6.6	5.82 (value at end of Dec'14)	6.5	6.5	6.4	6.4
FCSPERSOD08 % of managers, in the 360° process, with completed reports	🛑	➡	➡	93.9%	90%	86.21%	90%	Annual figure	100%	100%	100%	100%
FCSPERSOD09 % of employees having completed IDPs (from MDP/MTIPD) cumulative to date	🛑	⬅	➡	72.24%	90%	93.02%	90%	87.1%	100%	100%	100%	100%
FCSSPIEO10 % of posts of the highest 5% of earners among employees (excl. Teachers) who are women	📊	Data only	Data only	55.95%	Data only	54.55%	Data only	Annual indicator	Data only	Data only	Data only	Data only

Priority: Reducing our carbon footprint to help create a greener Renfrewshire

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		2015/16	2016/17	2017/18
				Value	Target	Value	Target	Value	Target	Target	Target	Target
Reducing the Council's carbon emissions	?	?	?							6%	8%	10%

Council Plan Theme: A High Performing Council

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

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		2015/16	2016/17	2017/18
				Value	Target	Value	Target	Value	Target	Target	Target	Target
FCSCREDFCS01f % of invoices paid within 30 days - Finance & Corporate Services invoices	🟢	⬅	⬅	99.12%	98%	99.67%	98%	99.72%	98%	98%	98%	98%

29

PI Code & Short Name	Current Status	Short Term Trend	Long Term Trend	2012/13		2013/14		2014/15		2015/16	2016/17	2017/18
				Value	Target	Value	Target	Value	Target	Target	Target	Target
FCSKPI001 Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)	(yellow)	→	→	95.94%	95.1%	94.69%	95.6%	94.5%	96%	96%	96%	96%
FCSKPI002 Percentage of income due from Council Tax for prior years (cumulative position to date)	(yellow)	←	←	96.79%	96.5%	96.92%	97%	97.03%	97.25%	97.27%	97.27%	97.27%
FCSKPI003 Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)	(green)	←	←	95.4%	97%	96.54%	96%	97.3%	96%	96%	96%	96%
FCSKPI004a Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)	(yellow)	→	→	97.5%	98%	98.4%	98%	97.3%	98%	98%	98%	98%
FCSKPI008 Cost of collecting council tax per chargeable dwelling	(green)	←	←	13.4	15.8	14.69	16.1	Annual Indicator	15.25	15.25	15.25	15.25
FCSKPI133 Percentage of Audit Plan completed (cumulative)	(green)	←	←	94.8%	94.6%	95.7%	94.7%	95.2%	95%	95%	95%	95%
FCSKPI172 No of successful investigations administered by the Benefit Investigation Team per month (Cumulative)	(green)	←	←	84	78	96	80	76 (value as at end Jan'15)	82	84	85	86

30

Renfrewshire Council

_____

To: **Finance and Resources Policy Board**

On: **13 May 2015**

_____

Report by: **Chief Executive**

_____

Heading: **Chief Executive's Service Improvement Plan 2015/16 to 2017/18**

_____

1. **Summary**

1.1 The Chief Executive's Service Improvement Plan outlines what the service intends to achieve over the next three years, based on the resources likely to be available. The Service has identified 5 high level outcomes that it will work to achieve and these are linked to the vision for Renfrewshire set out in our Community Plan as well as to the key aims of the Council detailed in the Council Plan.

1.2 The Service Improvement Plan provides information on the service, our action plan for improvement and our measures of performance. The action plan is the core of the service improvement plan. It sets out the priorities being addressed, the key tasks to be implemented, timescales and the outcomes against which progress will be measured.

1.3 While the action plan sets out all the key tasks for implementation, the main focus of activities in the Chief Executive's Service over the period of the plan will be to:

- Lead community planning to deliver the outcomes agreed in the Community Plan and Single Outcome Agreement

- Lead the corporate response to poverty and work with community planning partners to implement the recommendations of the Renfrewshire Tackling Poverty Commission

- Drive the Better Council change programme to adapt the organisation to meet new demands on service alongside financial constraints, and support employees to manage upcoming changes.

- Lead the corporate policy, planning and performance function to ensure it is linked with the existing procurement function and managed strategically. This will enable a policy led approach to future commissioning of services.

- Provide internal and external communications, media and public relations services for the Council and all its services

1.4   A progress update on the Service Improvement Plan will be submitted to the Finance and Resources Policy Board in November 2015.

_____

2.   **Recommendations**

2.1   It is recommended that the Finance and Resources Policy Board:

           a) approves the attached Service Improvement Plan and

           b) agrees that progress with this plan should be reported to the Board in November 2015.

_____

3.   **Background**

      Changes to the Service

3.1   The Council continues to focus on the delivery of key policy priorities despite continued financial constraints and reducing resources. In order to adapt to new demands on the organisation, the Chief Executive's Service will undertake significant change over the coming year.

3.2   As approved by the Leadership Board on 18 February 2015, there will be a strengthening of the role of corporate policy, planning and performance management across the organisation, with the Chief Executive's service managing this on behalf of the Council. This will ensure that it is managed strategically and that the reducing capacity and resources available to the Council continue to be focussed on the delivery of Council priorities. Related to this, the policy, planning and performance function will now be directly linked to the Council's existing procurement service to enable a strategic and policy led approach to future commissioning of services.

3.3   Similarly, the management of the corporate change programme and elements of organisational development will be brought together in the Chief Executive's Service, better reflecting the complementary nature of these services and their strategic importance to the future performance of the whole Council.

3.4   The Tackling Poverty Team will also move into the Chief Executive's Service where it will be better placed to influence and develop policy in this critical area and to work with community planning partners to deliver the recommendations set out in the Tackling Poverty Commission report published in April 2015.

3.5   The Communications Team and the Community Planning Team will continue to be located within the Chief Executive's Service, however, the Civil Contingencies Service, previously located in the Chief Executive's Service, has now moved to Community Resources. This will enable the Civil Contingencies Service to work more closely with the Community Safety Hub, Police Scotland and other key partners.

Key outcomes

3.6 The service aims to achieve 5 key outcomes over the next three years which will contribute to meeting Council Plan and Community Plan objectives. The outcomes are structured around the key themes of the Council Plan.

A Better Future
- Outcome 1 – The Council's vision and priorities are driven and communicated across Renfrewshire

- Outcome 2 – The causes and impact of poverty on children and their families are reduced

A Better Council
- Outcome 3 – People are effective, engaged and motivated at work

- Outcome 4 – The Better Council strategic change programme delivers change and modernisation across services to support preventative spend

A High Performing Council
- Outcome 5 – The Council is performing well and improving.

3.7 One of the purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service, and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.

3.8 The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. Service Improvement Plans link council and community planning priorities to Individual Development Plans, so that every employee knows how they help contribute to the council achieving its objectives.

3.9 Progress on the implementation of the Service Improvement Plan will be monitored and reported to the Finance and Resources Policy Board on a six monthly basis. An update on progress will be brought to the Board in November 2015. An outturn report on last year's Service Improvement Plan will be brought to Board in the spring 2016 for scrutiny. This will include a full update on the action plan and the performance indicators that are used to measure progress with the service's outcomes.

_____

Implications of the Report

1. **Financial – None**

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

3. **Community Planning –** The Service Improvement Plan is aligned with the priorities in the Community Plan

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 - None**

11.   **Privacy Impact - None**

_____

List of Background Papers - None

_____

Author: Rona Hollywood, Policy and Performance Manager, 0141 618 7415

Renfrewshire Council

Chief Executive's Service Improvement Plan

2015/16 – 2017/18

Contents

1. Introduction

2. Service profile and financial analysis

3. Our outcomes

4. Action plan

5. Measuring progress

6

1. Introduction

1.1   The Renfrewshire Community Plan and Council Plan set out an ambitious programme of work and priorities for Renfrewshire. Their focus is on achieving a number of key outcomes:

- Increased, sustainable investment in our economy

- Improved health, well-being and life chances for children and families

- Improved support for vulnerable adults

- Reduction in the causes and impact of poverty

- A safer and stronger Renfrewshire

1.2   The Chief Executive's Service will play a key role in implementing this work – driving performance management, building strong partnership working, driving evidence based decision making, driving change, supporting staff and improving communications.

1.3   The work of the service will support all Council services in delivering their objectives but will particularly focus on supporting and developing key elements of the Council's strategic change programme - to deliver "A Better Council" which will aim to ensure that the Council is:

- Sustainable – effective and financially sound

- Putting customers first

- Investing well in its workforce and people

- Improving access to information and knowledge to support effective service delivery

- Using its assets well – clearly aligned to delivering Council priorities

- Engaging with and communicating with citizens and customers on service design and priorities

- Managing change effectively – learning lessons and employing best practice approaches

1.4   This Service Improvement Plan for the Chief Executive's Service covers the period from 2015/16 – 2017/18. The plan outlines what the service will achieve over the next three years based on the financial and employee resources that are likely to be available. An action plan in section 4 details the outcomes and the key tasks to be implemented to achieve them. The related performance indicators we will measure are outlined in section 5.

7

2. Service Profile and Financial Analysis

Changes to the Service

2.1   The Council continues to focus on the delivery of key policy priorities despite continued financial constraints and reducing resources. In order to adapt to new demands on the organisation, the Chief Executive's Service will undertake significant change over the coming year.

2.2   As approved by the Leadership Board on 18 February 2015, there will be a strengthening of the role of corporate policy, planning and performance management across the organisation, with the Chief Executive's service managing this on behalf of the Council. This will ensure that it is managed strategically and that the reducing capacity and resources available to the Council continue to be focussed on the delivery of Council priorities. Related to this, a further key change will be that the policy, planning and performance function will be directly linked to the Council's existing procurement service to enable a strategic and policy led approach to future commissioning of services.

2.3   Similarly, the management of the corporate change programme and elements of organisational development will be brought together in the Chief Executive's Service, better reflecting the complementary nature of these services and their strategic importance to the future performance of the whole Council.

2.4   The Tackling Poverty Team will also move into the Chief Executive's Service where it will be better placed to influence and develop policy in this critical area and to work with community planning partners to deliver the recommendations set out in the Tackling Poverty Commission report published in April 2015.

Role of the Service

2.5   A number of functions will therefore be transferred into the Chief Executive's Service over the coming year and the key roles and responsibilities for the service will now be to:

- Provide corporate leadership and support in the development and implementation of the Council's key priorities

- Lead community planning to deliver the outcomes agreed in the Community Plan and Single Outcome Agreement

- Lead the corporate response to poverty and work with community planning partners to reduce the causes and impact of poverty by implementing the recommendations of the Tackling Poverty Commission

- Drive the Better Council change programme to adapt the organisation to meet new demands on service alongside financial constraints and support employees to manage the upcoming changes

- Lead the corporate policy, planning and performance function to ensure it is managed strategically and that the reducing capacity and resources available to the Council continue to be focused on the delivery of council priorities

- Deliver a robust procurement service to enable a strategic and policy led approach to future commissioning of services

8

- Deliver the Council Plan and support the change agenda across the Council

- Develop corporate policy particularly in the areas of poverty, equality, best value, consultation and supporting the process of Public Sector Reform

- Provide internal and external communications, media and public relations services for the Council and all its services

- Develop and maintain the Councils use of the internet, intranet and social media, while ensuring the quality of content and services across all communications channels

- Provide a research and support service to elected members

2.6 The Civil Contingencies Service, previously located in the Chief Executive's Service, has now moved to Community Resources. This will enable the Civil Contingencies Service to work more closely with the Community Safety Hub, Police Scotland and other key partners.

Revenue Budget

2.7 The Service has a revenue budget of £1.8m for 2015/16.

2.8 Over the coming year our allocation of resources will be aligned to key activities of the service which relate to priorities highlighted in the Community and Council Plans.

Chief Executive's Expenditure 2015/16	
Employee costs	£1,416,325
Property Costs	£1,344
Supplies and Services	£144,724
Contractors and others	£25,500
Administration costs	£24,131
Community engagement	£223,562
Total gross expenditure	**£1,835,586**
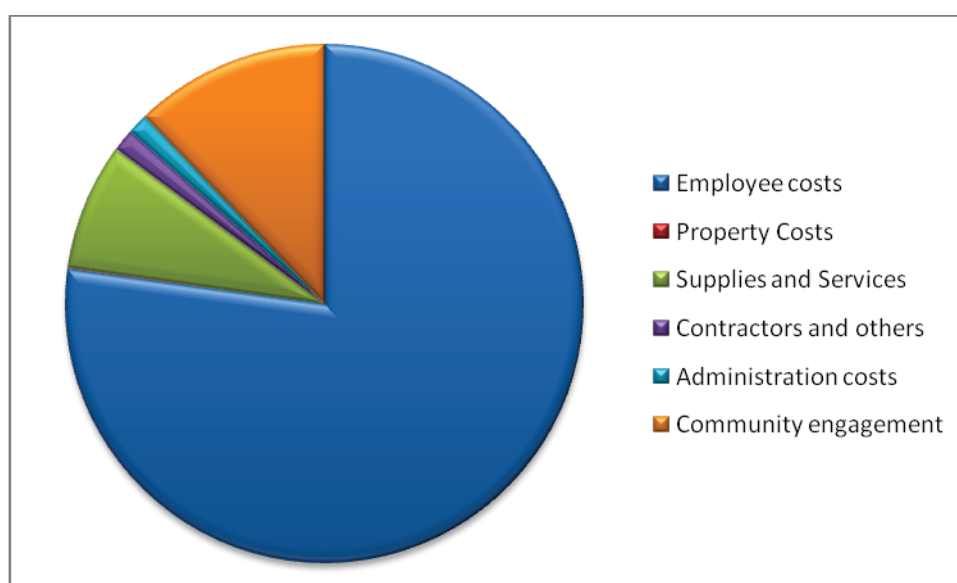
3. Our Outcomes

The Service will need to respond to a changing environment over the next 3 years. The Council is ambitious for Renfrewshire and is committed to working with citizens, communities, businesses and partners to help realise their potential. The Chief Executive's Service will play a full and active role in creating a modern, prosperous, safe and fair Renfrewshire.

This section describes what the Service will do to tackle the issues we face and the outcomes we want to achieve and. Details of the actions we will take are contained in the action plan at section 4, and the related performance indicators we will measure are outlined in section 5.

A Better Future

3.1   Our community planning and council planning processes have given us a clear vision of what our community wants and the issues people face. The Chief Executive's Service has a key role to play - not only delivering directly for our communities, but also supporting the Community Planning process.

We will measure our success in working towards a Better Future through 2 outcomes:

Outcome 1

The Council's vision and priorities are driven and communicated across Renfrewshire

3.2   As a Service, we are uniquely placed to drive forward the strategic direction of the Council. This includes both the Council's own plans as well our vision with partners. We have developed a strong partnership over the past 10 years and the new Community Plan and Single Outcome Agreement has given renewed energy and focus to the partnership that will enable us to deliver high quality, continually improving, efficient services which are responsive to local needs. We have a key role to play in ensuring that the organisation is driven by a sound understanding of the needs and aspirations of our communities. Over the period of this plan, we will develop strong performance management and monitoring frameworks to ensure we are achieving our aims.

3.3   We will also develop and lead on a communications strategy to ensure that the Council's vision and strategic priorities are fully supported and communicated. The focus of the Communications Team will be on responding to the changing expectations of our customers and citizens for more transparent, responsive public services and improved accessibility. This will mean meeting changing public and professional expectations of the nature, speed, delivery and tone of communications and supporting the highest standards of internal and external communications. This will help the Council to have an effective dialogue with the local community about the future of services and facilities.

10

Outcome 2

The causes and impact of poverty on children and their families are reduced

3.4   Renfrewshire's Tackling Poverty Commission was set up to assess the nature, causes and impact of child poverty in Renfrewshire and make recommendations for the introduction of strategic approach for the Community Planning partnership. The Commission's recommendations have now been endorsed by the Council and the Community Planning partnership. The recommendations focus on both the changes that the Community Planning Partnership need to make and how organisations should be working in Renfrewshire to tackle poverty. The Council and its partners will now use the Commission's evidence based approach to build an effective programme of response measures to support sustainable progress in reducing the causes and impact of poverty across Renfrewshire, in line with our Community Planning targets. The Chief Executive's Service will have a key role to play in developing the response to the recommendations and implementing the action plan. This will involve working collaboratively with partners and, importantly, ensuring that this work is clearly linked to all other major Council strategies.

3.5   The service will also take the lead on working with partners to deliver effective advisory and advocacy services to support citizens through the ongoing changes to the national benefits system to enable residents to make informed decisions and access the financial and legal support they require. Additional support will also be provided to residents with limited access to, or experience of using, digital technologies to ensure that they can access digital access solutions that offer services that enrich the lives of the Renfrewshire community and meets their emerging needs.

A Better Council

3.6   As an organisation, we have strong aspirations and high targets to reach. However, this is set within a context of a tight financial environment and increasing demands on our services. This will all have an impact on the way we operate, changing the way we deliver customer service, our ICT needs, and the skills of our employees. A Better Council details the changes we need to see within the organisation to develop strong, integrated and sustainable solutions and how we are going to achieve them. The Chief Executive's Service will play a key role in driving and facilitating change.

We will measure success in working towards a Better Council through 2 outcomes:

Outcome 3

People are effective, engaged and motivated at work

3.7   The Chief Executive's Service will have a key role in ensuring that employees understand their objectives and are working together to achieve them. The Communications Team will develop and lead on an internal communications strategy to help create an engaged and motivated workforce and support positive change management.

3.8   The development of our employees, in line with our Organisational Development strategy, will be a priority for the Service to ensure that we have a flexible workforce with the skills and attributes required to deliver services and implement change. A key driver is managing the process to change the shape and size of the Service, as part of

11

the wider corporate exercise to re-align the Council's workforce, to ensure that the Council retains the appropriate skills and capacity to meet changing service demand and customer expectations.

3.9   Communication is recognised as important in the development of a positive workforce culture and the Service is committed to listening to and understanding staff views on a range of issues affecting how valued they feel and whether they feel their skills are being fully utilised in addition to levels of satisfaction and engagement, particularly in relation to the redesign of services.

Outcome 4

The Better Council strategic change programme delivers change and modernisation across services to support preventative spend.

3.10   The Service will drive forward the Better Council strategic change programme. The Programme is focused on delivering the changes we need to make in order to deliver the Council Plan. Phase 1 of the Programme focussed on delivering revenue savings to support the Council's financial strategy for the medium to long term. Phase 2 of the Programme will focus on providing professional change support for initiatives which will reduce organisational complexity, enhance customer experience, manage demand and develop new service delivery models. In addition the Better Council change programme will enable employees to work smarter, support partnership working and improve data capture, analysis and reporting.

A High Performing Council

3.11   The performance of the organisation is fundamental to achieving its objectives and delivering outcomes for Renfrewshire. To create improvement, we need to better understand how we compare to other local authorities and therefore, where we can improve and learn from best practice. Through embedding an open and rigorous performance culture, robust self assessment, strong governance and scrutiny, improved commissioning and collaborative working, we can drive change within the organisation.

3.12   Over the past few years our use of a wide range of self-assessment improvement techniques such as the Public Service Improvement Framework and Best Value toolkits has meant that the reputation of the Council has been strengthened and performance and efficiency have demonstrably improved. This has been confirmed through low levels of external scrutiny. The Service will continue to use these tools and techniques to create improvement, driving performance management to monitor and track how we are progressing with achieving our aspirations for the local area.

We will measure success in working towards a Better Council through 1 key outcome:

Outcome 5

The Council is performing well and improving

3.13   A key element of improvement within the Service relates to Renfrewshire Performs. This section of the website will hold all of the data and information that relates to the performance of the public sector and other community planning partners in Renfrewshire – an extension of the type of information held in our current

Renfrewshire Performs site and clearly focused on the nature, efficiency and effectiveness of the organisations and the services they provide. This will be of use to managers and officers in planning service improvements and in setting targets.

3.14 With tighter resources and increasing demands, the Council will require to have robust processes in place to facilitate evidence based decision making. We will continue to improve our research and understanding of the needs of Renfrewshire. This will include information about the people who live and work in our communities, including the views and aspirations they express – but also the nature of the communities themselves, for example, the types, sizes and nature of housing, the types of public, private, voluntary and community organisations that exist - information that can support a better understanding of the community and its needs or expectations. This will be used to ensure that we can target services and facilities based on the needs of our communities and monitor the impact of services and decisions on our communities.

3.15 Given the scale of the resource challenge, the Council will manage its costs by developing and improving the way the organisation operates. This will be taken forward through an evidence based approach to assessing needs, designing services to achieve agreed outcomes and adopting a strategic commissioning approach. The Chief Executive's Service will refocus its policy, planning and performance function to link with the Council's procurement service in order to do this and to manage this area of work strategically. This will enable a policy led approach to future commissioning of services.

3.16 The service will lead on the strategic development and delivery of improved procurement performance and procurement efficiencies across the Council, with a greater focus on the delivery of community benefits in procurement contracts to provide employment opportunities for local/young people, to increase opportunities for local businesses to bid for contracts and to encourage payment of the living wage by contractors.

.

13

4. Chief Executive's Service Improvement Plan Action Plan 2015/16 - 2017/18

A Better Future

Service Outcome 1 - The Council's vision and priorities are driven and communicated across Renfrewshire

Action	Expected Outcome	Due Date	Responsible Officer
Develop an integrated communications strategy underpinned by priority specific supporting strategies	Ensure the Council's vision and strategic priorities are fully supported and communicated	Dec 2015	Head of Communications
Maintain partnership structures that drive actions in the Community Plan/Single Outcome Agreement	Community Planning structure effectively takes forward and addresses actions identified within the Community Plan/Single Outcome Agreement	March 2018	Policy and Performance Manager
Develop effective monitoring arrangements to assess progress of the Council Plan	The Council is improving and achieving its aims and objectives	March 2016	Policy and Performance Manager
Conduct Public Services Panel surveys to address Council and partner priorities	Renfrewshire's population is directly consulted on a wide range of Council and partner services and current issues and the results are used to make changes and improvements to services.	March 2016	Policy and Performance Manager
Co-ordinate and drive the Council's progress in achieving its equality outcomes	Specific and identifiable improvements in people's life chances who experience discrimination and disadvantage are achieved.	March 2017	Policy and Performance Manager
Monitor and co-ordinate progress of integrated approach to equality and human rights impact assessment	People are treated fairly and equally and the Council complies with equality and human rights legal duty	March 2016	Policy and Performance Manager

14

Service Outcome 2 – The causes and impact of poverty on children and their families are reduced

Action	Expected Outcome	Due Date	Responsible Officer
Work with partners to develop and implement an action plan which will address the recommendations from the Tackling Poverty Commission	The causes and impact of poverty are reduced.	March 2018	Tackling Poverty and Welfare Reform Manager
Continue to develop targeted communications schedule to support the Welfare Reform programme as part of the Tackling Poverty Communications Strategy	Increased awareness amongst general public, but particularly within vulnerable groups, of benefit changes and how to access help and support	March 2018	Head of Communications
Continue to drive the Council's policy on Fairtrade and support local campaign groups and schools	Fairtrade movement grows within Renfrewshire and community groups are active and growing. Fairtrade status is maintained.	March 2016	Policy and Performance Manager

A Better Council

Service Outcome 3 - People are effective, engaged and motivated at work

Action	Expected Outcome	Due Date	Responsible Officer
Contribute to and support the Organisational Development Strategy	Our employees are fully trained, flexible and ready to respond to the changing needs of the Council.	March 2018	Policy and Performance Manager
Develop and maintain the Chief Executive's Health and Safety action plan.	All staff have a safe, comfortable working environment.	March 2016	Policy and Performance Manager

15

Service Outcome 4 - The Better Council strategic change programme delivers change and modernisation across services to support preventative spend

Action	Expected Outcome	Due Date	Responsible Officer
Through the Better Council strategic change programme, provide professional change support for initiatives to reduce organisational complexity, enhance customer intelligence, manage demand, develop new service delivery models and create new support models.	The Council performs as a 'change ready' organisation, with well defined, communicated and successfully implemented strategic initiatives that deliver measurable benefits.	March 2018	Strategic Programme Manager
Identify and roll out stage 2 of the Better Council strategic change programme	Revenue savings delivered to support in line with the Council financial strategy for medium to long term	March 2018	Strategic Programme Manager
Increase capacity of Project Management staff to effectively manage programme and risks	Better Council Programme delivered on time and with expected deliverables.	March 2018	Strategic Programme Manager
Increase wider capacity and capability across the council to manage local projects effectively	Council projects delivered on time and with expected benefits	March 2018	Strategic Programme Manager
Develop an internal communications strategy	Engage staff in positive change management	September 2015	Communications Manager

A High Performing Council

Service Outcome 5 - The Council is performing well and improving

Action	Expected Outcome	Due Date	Responsible Officer
Provide the CMT and relevant Policy Boards with performance reports on the Council's priorities.	Performance on the Council's priority indicators is scrutinised and resources directed to areas requiring improvement	March 2016	Policy and Performance Manager

16

Ensure that all Services undertake suitable benchmarking activity to facilitate improved performance and working practices, as part of the Local Government Benchmarking Framework.	The Council learns from best practice and provides better services.	March 2016	Policy and Performance Manager
Ensure a robust Service Planning process across all services.	The vision and priorities set out within the Community and Council Plan are incorporated in Service's strategic and operational plans.	March 2016	Policy and Performance Manager
Ensure all services are monitoring and implementing PSIF Improvement Plans from Cycle 2.	Evidence is available from self assessment and incorporated in action plans to help services drive improvements.	March 2016	Policy and Performance Manager
Deliver on Audit Scotland's Statutory Performance Indicator Direction and fulfil our statutory duties	Full compliance with Audit requirements Renfrewshire residents have access to performance information which is accessible and clear.	Sept 2016	Policy and Performance Manager
Contribute to the Council's code of corporate governance, and ensure that it is consistent with national guidance	The Council's functions are directed and controlled in a robust manner	March 2016	Policy and Performance Manager
Improve and maintain detailed data about the demographic and health profile of the communities of Renfrewshire as well as businesses, industry, transport infrastructure and the economic profile of Renfrewshire.	A clear picture of the nature, requirements and expectations of the communities of Renfrewshire is available to services developing plans and strategies. A clear picture of the nature, requirements and expectations of the business community and wider economy is available to services developing investment plans and strategies.	March 2018	Policy and Performance Manager
Make thorough use of data, especially SIMD, to inform policy and strategy development and inform decisions that improve outcomes	Employees have access to data to ensure that strategies are well informed and evidence based	March 2018	Policy and Performance Manager
Develop and implement an open data strategy for the Council	Relevant data will be available to the public in accordance with government guidelines.	March 2017	Policy and Performance Manager
Ensure all risk management arrangements are implemented and maintained	All risks are monitored, scrutinised and managed appropriately	March 2016	Policy and Performance Manager

17

5. Chief Executive's Service Improvement Plan – performance measures

In addition to the actions, these indicators will be used to measure progress towards achieving the outcomes in the plan. Performance will be reported in the 6 monthly monitoring report which will be submitted to the Finance and Resources Policy Board in November 2015 and again in the outturn report in May 2016.

Council Plan Theme	Service Outcome	Performance Indicator
A Better Future	The Council's vision and priorities are driven and communicated throughout Renfrewshire	• Number of website visits • Number of social media followers • Percentage of responses received for the Public Services Panel
A Better Council	People are effective, engaged and motivated at work	• % of Chief Executive's employees trained in equalities legislation • Average number of work days lost through sickness absence per employee • % of CE employees with completed Individual Development Plans (from MDP/MTIPD process)
A High Performing Council	The Council is performing well and improving	• % of PSIF improvement actions completed in cycle 2 • % of FOI requests in a quarter completed within timescale in the Chief Executive's Service • % of complaints responded to within timescales • % of invoices paid within 30 days by the Chief Executive's Service

18

![Renfrewshire Council logo]

_____

To: **Finance and Resources Policy Board**

On: **13 May 2015**

_____

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

_____

Heading: **Corporate Risk Register, April 2015**

_____

1.   **Summary**

1.1   In keeping with 'Risk Matters', the council's combined risk
          management policy and strategy, the corporate risk register is
          refreshed on an annual basis; led by the Corporate Risk Management
          Group on behalf of and in consultation with the Corporate
          Management Team.

1.2   This paper presents the corporate risk register from April 2015
          (Appendix 1) to the Board for approval.

1.3   Due to the corporate nature of the remit of Finance and Resources,
          there is a significant degree of overlap between the corporate risk
          register and that service's risk profile. In order to avoid duplication of
          reporting and monitoring arrangements, Finance and Resources'
          strategic risks are reflected within the corporate risk register rather
          than the service maintaining its own risk management plan. Finance
          and Resources' operational risks are channelled through the service's
          improvement plan.

_____

2.   **Recommendations**

2.1   It is recommended that the Board approves the corporate risk register,
          April 2015.

_____

3.   **Background**

3.1   The business and social environment that the council operates within
          and provides services to continues to be a challenging and dynamic
          one and the proposed corporate risk register going forward from April
          2015 must continually evolve in order to keep pace with, and

accurately reflect the ongoing financial challenges in Scotland generally and specifically, the council's key priorities and key challenges.

3.2 The council actively promotes good and sensible risk management practice. In doing so the council aims to deliver high quality services for all service users, achieve high standards of performance, make the most of opportunity, and provide a safe environment for those it employs, contracts or partners with in providing a wide range of services. The Council has a public protection role relating to child and adult protection and offending behaviour and works with partners to ensure risk to and by individuals is effectively managed.

3.3 Good risk management is about seeking to prevent harm or loss, seeking to ensure the right things happen and that 'risk-aware' not 'risk-averse' decisions are made in all aspects of council services.

3.4 The process to identify key risks seeks to focus on the significant challenges and uncertainties that may impact on the council's ability to deliver its key priorities and the risks are aligned to the themes of the council's business plan.

3.5 The resulting corporate risk register is used to record, monitor and review the management of the key risks.

3.6 A number of methods have been employed and information sources reviewed to facilitate a broad and thorough approach to identifying the council's corporate risks and these methods are outlined in paragraph 2.6 of Appendix 1.

3.7 In presenting the corporate risk register to the Board, the Corporate Management Team would wish to draw the Board's attention to a number of specific matters:

3.7.1 The corporate risk register continues to bring to sharp focus the significant risks facing the council and this should be balanced with recognition of the benefits that also continue to be delivered.

3.7.2 The risks have been evaluated using the council's risk matrix (final appendix) and involves multiplying the likelihood of occurrence of a risk by its potential impact. This produces an evaluation of risk as either 'low', 'moderate', 'high' or 'very high.' High/ very high risks are viewed as significant. The profile of corporate risk going forward from April 2015 is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	05	14	1	20

3.7.3 It should be noted that the total number of risks has decreased from 23 to 20 and the reasons for this are explained in paragraphs 2.7.1 – 2.7.4 of the attached appendix.

3.7.4 In appraising the proposed corporate risk register, the Corporate Management Team and the Corporate Risk Management Group have

identified those risks that they perceive to be the 'top six' for the council. An outline of the current position in relation to each of these risks is provided on pages 9 and 10 of the appendix.

TOP 6 Risk Areas	Likelihood	Impact	Score	Evaluation
1) Financial Sustainability	04	05	20	Very High
2) Tackling Poverty and Inequality	04	04	16	High
3) City Deal: failure to deliver	03	05	15	High
4) Unemployment and economy	03	05	15	High
5) Health & Social Care Integration	03	05	15	High
6) Community Safety & Public Protection	03	05	15	High

3.8   In preparing this paper for the Board, the Corporate Management Team and the Corporate Risk Management Group consider that the proposed corporate risk register suitably reflects the council's risk management focus for the forthcoming year.

3.9   In relation to individual risks recorded, the Corporate Management Team and the Corporate Risk Management Group believe that appropriate control measures are in place to prevent and/ or mitigate adverse effects and that further planned action is appropriate to the level of risk. Where no new actions are defined for any particular risk, this is indicative of a level of confidence in the current control measures in place and a consequent decision to tolerate the risk at this time.

3.10   Robust monitoring arrangements are in place to track the progress of planned actions. It should be noted that actions prefixed by "CRR" exist only for the benefit of reducing or containing the corporate risks, whereas actions with any other prefix reflect improvement activities that lie within the services' improvement plans that have been linked through to the corporate risk register for completeness where they have a knock on benefit to the related risk.

_____

Implications of the Report

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

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

2.	**HR & Organisational Development**
Any risks relating to HR and Organisational Development issues are reflected within Appendix 1.

3.	**Community Planning**

   Children and Young People
   Community Care, Health & Well-being
   Empowering our Communities
   Greener
   Jobs and the Economy
   Safer and Stronger

   Any risks relating to the Community Planning themes are reflected within Appendix 1.

4.	**Legal**.
Any risks that may have legal implications are reflected within Appendix 1.

5.	**Property/Assets**
Any property-related risks are reflected within Appendix 1.

6.	**Information Technology**
Any risks relating to ICT are reflected within Appendix 1.

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**
Any risks relating to health, safety and wellbeing are reflected within Appendix 1.

9.	**Procurement**
Any risks relating to procurement are reflected within Appendix 1.

10.	**Risk**
For member assurance, all services have been consulted to ensure that the relevant risks have been identified.

   The risk scores are believed to be as realistic as possible taking account of the type of risks recorded and the effectiveness of the measures in place to manage them.

   The risk profile shows there are significant risks being managed by the council however for assurance, the corporate management team

believe that this risk can be managed and contained (in relation to the council's risk capacity and tolerance).

Although the risks require close monitoring and scrutiny throughout the year, many are longer term risks that are likely to be a feature of the corporate risk register over a number of years.

11.   **Privacy Impact**
         Any risks relating to privacy matters are reflected within Appendix 1

_____

List of Background Papers

(a) Background Paper 1: Corporate Risk Register 2014/15

The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Risk Manager, Risk Manager, 0141 618 7019, Karen.Locke@renfrewshire.gov.uk

_____

         Author: Karen Locke
                          Risk Manager
                          0141 618 7019
                          Karen.Locke@renfrewshire.gov.uk

Appendix 1

Corporate Risk Register

April 2015

Document Title:	Corporate Risk Register 2015		1
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016

CONTENT

Document Title:	Corporate Risk Register 2015			2
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

1. Summary update on previous year's Corporate Risk Register

1.1 When the 2014/15 corporate risk register was approved by Board on 14 May 2014, 25 corporate risks were recorded and the evaluation of the risks at that time outlined the council's corporate risk profile as:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	8	16	1	25

1.2 In relation to the council's capacity and tolerance for risk this indicated that the council had 24 corporate risks (moderate and high) that could be tolerated, albeit the 16 high risks were recognised as being significant.

1.3 Notably however, the council had one very high risk, which ordinarily would not be an acceptable position. Nevertheless, it was acknowledged that this risk, relating to the financial sustainability of the council, had been carefully managed at that level since the beginning of the period of austerity and it continued to reflect the external pressures that the council had to respond to, by way of managing available resources with changing demographics and increasing demand for services.

1.4 The Board received a progress report on all corporate risks on 12 November 2014. At that time there were no material changes to the risks.

1.5 During the third quarter review, two changes were agreed by the Corporate Risk Management Group:

- Land Management: the risk relating to the council's duty to inspect the council area to identify any contaminated land and establish responsibilities for any remediation of land had been successfully managed and monitored and could be de-escalated back to the Community Resources service risk management plan for onward review and monitoring.

- Public Sector Network Compliance: following a significant period of development work to address the challenges of achieving PSN compliance and achieving a second year of accreditation it was considered it appropriate to remove this risk from the corporate risk register and arrangements for compliance were now 'business as usual.'

1.6 At the year-end, the corporate risks actively being managed by the council were therefore evaluated as:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	7	15	1	23

1.7 A number of required actions were identified and carried out as planned throughout the year. These actions were believed to be proportionate and cost effective in relation to the level of each risk. At the mid year report in November 2014, progress against planned actions was largely in line with expectation. At the year-end, **80%** of actions linked to the corporate risks and due to be undertaken in-year were completed. Any overdue or longer term actions are pulled through to the revised corporate risk register to monitor and ensure completeness.

1.8 The Corporate Risk Management Group, in consultation with the Corporate Management Team, has agreed that the majority of the risks from the 2014/15 corporate risk register remain core issues for the council to address. The risks therefore continue to be reflected within the revised corporate risk register in order to be effectively managed in order to support the council's objectives.

1.9 It should be noted that the cost of controlling the corporate risks and undertaking further action have been met within budget and the council has therefore continued to achieve cost effective risk management over the course of the year despite ongoing cost pressures.

Document Title:	Corporate Risk Register 2015			3
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

Page 200 of 310

2. The current business environment and key impact areas for the Council

2.1 In "An overview of local government in Scotland 2015," Audit Scotland explains that "for the last five years councils have had to cope with managing austerity, reducing resources, increasing demand for services, and ever increasing public expectations."

2.2 In the Assurance and Improvement Plan for Renfrewshire, Audit Scotland explains "Local councils are operating within a context of significant change as a result of the challenging financial environment and the public service reform agenda."

2.3 In The (Local) State We're In 2014, PWC explains that "as councils make an honest appraisal of what the future holds, many are redefining their purpose and role and finding new ways of working. A strong theme that emerges in our survey is a shift in the role of the council away from delivering services and towards facilitating outcomes in collaboration with private and public partners, and citizens themselves."

2.4 In her recent report to the Leadership Board, the council's Chief Executive set out revised chief officer management arrangements for the council which would bring a renewed focus to the delivery of the council's key priorities in the context of continued financial constraints and enable the delivery of the new corporate support arrangements, and provide the right mix of skills and capacity at a senior management level in the council.

2.5 In response to all of the above the risk register is robustly reviewed and revised as necessary to ensure that it suitably reflects the current business environment, capturing the key challenges for the council whether aligned to the corporate priorities or inherent in the current day to day business environment of the council, or indeed other matters of importance that may be imminent or as yet on the horizon.

2.6 As in previous years, a number of methods have been employed and information sources reviewed (some of which have already been referred to in the preceding paragraphs), to stimulate a thorough approach to identifying the corporate risks. These are outlined in Table 2.6.1 below.

Table 2.6.1: Methodology for identifying corporate risks

✔ Consultation	(1) The Corporate Risk Management Group met to consider generic themes that apply across the majority of the council's services and that may impact on the council's key objectives
	(2) The Risk Manager engaged with the Corporate Management Team to consider potential challenges in the delivery of the Council Plan
	(3) Appraisal of service priorities to identify key challenges for delivery that may result in significant impact to central resources
	(4) Liaison with council insurance brokers/ advisors, insurers and risk management advisors
✔ Benchmarking	(5) Discussion with risk managers in other local authorities through Alarm Scotland, the national public risk management association/ Scottish Group
	(6) Other public sector risk registers available in the public domain
✔ Review of key reports specific to the council	(7) Audit Scotland: Renfrewshire Council Assurance and Improvement Plan 2014–17
	(8) Better Council Programme - Management Structures: Report to Leadership Board, Feb 2015
	(9) A Better Future, A Better Council – year 1 monitoring report: Report to Leadership Board, Feb 2015
	(10) Local Government Finance Settlement 2015/16: Report to Council, Dec 2014
	(11) Revenue Budget and Council Tax 2015/16: Report to Council, Feb

Document Title:	Corporate Risk Register 2015		4
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016

Page 201 of 310

✓ Consultation	(1) The Corporate Risk Management Group met to consider generic themes that apply across the majority of the council's services and that may impact on the council's key objectives (2) The Risk Manager engaged with the Corporate Management Team to consider potential challenges in the delivery of the Council Plan (3) Appraisal of service priorities to identify key challenges for delivery that may result in significant impact to central resources (4) Liaison with council insurance brokers/ advisors, insurers and risk management advisors
✓ Benchmarking	(5) Discussion with risk managers in other local authorities through Alarm Scotland, the national public risk management association/ Scottish Group (6) Other public sector risk registers available in the public domain
	2015 (12) Glasgow and Clyde Valley City Deal: Report to Council, Aug 2014 (13) Tackling poverty report to Council, March 2015 (14) Audit Scotland: Renfrewshire Council, Annual report on the 2013/14 Audit
✓ Review of key external reports	(15) PWC: The (local) state we're in 2014 (annual survey on local government's financial challenges) (16) Audit Scotland: An overview of local government in Scotland 2015
✓ Consideration of legislative changes	No material legislative changes at this time (that the council is not already addressing)

2.7 While the majority of the risks that feature in the revised corporate risk register have been rolled forward from 2014/15, the focus and scoring of some has been revised to ensure they accurately take account of any changes in context. Paragraphs 2.7.1 to 2.7.4 highlight various changes that have taken place.

2.7.1 New risks coming onto the corporate risk register

The City Deal Programme: The Glasgow and Clyde Valley City Deal will deliver an investment of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in the Renfrewshire area, together with additional investment into employment support through the Labour Market Project. The specific Renfrewshire infrastructure and labour market projects are:

1) Airport Access (to be jointly delivered with Glasgow City Council)
2) Clyde Waterfront and Renfrew Riverside
3) Glasgow Airport Investment Area
4) Labour Market Projects

The design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. All funding conditions and business case assumptions must be accurate to allow the funding to be received. Failure to manage the contracts and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and significant reputational harm.

2.7.2 Risks with increasing scores/ evaluation:

▪ Serious Organised Crime, Insider Threat and Corporate Fraud – there is new impetus to the management of this risk with the recent establishment of a new Integrity Group to appraise the council's arrangements in place to manage this risk and take forward any improvement actions required. The score has been increased from moderate (9) to high (12) however it should be noted that this is not in relation to increased risk in Renfrewshire but rather

Document Title:	Corporate Risk Register 2015			5
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

additional and better quality information within the council supporting a different score to that previously assessed.

2.7.3 Risks moving off the corporate risk register (or merging with others)

- Welfare Reform – this risk has previously featured as one of the council's top risks. Going forward however it is considered that three aspects relating to Welfare Reform (in its present form), can now be approached in a different manner:

  o The council's arrangements for managing the impact of welfare reform – arrangements are well embedded and are now managed 'business as usual' and this aspect can now be removed from the corporate risk register.

  o The impact of welfare reform on Renfrewshire citizens – this is an area that now comes under the focus of the Tackling Poverty Commission and so this aspect will be merged with the Tackling Poverty and inequalities risk.

  o The introduction of Universal Credit in terms of financial impact to the council – this will now be reflected within the financial sustainability risk in general but may now, more specifically, be of focus for Development and Housing Services. As Universal Credit and other elements of welfare reform are rolled out nationally, this risk may be escalated back onto the corporate risk register in the future.

- Shared Services Agenda – this risk is now merged into the Better Council Programme risk.

- Workforce planning, organisational development and supporting our people – this risk is now merged into the Better Council Programme risk

- Leadership and Capacity – the capacity element is now merged into the Better Council Programme risk and the 'leadership' aspect of the risk is removed given that members and officers do provide leadership in such as way as to enable key decisions for the people of Renfrewshire in a timely manner.

2.7.4 Risks with updates to definition or change in focus:

- Tackling poverty and inequality – the context of this risk has been updated to reflect that the first phase (preparatory work) is approaching completion, with focus now towards the implementation phase as reported to Council in March 2015.

- Community safety and public protection – the context of this risk has been updated to incorporate the Community Safety Review and rollout of the CCTV/ Hub project.

- Delivering on SOA outcomes through the Community Planning Partnership – the context of this risk has been updated to reflect changing Community Planning Partnership responsibilities for Criminal Justice, and for the outcome of the Improvement Service benchmarking work/ Community Planning indicators

- Financial sustainability – no immediate change but the risk will require review for any implications arising from the outcomes of the Smith Commission when available.

- Health and Social Care Integration – change in focus as the Renfrewshire Health and Social Care Partnership approaches establishment as a new legal entity (managed by the Integration Joint Board), during 2015 with the operation of the council's adult social care services being delegated to the new body, and to be fully operational by April 2016.

- Property and infrastructure management – the context of this risk has been updated to reflect (1) the decisions made around the transfer of operations for cultural properties to the leisure trust, (2) the councils Heritage Strategy and (3) the asset and management review with regards to hard and soft facilities management.

- Management of elections – the risk would be updated to remove prior references to the Scottish Referendum on Independence.

2.8 The corporate risk register continues to bring to sharp focus the significant risk facing the council and this should be balanced with recognition of the benefits that also continue to be delivered. As

Document Title:	Corporate Risk Register 2015		6
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016

Page 203 of 310

with previous years, the risk register continues to be aligned with the themes of the council's business plan:

Better Future	Increased, sustainable investment in our economy	Reduction in the causes and impact of poverty
	Improved health, well-being and life chances for Children and Families	A safer and stronger Renfrewshire
	Improved support to vulnerable adults	
Better Council	A sustainable council	Improved information through better technology
	Effective change management	Smarter use of assets
	Putting customers first	Communication and engagement
	Investment in our people	
A High Performing Council	Governance and assurance	Managing our performance

2.9   Many of the corporate risks continue to be inter-related and inter-dependent. Given the interdependencies between the council's opportunities, risks and benefits, the oversight that the Corporate Risk Management Group applies on an ongoing basis in terms of close monitoring and review of the corporate risks and progress of associated action, is essential for understanding the complexity of the current risk environment of the council, particularly during a continued period of challenge and considerable organisational change.

2.10 On the basis of the review of the business context for the council, the Corporate Risk Management Group, in consultation with the Corporate Management Team has therefore agreed the key risks to be recorded within the corporate risk register going forward from April 2015.

Document Title:	Corporate Risk Register 2015			7
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R	
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016	

Page 204 of 310

3. The Corporate risk profile and Top Risks going forward from April 2015

3.1 The detailed corporate risk register from April 2015 is provided in the attached appendix. The risk register is set out with risks aligned to the themes of the new council's business plan.

3.2 By way of summarising the information contained within the detailed corporate risk register, the remainder of this section provides:
- Table 3.2.1: the corporate risk profile in terms of low, moderate, high and very high risks
- Table 3.2.2: all corporate risk areas ranked in descending order of significance;
- Table 3.2.3: the council's TOP 6 corporate risks with a brief narrative overview.
- Table 3.2.4: an overview of how risks relate to the themes of the council's business plan.

Table 3.2.1: Corporate Risk Profile

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	05	14	1*	20

*Refer to Table 3.2.3 for details relating to the very high risk
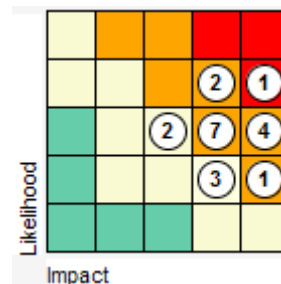
Table 3.2.2: Corporate risk areas in order of significance

Risk areas	Likelihood	Impact	Score	Evaluation
1) Financial Sustainability	04	05	20	Very High
2) Tackling Poverty and Inequality	04	04	16	High
3) City Deal: failure to deliver	03	05	15	High
4) Unemployment and economy	03	05	15	High
5) Health & Social Care Integration	03	05	15	High
6) Community Safety & Public Protection	03	05	15	High
7) Property and Infrastructure Management	03	05	15	High
8) Delivering on SOA outcomes through the Community Planning Partnership	03	04	12	High
9) Better Council Programme	03	04	12	High
10) Equality and Human Rights	03	04	12	High
11) Information Management	03	04	12	High
12) Corporate Events Management	03	04	12	High
13) Communications	03	04	12	High
14) Serious Organised Crime, Insider Threat and Corporate Fraud	03	04	12	High
15) Management of Elections	02	05	10	High
16) Business Continuity	03	03	9	Moderate
17) Incident Response Management	03	03	9	Moderate
18) Energy, carbon and waste management	02	04	8	Moderate
19) Information Governance	02	04	8	Moderate
20) Records Management: Public Records (Scotland) Act 2011	02	04	8	Moderate

Table 3.2.3: TOP 6 Corporate Risks

Title	Risk	Overview
Financial Sustainability	**If significant cost pressures and reducing available resources are not successfully planned for and managed effectively over the medium to longer term, there is a serious risk of unplanned/ reactive budget realignments that could jeopardise the financial stability of the council with significant impact on availability and quality of front-line services and capital resource.**	The Council previously reported that significant savings of £20-£30m were required over the medium term through to 2017/18. As reported to Council on 12 February 2015, the medium term position remains consistent in nature with that previously reported but with areas of increasing uncertainty and risk, principally around future grant levels and pay pressures, along with significant and growing demand pressures on key service areas principally in relation to Social Work. There remains an anticipated underlying requirement for budget savings over the medium term to 2017/18, however there is an increasing risk that this is more likely to be at the top end of previous projections in the region of £30 million. Audit Scotland's Annual Report on the 2013/14 Audit concluded that the council has a stable short term financial position with actions being taken to address future financial pressures which the Council believes are sustainable. Continuous close monitoring of actions to deliver savings is crucial in ensuring the Council remains in a financially sustainable position.
Tackling Poverty and Inequality	**The council is committed along with its partners to break the poverty cycle in Renfrewshire. If the partners do not effectively tackle the causes and impacts of Poverty in Renfrewshire there will be further polarity of poverty in Renfrewshire, increasing inequality and health inequalities, and greater demand for services.**	Renfrewshire Council is leading efforts to tackle poverty through the establishment of the Renfrewshire Tackling Poverty Commission. The Commission was tasked with developing an understanding of the causes and impacts of poverty on Renfrewshire's children and their families and critically, with providing the Council and its Community Planning Partners with recommendations that will underpin a new tackling poverty strategy for Renfrewshire. The Commission published its report on 13 March 2015, referring it to the Council and its partners for consideration. At the Special Council meeting on 23 March 2015 Council agreed to deploy £3.23m in support of a programme of preventative and emergency response measures. It was also agreed that the Chief Executive work with Community Planning Partners to develop a wider partnership response to the Commission's recommendations, with a report outlining the partnership response expected to be presented to Council for consideration in June 2016. Universal Credit is being introduced in a limited way across Renfrewshire in June 2016. Plans are being progressed by the Council to provide support services to assist customers' access to the new benefit.
The City Deal Programme	**Failure to manage the City Deal contracts and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and reputational damage.**	The Glasgow and Clyde Valley City Region has been awarded £1.13bn to be drawn down over the next 20 years to fund major capital projects. The projects in Renfrewshire include investment in the Clyde Waterfront and Renfrew Riverside, Airport Access and the Glasgow Airport Investment Area. A dedicated project team is being established to progress these projects in conjunction with our partners. The design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. All funding conditions and business case assumptions must be accurate to allow the funding to be received.

Title	Risk	Overview
Unemployment and economy	**There are significant challenges in (1) reaching the people who most need our support, (2)enabling more resilient communities/ voluntary groups and (3) getting the right infrastructure and investment in place for the economic development of our towns and villages. If the council and its key partners do not effectively manage these challenges there is a risk of increased poverty, adverse physical and mental health, domestic violence, homelessness, worklessness, youth unemployment, and acquisitive crime.** While significant challenges still impact on the ambition of the Council to grow the local economy and to create work for its residents, it is noted that unemployment has significantly reduced in Renfrewshire over the last 2 years. As such over the next three years the Council's Economic Development and Employability Programmes will see a greater focus on particular groups who are furthest from the labour market and the services offered will be more intensive and with greater barrier removal support. This will be delivered through a mix of in-house delivery, partnership funding and contracted activity and in order to recognise the changing demographics of the unemployed population the range of youth services will now be available to people up to the age of 29 while an enhanced programme of Adult Employability Services will also be developed partly in relation to the emerging programmes which are being delivered through the City Deal. In order to track the impact and success of interventions and ensure that ongoing activity is monitored, a new and improved Management Information System is also being rolled out across the Glasgow and Clyde Valley area providing a common approach to measuring the success of employability activities and ensuring that new services can be developed to the benefit of both Renfrewshire's and the City region's residents.
Health & Social Care Integration	**If the Council does not prepare effectively for the implementation of the Public Bodies (Joint Working) (Scotland) Act and form a fully operational Health and Social Partnership by 1 April 2016 there could be significant consequences in terms of logistics and reputation and further impact to council structures, budgets and governance.** Preparations for the formal integration of health and social care services in Renfrewshire are progressing well. The Chief Officer designate who will lead the new Partnership has been appointed, and the Integration Scheme (the formal partnership agreement) between the council and NHS Greater Glasgow and Clyde has been developed in line with national guidance and reflects feedback from consultation with stakeholders. The Integration Scheme was approved by Council on 26 February 2015 and was been submitted to Scottish Government by the statutory deadline of 1 April 2015. Work is now underway to address the next two key priorities, the procedural and governance arrangements in relation to the establishment of the Integration Joint Board, and the development of the Strategic Plan for the delivery of services in partnership over the next three years.
Community Safety and Public Protection	**The council's community safety and public protection role, delivered within an integrated partnership model is critical to ensuring child and adult protection, and that offending behaviour and community safety services are effectively delivered, or risk of harm to and from individuals may arise.** Community safety and public protection is a wide ranging and expanding agenda relating to the protection of vulnerable people, communities, businesses and organisations. What makes us vulnerable changes over time and through individual circumstances - and can sometimes occur unexpectedly as a result of a civil contingencies emergency or event. However there are some broad risks that can and should be foreseen and planned for. These include being very young, ill or very old, having limited or no positive support from family or friends, being financially vulnerable or being subject to anti-social behaviour, crime, violence or discrimination. The council has reviewed its approach to the management and delivery of the community safety and public protection programmes. The community safety and public protection steering group has refreshed its role and remit in order to deliver the strategic objectives for the Council, whilst ensuring that the class leading diversionary programmes, case management and referral processes are delivered. The integrated approach to Community Safety Public Protection will be further enhanced with the provision and deployment of the joint community safety and public protection hub, with state of the art CCTV systems supporting well trained and co-ordinated frontline staff that focus on evidence led early intervention and prevention activities. Children's social work services continue to experience a high level of demand particularly in relation to child protection referrals and the number of looked after children. The Council continues to work with agency and community partners to ensure that children receive support at the earliest opportunity and action is taken to mitigate and manage any identified risks. Since 2013, in conjunction with Police Scotland and Barnardo's Scotland, the Council has had in place a robust system to identify and address child sexual exploitation. Similarly, Adult Services have seen increasing numbers of adult protection referrals and continue to adopt a multi-agency approach to managing identified risks in relation to vulnerable adults. Council actions in relation to the protection of adults and children are subject to scrutiny by the Community Protection Chief Officers Group.

Table 3.2.4: Relationship with the council's business plan

1: A Better Future		
01 Increased sustainable investment in our economy	The City Deal Programme: failure to deliver	Context: The Glasgow and Clyde Valley City Deal will deliver an investment of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in the Renfrewshire area, together with additional investment into employment support through the Labour Market Project. The specific Renfrewshire Infrastructure projects are: (1) Airport Access (to be jointly delivered with Glasgow City Council) (2) Clyde Waterfront and Renfrew Riverside (3) Glasgow Airport Investment Area (4) Labour Market Projects
	Unemployment and Economy	Context: (1) Immediate considerations such as tackling worklessness and youth unemployment (2) Achieving positive destinations for school leavers (3) Longer term considerations such as investing in infrastructure (such as roads, bridges and lighting) to support local economic development (4) Heritage Strategy and Town Centre Regeneration (5) Other public focused issues that may emerge from council plan/ SOA indicators
	Corporate Events Management	Context: (1) 23-26 April 2015 Beer Festival/Food & Drink Festival (2) 7/8 May 2015 The Visit (Conference) (3) 30 May 2015 Street Velodrome (4) 29 June/03 July 2015 Mission Discovery (5) 4 July 2015 Sma' Shot day (6) 11/12 July 2015 National Youth Circuit Race Championships (7) 18 July 2015 Paisley Pipe Band competition (8) 15 August 2015 Fire Engine Rally (9) 5/6 September 2015 Doors Open Days (10) 17-20 Sept 2015 Bring it All Home (11) 9-17 October 2015 The Spree (12) 30/31 October 2015 Halloween Festival (13) 07 November 2015 Fireworks (14) 14 – 28 Nov 2015 Town Centre Christmas Lights switch ons

02 Improved health, well-being and life chances for Children & Families	Delivering on SOA outcomes through the Community Planning Partnership	Context: (1) SOA themes (2) Improvement Service benchmarking (3) SOA indicators and performance (4) CPP future role in respect of Criminal Justice

04 Reduction in the causes and impact of poverty	Tackling Poverty and Inequality	Context: (1) Tackling Poverty Commission report published March 2015 (2) Initial council response – March 2015 (3) Planning for implementation - March to June 2015 (4) Implementation - June 2015 onwards (5) Impact of welfare reform on Renfrewshire citizens

05 A safer and stronger Renfrewshire	Community Safety & Public Protection	Context: (1) Levels of deprivation in Renfrewshire; (2) No. of vulnerable children and adults in Renfrewshire; (3) Complexity of partnership arrangements; (4) Community Safety delivery model arrangements (5) Community Safety Review (6) Community safety and public protection steering group (7) Rollout of CCTV/ Hub project
	Serious Organised Crime, Insider Threat and Corporate Fraud	Context: (1) Serious and Organised Crime is a threat to national security (2) It costs the UK more than £24 billion a year (3) Organised crime, insider threat, bribery and corporate fraud could become an area of concern for the council (4) The council needs to protect its citizens and its business resources

Document Title:	Corporate Risk Register 2015		11
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016

Page 208 of 310

	Incident Response Management	Context (from Community Risk Register): (1) Industrial Accidents and Environmental Pollution (2) Transport Accidents (3) Severe Weather Incidents (4) Structural Incidents (5) Human Health (6) Animal Health (7) Industrial Action (8) International Events (9) Industrial Technical Failure
2: A Better Council		
01 A Sustainable Council - effective and financially sound	Financial Sustainability	Context: Due to effective financial planning, the council is well placed to address the financial challenges forecast over the shorter term, however there are significant and rising pressures forecast from 2014/15 onwards over the course of the next spending review period. Consequently the risk remains very high and continues to be subject to significant and regular scrutiny. Ongoing challenges include: (1) Demand/ changing demographics (2) Reduction in resources available to deliver services (3) New 'Self Directed Support' agenda requires the council to make funds available to clients with no guarantee that they will use council services (4) Financial/ efficiency savings, inflation rates and reduced income from asset sales (5) Workforce/ Rising employee and pension costs, meeting increased demand with reduced workforce (6) Investment/ for roads, schools, housing stock to support existing services and economic growth. (7)Maintaining assets/ backlog maintenance and repair for the estate (8) Environmental/ rising energy and fuel costs, emission reduction targets (9) Potential financial impact of the introduction of Universal Credit (10) Potential outcomes of the Smith Commission
	Energy, carbon and waste management	Context: (1) Environmental Legislation (2) Costs/ financial penalties regime and taxes associated in particular with waste management (3) Clyde Valley Waste Project –in planning phase – moving towards construction in 2016 (4) £.25m funding for energy initiatives (5) % going to Landfill (6) Food waste funding ends 1 April 2015
02 Effective Change Management	Health & Social Care Integration	Context: (1) Integration scheme to be approved by Scottish Government (2) Integration Joint Board to formally appoint Chief Officer and Chief Financial Officer (3) Integration Joint Board to approve Strategic Plan (4) Council to ensure all local arrangements are in place for delegation of adult services to the new IJB during 2015 (5) IJB to be fully operational by April 2016
	Better Council Programme	Context: Strategic Programmes (1) Customer access (2) Agile Council (3) Asset Management (4) Technology (including information and Knowledge Management) (5) Organisational Development (incorporating capacity, workforce planning/ employee wellbeing) (6) Procurement Savings Service Programmes (As being defined) (incorporating shared services agenda) Opportunity governance - ensuring that innovation/ opportunities pursued are subject to the same rigor and level of governance applied to programmes and project
03 Putting Customers First	Business Continuity	Context: Non availability of premises, employees or systems impacting on services/ functions
04 Investment in our People		(Now covered under Better Council Programme)

06 Smarter use of Assets	Property and Infrastructure Management	Context: (1) Decline in capital spending (2) Assets retained in conflict with strategy (3) Market conditions returning less favourable capital receipts (4) Community asset transfer (5) Statutory compliance inspections/ ensuring assets are safe and fit for purpose for employees and service users (6) General need for more efficient use of assets, in particular property, roads and lighting infrastructure (7) Transfer of operations for Cultural properties (8) Heritage Strategy and Town Centre Regeneration (9) Asset and management review for hard and soft facilities management
	Information Management	Context: Information is a critical resource for council operation therefore the availability, appropriateness and accountability of information, regardless of the format it is held in, is of great importance. The Information Management risk reflects challenges associated with delivery of the outcomes set out in the approved Information Management Policy: (1) Information sharing (2) Information compliance (3) Information efficiency (4) Information quality (5) Information security and resilience
	Records Management: Public Records (Scotland) Act 2011	Context: (1) The Public Records (Scotland) Act 2011 came into effect in January 2013 (2) The Keeper of the Records of Scotland has invited public authorities to submit their records management plans (RMPs) (3) Renfrewshire Council's invitation for the submission of its records management plans (RMP) to the Keeper is currently delayed until the new Records Manager has reviewed work to date, and has met with the Keeper's office. RMP has 14 elements for the council to comply with or demonstrate working towards compliance: •Senior management responsibility •Records manager responsibility •Records management policy statement •Business classification •Retention schedules •Destruction arrangements •Archiving and transfer arrangements •Information security •Data protection •Business continuity and vital records •Audit trail •Competency framework for records management staff •Assessment and review •Shared information

07 Communica-tions and Engagement	Equality and Human Rights	Context: Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by the Human Rights Act 1988
	Communications	Context: (1) The importance of respectful and strategically driven communications with staff during times of change and to effect excellent service delivery (2) Engaging Renfrewshire's communities in the objectives of the Community Plan (3) Informing and supporting communities of the work and resultant outcomes of the tackling poverty commission (4) Crisis communications (5) Increasing demand for employees' access to social media sites and feeds for professional and personal purposes creates security and reputational concerns

3: A High Performing Council		

01 Governance and Assurance	Management of Elections	Context: (1) European and UK Government elections (2) Being cognisant of changing legislation, processes and use of e-counting systems.
	Information Governance	Context: Information is a critical resource for council operations. This risk covers the essential components that the council requires to embed to ensure good information governance and protect the council's and its customers' information and the council's reputation: (1) Policies and procedures (2) Roles and responsibilities (3) Training and education (4) Information Security and compliance (including incident recording monitoring) (5) Move towards cloud based services The Information Commissioner's Office (ICO) is able to order organisations to pay up to £500,000 as a penalty for serious breaches of the Data Protection Act; The ICO may receive extended powers to conduct unscheduled audits.

3.3 The risk treatment activity planned for 2015 and beyond is shown within the corporate risk register in the appendix that follows. This activity (proportionate to the level of each risk) will further contribute to either the prevention of the risk occurring, where possible, or mitigating their potential effects. Where there are no actions linked to a risk this indicates that the risk is being managed as 'business as usual' taking account of the control measures currently in place.

3.4 The corporate risk register continues to underpin the key priorities of the council's Annual Strategic Audit Plan. Actions relating to planned audits for 2015/16 have been aligned to the relevant corporate risks in the appendix. Any improvement actions arising from 2014/15 internal audit work will continue to be integrated into the risk register as audit reports are finalised.

3.5 A midyear progress report on the corporate risk register will be reported in due course to the Corporate Management Team and the Finance and Resources Policy Board. Information on specific significant risks will be reported by the Corporate Risk Management Group to the Corporate Management Team as required on an exceptional basis.

Document Title:	Corporate Risk Register 2015		14
Service:	N/A	Lead Author	Risk Manager on behalf of the Director of F&R
Date Effective:	13/05/2015	Review Dates:	Quarterly by CRMG to 31/03/2016

Page 211 of 310

Corporate Risk Register

Report Type: Risks Report
Report Author: Risk Manager

Renfrewshire Council

Appendix

Priority 1: A Better Future
Objective 01 Increased sustainable investment in our economy

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.01 The City Deal Programme: failure to deliver Context: The Glasgow and Clyde Valley City Deal will deliver an investment of £1.13bn across the Glasgow City Region, including £274m on three infrastructure projects in the Renfrewshire area, together with additional investment into employment support through the Labour Market Project. The specific Renfrewshire Infrastructure projects are: 1) Airport Access (to be jointly delivered with Glasgow City Council) 2) Clyde Waterfront and Renfrew Riverside 3) Glasgow Airport Investment Area 4) Labour Market Projects	The design, construction, operation and maintenance of the major projects being funded through City Deal must be effectively managed to ensure they are delivered on time and on budget and in compliance with the requirements of the City Deal Assurance Framework. All funding conditions and business case assumptions must be accurate to allow the funding to be received. Failure to manage the contracts and meet the requirements of the Assurance Framework could result in project delays, additional costs, loss of grant funding and reputational damage.	Director of Development & Housing Services	▪ All projects will be managed using the Council's established Project Management Framework and the City Deal Assurance Framework. ▪ Internal governance is now in place via the City Deal Programme Board chaired by the Chief Executive and the Leadership Board. ▪ City Deal Programme Director now appointed.	03	05	15 High

Action Codes	Linked Actions	Assigned To	Due Date	Status
DHRR14.01.05b	Establish a dedicated Project Team with relevant experience of delivering major infrastructure projects. (Posts currently advertised)	The recruitment of staff is progressing as planned.	Director of Development & Housing Services	30-Jun-2015	▲
DHRR14.01.05f	Negotiate and develop legal agreements with all relevant Partners and Stakeholders. Initial meetings to be arranged. (New)		Managing Solicitor (Projects)	30-Jun-2015	▲
CRR15.01.01a	Achieve planned milestones for current year for project 1 (New)		City Deal Project Director	31-Mar-2016	▲
CRR15.01.01b	Achieve planned milestones for current year for project 2 (New)		City Deal Project Director	31-Mar-2016	▲
CRR15.01.01c	Achieve planned milestones for current year for project 3 (New)		City Deal Project Director	31-Mar-2016	▲
CRR15.01.01d	Achieve planned milestones for current year for project 4 (New)		City Deal Project Director	31-Mar-2016	▲

15

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.02 Unemployment and economy Context: (1) Immediate considerations such as tackling worklessness and youth unemployment (2) Achieving positive destinations for school leavers (3) Longer term considerations such as investing in infrastructure (such as roads, bridges and lighting) to support local economic development (4) Heritage Strategy and Town Centre Regeneration (5) Other public focused issues that may emerge from council plan/ SOA indicators	There are significant challenges in (1) reaching the people who most need our support, (2)enabling more resilient communities/ voluntary groups and (3) getting the right infrastructure and investment in place for the economic development of our towns and villages. If the council and its key partners do not effectively manage these challenges there is a risk of increased poverty, adverse physical and mental health, domestic violence, homelessness, worklessness, youth unemployment, and acquisitive crime	Director of Developm't & Housing Services; Director of Children's Services	Employability Initiatives The Renfrewshire Employability Programme (REP) concludes in 2015 and is being replaced by various employability initiatives which will see a greater focus on particular groups who are furthest from the labour market and the services offered will be more intensive and with greater barrier removal support over the next three years. This will be delivered through a mix of in-house delivery, partnership funding and contracted activity and in order to recognise the changing demographics of the unemployed population the range of youth services will now be available to people up to the age of 29 while an enhanced programme of Adult Employability Services will also be developed partly in relation to the emerging programmes which are being delivered through the City Deal. Early Years Strategy The new Strategy aims to give Renfrewshire children the 'best start' in life by improving early education and supporting families on a range of issues which have a direct impact on the youngsters' ability to learn and develop their potential. Renfrewshire Homelessness Strategy 2010-15 Agreed partnership homelessness strategy based on Prevention, Access To Services, Housing Options and Sustainable Options. Town Centres Economic Growth ▪ Paisley Heritage Asset Strategy approved in January 2014 ▪ Paisley BID (Business Improvement District) Steering Group established, the Council is supporting the BID process. ▪ Measures to improve the accessibility and the safety and security of the Town Centres have been undertaken. ▪ Comprehensive action plan and governance arrangements in place. ▪ Renfrew Town Centre improvement projected completed. ▪ Johnstone town hall project being implemented. Significant renewal project of old town hall/swimming pool/library complex. Brings together Council services into a new civic centre piece for the town. ▪ Business incubators initiative to support new businesses locating in Town Centres. External Funding ▪ Significant levels of external funding secured from a number of sources incl Big Lottery, ESF, ERDF, Townscape Heritage Fund, Conservation Area Regeneration Scheme. ▪ Compliance team in place to continuously monitor compliance with conditions of grant. ▪ Funding Strategy developed to support Paisley Town Centre and Heritage Asset Strategy. Glasgow Airport ▪ *Maximising the local economic development potential of Glasgow Airport. ▪ *Establishment of Glasgow Airport Business Forum. ▪ * Joint sponsorship of ECOS Study ▪ *Glasgow Airport Investment Area project being progressed through City Deal Community Investment Council maintains significant capital investment locally which supports the local economy. Many major capital projects have significant community benefits built in, e.g. play park provision, enhanced infrastructure.	03	05	15 High

16

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CE.SIP.14.03.16	Continue to develop targeted communications to support the Early Years Strategy and Family Centres initiative as part of the Children and Young People and Tackling Poverty communications strategies	Communications activity is planned and delivered within six monthly action plans which focus on communicating key elements and milestones of the Early Years Strategy.	Communications Officer	31-Mar-2017	▲
DHSIP14.01.04.20	Deliver Business Gateway services in Renfrewshire in partnership with Inverclyde and East Renfrewshire Councils	The current contract runs from Oct 2012 – Oct 2015 and the current year's programme is largely running to plan, the first year had areas of underperformance. Discussions are underway regarding the options for the next programme of support from October 2015 onwards.	Economic Development Manager	31-Mar-2016	▲

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.03 Corporate Events Management Context: (1) Beer Festival/Food & Drink Festival (2) The Visit (Conference) (3) Street Velodrome (4) Mission Discovery (5) Sma' Shot day (6) National Youth Circuit Race Championships (7) Paisley Pipe Band competition (8) Fire Engine Rally (9) Doors Open Days (10) Bring it All Home (11) The Spree (12) Halloween Festival (13) Fireworks (14) Town Centre Christmas Lights switch ons	Effective preparation and co-ordination across a number of services, for high profile events coming to Renfrewshire is essential and should this not be achieved there is a risk of adverse reputational impact for the council on a national and international level	Director of Development & Housing Services	▪ Events Management Group in place to co-ordinate preparation for various events as per event schedule, with representation from all relevant council services and community partners ▪ Events Guidance Manual in operation ▪ Considerable pre-event liaison with in house teams and the emergency services ▪ The events team have a number of years experience in organising and managing events ▪ Accredited and experienced stewarding staff are employed at all large scale events ▪ Paramedic and trained first aiders are on site at all large scale events ▪ Town centre management team training and support from in house specialists ▪ Annual events cancellation insurance cover in place although this is not a blanket insurance for all events ▪ Suppliers procured in accordance with Contract Standing Orders, with indemnity limits agreed and insurance covers checked ▪ Events Safety Group has been established	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
DHRR15.01.03a	Deliver Events Strategy (New for 2015)		Town Centres Project Manager	31-Mar-2016	▲
DHSIP14.01.05.31	Deliver increased programme of town centre activities as outlined in an approved event strategy	We have delivered and improved existing events programme during 2014-15. A number of new events this year have taken place such as Queens Baton Relay, Street Velodrome and Halloween.	Town Centres Project Manager	31-Mar-2016	▲

17

Priority 1: A Better Future
Objective 02 Improved health, well-being and life chances for Children & Families

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.04 Delivering on SOA outcomes through the Community Planning Partnership (1) SOA themes (2) Improvement Service benchmarking (3) SOA indicators and performance (4) CPP future role in respect of Criminal Justice	The Community Planning Partnership seeks to deliver key outcomes for the community such as tackling poverty and inequality gap in Renfrewshire. If the council does not effectively engage with the partnership through a significant period of challenge, adapting strategy, policy and operations to meet these challenges and ensuring good governance and performance, there will be greater uncertainty around delivering the community benefits and achieving the partnership aims and objectives.	Corporate Policy and Perform-ance Manager	▪ The Renfrewshire Community Plan is the action plan for delivery of the Community Plan and the SOA ▪ The plan clearly outlines a positive vision for change which will be driven by partners ▪ Community Planning targets are defined. These will be revised and updated each year by the Community Plan Partnership Board as progress is achieved ▪ Progress on achieving Community Planning/ Single Outcome Agreement targets is monitored by 6 thematic boards and is reported annually to the CPP Board. ▪ Clear accountability and public reporting is an important aspect of the CPP approach, using data and other evidence, to drive performance within all aspects of the Community Plan	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CE.SIP.14.01.02	Produce and promote the Community Planning website in conjunction with Engage Renfrewshire	The website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is now being used as the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/ 2015. The structure of the website is being expanded in March 2015 to accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.	Senior Communica-tions Officer	31-Mar-2017	🔺
CE.SIP.14.01.05	Support Engage Renfrewshire to ensure that community and Voluntary groups are involved in and contribute to community planning outcomes	The council has provided support to Engage Renfrewshire to develop the Renfrewshire Forum for Empowering Communities. Membership of Engage Renfrewshire has been increasing steadily - from 290 member organisations in May 2014 to 322 organisations in December 2014. A volunteering toolkit has been developed and used by local community groups and a number of volunteer recruitment campaigns have been initiated for organisations including St Vincent's Hospice, Reaching Older Adults in Renfrewshire and Active Communities. There has been an increase in the number of people registering to become a volunteer - from 614 in 2012/13 to 675 in 2013/14.	Corporate Policy and Performance Manager	30-Sep-2015	🔺
CE.SIP.14.01.06	Support Renfrewshire Community Planning Partnership to develop a resource plan	Renfrewshire Community Planning Partnership has completed an exercise to identify the estimated public sector revenue expenditure in Renfrewshire. This showed that £975 million is spent by partners in Renfrewshire. Following this exercise the Community Planning Partnership Board identified two areas for the partnership to investigate: opportunities for assets/property and learning and development. This work is already underway and will be reported to future meetings of the Community Planning Partnership Board	Policy Officer	31-Mar-2015	🔺
CE.SIP.14.02.15	Include and maintain detailed data about the businesses, industry, transport infrastructure and economic profile of the communities of Renfrewshire in the Knowledge Bank	Collection of this information remains on hold while the Knowledge Bank is developed. This will be carried out in line with the recently published Scottish Open Data strategy.	Partnership Analyst	31-Mar-2017	🔺

18

Priority 1: A Better Future
Objective 04 Reduction in the causes and impact of poverty

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.05 Tackling Poverty and Inequality Context: (1) Tackling Poverty Commission report published March 2015 (2) Initial council response – March 2015 (3) Planning for implementation – March to June 2015 (4) Implementation - June 2015 onwards (5) Impact of welfare reform on Renfrewshire citizens	The council is committed along with its partners to break the poverty cycle in Renfrewshire. If the partners do not effectively tackle the causes and impacts of Poverty in Renfrewshire there will be further polarity of poverty in Renfrewshire, increasing inequality and health inequalities, and greater demand for services.	Tackling Poverty & Welfare Reform Programme Manager	▪ Tackling Poverty Commission established to address the causes and impacts of poverty (priorities will be agreed and reflected as action below) ▪ Community Care, Health and Wellbeing Thematic board of the Community Planning Partnership is focused on tackling inequalities at a strategic level. ▪ Elements within a range of council policies and strategies tackle inequalities, such as: - Sustainable Food Strategy - Tobacco Control Strategy - Tobacco Policy for Looked After and Accommodated Children ▪ Elements within range of partnerships, programmes & projects tackle inequalities, eg: - Families First Project - Triple P (Positive Parenting Programme) - Family Nurse Partnership - Healthier Welfare Children Project ▪ Joint Health Improvement Manager ▪ Support for community led health activities ▪ Activity co-ordinators in local authority residential homes for older people ▪ Targeted events such as AgeFest and Feelgood Renfrewshire ▪ Universal Credit is being introduced by the UK government in June 2016. The Council will provide support services to assist customer access to the new benefit.	04	04	16 High

Action	Linked Actions	Latest Note	Assigned	Due Date	Status
DHSIP14.01.06.38	Implement the actions from the revised Fuel Poverty Strategy action plan	Douglas Morrison 10-Apr-2015 100% of the actions scheduled to be complete by March 2015 have been. The new Fuel Poverty Strategy was approved by the Housing and Community Safety Policy board in May 2014. Three new advocacy energy advisors are now in place and working through the actions in the revised Fuel Poverty Strategy. In March 2015, Council committed £170k to establish a fuel poverty task team offering one-to-one support for local people.	Corporate Asset/ Energy Manager	31-Mar-2016	🟢
FCS-SIP14-1-1-01	Tackling Poverty Strategy	The Tackling Poverty Commission tasked with providing the Council and its community planning partners with recommendations that would form the basis of a new Tackling Poverty strategy published its report in March 2015. The recommendations were endorsed by Council on 23 March and a decision taken to fund a series of immediate response measures aligned to the Commission's recommendations. The development of the wider strategy will be aligned to the Community Planning Partnership action plan that will be developed for consideration in June 2016.	Tackling Poverty & Welf. Reform Programme Manager	31-Mar-2015	🟢
SWSIP1403b	Support communities to lead their own health improvement activities, or to co-produce ideas and services with local people	The Health Improvement and Community Link team continues to support community groups. A portal, 'My Renfrewshire' has been developed make it easier for people to find groups which will help them to live healthier and more independent lives. The team is involved in work supporting older peoples' groups, groups for people with disabilities and carers' groups. An exercise to analyse information gathered on localities from community planning conferences and other consultation events began in August 2014 and has identified a number of opportunities for co-production of services and activities. During October 2014, the team provided support for the Scottish Mental Health Arts and Film Festival.	Health Improvem't Manager	31-Mar-2015	🔴
SWSIP1403c	Work with wider community partners to tackle health inequalities	Work on health inequalities is a key focus for this board, which receives regular updates on activity in this area. Tackling health inequality will continue to be a long term priority for community planning partners.	Director of Children's Services	31-Mar-2015	🔴

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.06 Community Safety & Public Protection Context: (1) Levels of deprivation in Renfrewshire; (2) No. of vulnerable children and adults in Renfrewshire; (3) Complexity of partnership arrangements; (4) Community Safety delivery model arrangements (5) Community Safety Review (6) Community safety and public protection steering group (7) Rollout of CCTV/ Hub project	The council's community safety and public protection role, delivered within an integrated partnership model is critical to ensuring child and adult protection, and that offending behaviour and community safety services are effectively delivered, or risk of harm to and from individuals may arise	Director of Community Resources; Director of Children's Services	▪ The community safety and public protection steering group drives the strategic focus for the Council, whilst providing a framework for the day to day delivery of early intervention and prevention activities: o Delivering strategic oversight and planning for key legislative and environmental changes including development of the future model for community justice in Scotland o Delivering strategic oversight to ensure partner organisations are effectively managing risk in relation to key threats and disruptive activities in our communities and organisations and that appropriate risks and mitigating actions are recorded. ▪ Multi-agency child and adult protection committees well established, with independent chair in place for both. ▪ Procedures developed and implemented across partnerships through the child and adult protection committees and through North Strathclyde Community Justice Authority. ▪ Chief Officers Group, comprising of leaders from all relevant partner agencies meet on a regular basis to discuss key issues. ▪ Joint Communications sub group now established. ▪ Multi-agency child and adult protection training programme in place, facilitated by dedicated trainer ▪ Legally defined role of the Chief Social Worker within Renfrewshire Council to make decisions in relation to individual cases in specific circumstances as prescribed in legislation. ▪ Regular programme of case file auditing undertaken by the adult and child protection committee. Social Work Service implementing and internal case file audit programme. ▪ Practice and service quality subject to regular external scrutiny by Care Inspectorate and other bodies as required in terms of registered services or through thematic inspections. ▪ A multi-agency action plan has been implemented; the Care Inspectorate was invited to review this during 2012 and reported that good progress has been made. ▪ Effective Community Safety Hub, tasking and case management arrangements ▪ Effective diversionary activities and programmes in place including Street Stuff ▪ Good overall governance controls in place for civil contingencies including links to the wider public protection agenda, and corporate strategic management. ▪ Development of female offender services following national review. ▪ Some specialist services for offenders provided on a partnership basis with other local authorities. National review of community justice services currently underway. ▪ The first edition of the new Renfrewshire Public Protection Newsletter issued to all staff on 15 April 2014 ▪ Annual conferences held by both the adult and child protection committees	03	05	15 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRR14.01.05a	Internal Audit to review business support arrangements for adult protection	This audit is currently ongoing	Chief Auditor	30-Jun-2015	▲
SWSIP1401c	Implement new arrangements flowing from the national review of criminal justice services	The response to stage 2 of the Community Justice Consultation was published on 15 December 2014. This outlines the new model of community justice and the functions of a national body Community Justice Scotland. Local strategic planning and delivery of services through Community Planning Partnerships (CPPs) is central to the new arrangements. Emphasising collective responsibility through a partnership approach which places decision-making at a local level. The formation of Community Justice Scotland will provide further opportunities to commission services strategically as well as taking on some of the operational work currently undertaken at a Scottish Government level. The establishment of a Hub for innovation, learning and development within the body will provide the community justice workforce with the profile and identity it deserves, together with evidence of what works to inform commissioning, and practice and partnership standards. The model will be defined by a performance culture through the establishment of an outcomes, performance and improvement framework against which local partnerships can plan and report. This will provide real opportunities to monitor progress, drive improvement, offer consistency and link decisions and actions to analysis of need and what works, leading to increased efficiency and effectiveness. Locally work continues with community planning partners, 2016/17 will be a shadow year, with a Renfrewshire action plan to be provided to Scottish Government by the end of 2015 for 2016/17.	Criminal Justice Services Manager	31-Mar-2016	▲
CRR15.01.06a	Undertake a review of key professional (external) reports to benchmark council arrangements and identify any improvements required (New)		Head of Child Care and Criminal Justice	30-Sep-2015	▲
CRR15.01.06b	Deliver the integrated CCTV Hub		Head of Public Protection	31-Mar-2016	▲
CRR15.01.06c	Deliver the Prevent Group work plan (New)		Head of Public Protection	30-Jun-2016	▲
CRR15.01.06d	Internal Audit to review arrangements for Community Payback Orders (New)		Chief Auditor	30-Jun-2016	▲

21

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.07 Serious Organised Crime, Insider Threat and Corporate Fraud Context: (1) Serious and Organised Crime is a threat to national security (2) It costs the UK more than £24 billion a year (3) Organised crime/ insider threat, bribery and corporate fraud could become an area of concern for the council (4) The council needs to protect its citizens and its business resources	The council implements a range of measures to prevent and detect serious organised crime, insider threat and corporate fraud. Should measures not implemented and monitored effectively there would be increased threat to resources and security of information.	Head of Public Protection	▪ Understanding and mitigating risk with 3rd party providers/partners accessing our systems ▪ Integrity Group established to look at the arrangements for managing this risk ▪ Integrity group will deliver the oversight of development and implementation of strategies to respond effectively as an organisation to national strategies relating to serious and organised crime ▪ Other measures recorded within the 'Internal Controls' tab - not published publicly.	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRR15.01.07a	Undertake counter fraud pilot (New)		Chief Auditor	31-Dec-2015	▲
CRR15.01.07b	Internal Audit to review the council's arrangements for the prevention and detection of fraud and corruption (New)		Chief Auditor	30-Jun-2016	▲
CRR15.01.07c	Deliver the Integrity Group work plan (New)		Head of Public Protection	30-Jun-2016	▲

22

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.08 Incident Response Management Context (from Community Risk Register): (1) Industrial Accidents and Environmental Pollution (2) Transport Accidents (3) Severe Weather Incidents (4) Structural Incidents (5) Human Health (6) Animal Health (7) Industrial Action (8) International Events (9) Industrial Technical Failure	Disruptive events such as those reflected within the Community Risk Register may adversely impact on the community, the environment, our employees and the reputation of the council	Director of Community Resources	**Specific to the Community Risk Register**: ▪ Council Civil Contingencies Arrangements ▪ Council Business Continuity Arrangements ▪ Council Pandemic Influenza Arrangements ▪ Corporate communication plan ▪ Local Authority Major Accident Hazards Pipelines (MAHP) Emergency plans ▪ Local Authorities' inspections of all of their bridges on a regular basis ▪ Local Authority Rest Centre Plans ▪ Local Authorities able to identify vulnerable customers for alternative water supplies ▪ Ongoing investment in flood alleviation/ flood response protocol is in place and regularly reviewed ▪ Category 1 and 2 Responders generic emergency plans & procedures ▪ Generic Major Incident Plans ▪ National and local contingency plans ▪ Maritime and Coastguard Agency Major Incident Plans, in conjunction with other Category 1 Responders ▪ Regular exercising of emergency plans ▪ Vaccination programme instigated to priority at risk groups **Other corporate arrangements**: ▪ Civil Contingency Service - Joint service with Inverclyde and East Renfrewshire Councils ▪ Corporate and service department Crisis and Resilience Management Teams ▪ Senior staff trained as Council Incident Officers ▪ Learning and development programme in place to train all officers with an incident response role ▪ Learning and Development Grant money made available for officers with incident response role to undertake required specialist training ▪ Exercise programme in place to test council response to incidents at an individual, service and corporate level ▪ Debriefing arrangements to enable lessons to be learned and fed back into the planning process ▪ Winter maintenance strategy with appropriate employees trained and exercises undertaken	03	03	9 Moderate

Action Codes	Linked Actions		Latest Note	Assigned To	Due Date	Status

Priority 2: A Better Council
Objective 01 A Sustainable Council - effective and financially sound

Context	Risk	Owned By	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.09 Financial Sustainability Context: Due to effective financial planning, the council is well placed to address the financial challenges forecast over the shorter term, however there are significant and rising pressures forecast from 2014/15 onwards over the course of the next spending review period. Consequently the risk remains very high and continues to be subject to significant and regular scrutiny. Ongoing challenges include: (1) Demand/ changing demographics (2) Reduction in resources available to deliver services (3) New 'Self Directed Support' agenda requires the council to make funds available to clients with no guarantee that they will use council services (4) Financial/ efficiency savings, inflation rates and reduced income from asset sales (5) Workforce/ Rising employee and pension costs, meeting increased demand with reduced workforce (6) Investment/ for roads, schools, housing stock to support existing services and economic growth. (7)Maintaining assets/ backlog maintenance and repair for the estate (8) Environmental/ rising energy and fuel costs, emission reduction targets (9) Potential financial impact of the introduction of Universal Credit (10) Potential outcomes of the Smith Commission	If significant cost pressures and reducing available resources are not successfully planned for and managed effectively over the medium to longer term, there is a serious risk of unplanned/ reactive budget realignments that could jeopardise the financial stability of the council with significant impact on availability and quality of front-line services and capital resource	Director of Finance and Resources	▪ The Council approved its Medium Term Financial Strategy in Sept 2012, including key planning principles with regards use of reserves, addressing costs growth, investment in early intervention and preventative spend areas and the use of capital receipts. ▪ Well developed budget planning, budget setting and budget monitoring arrangements at both officer and member level; clear decision making and escalation process in place with regards budget management; improving budget reporting to both officer groups and Policy Boards ▪ As part of medium term financial planning arrangements there is continuous development of saving workstreams to ensure that the Council has an appropriate range of projects underway which will provide a sufficient scope and depth of saving options for elected members as part of delivering a balanced budget year on year. There is also close monitoring of agreed savings to ensure risk of double counting is minimised ▪ Regular updates provided to CMT and Council with regards the national fiscal position, likely developments and the impact on the council through close liaison with national groups and the Scottish Government ▪ Areas of improvement with regards financial management, efficiency and competitiveness identified from undertaking the BV2 toolkit self-assessments with actions agreed. ▪ Well developed forecasts for energy consumption and related costs based on national contract prices; role as a partner in the development of a waste management shared service allows the council to influence key decisions and be clear on related costs. ▪ Improving asset management planning has clarified priority areas for investment in the council's estate, supported by dedicated sources in both the capital plan and revenue budget. ▪ Well developed debt strategy which ensures over the medium term the Council's current and future debt levels are prudent and sustainable in the context of reducing resources and also that maximum opportunity for recurring savings are taken advantage of as part of examining the profile of debt payments over long term.	04	05	20 V.High

Action Codes	Linked Actions	Latest Note	Assigned	Due Date	Status
FCS-SIP15	Financial Planning	(New)	Director of Finance and Resources; Head of Finance	31-Mar-2016	▲
CRR15.02.09a	Internal Audit to review the council's arrangements for Capital Accounting (New)		Chief Auditor	30-Jun-2016	▲
CRR15.02.09b	Internal Audit to review the council's arrangements for Debt Management (New)		Chief Auditor	30-Jun-2016	▲
CRR15.02.09c	Internal Audit to review the council's arrangements for Council Tax (New)		Chief Auditor	30-Jun-2016	▲

24

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.10 Energy, carbon and waste management	If the council does not make the most of innovative opportunities to develop solutions and/ or implement robust arrangements for energy and carbon management challenges (such as the council's Carbon Reduction Commitment), there is a risk of reputational harm (in terms of corporate social responsibility) but more especially the potential for significant unbudgeted costs, financial penalties and a missed opportunity for maximising energy savings	Director of Development & Housing Services; Director of Community Resources; (Director of Finance and Resources)	Energy Management (greener energy, biotechnology, affordability)	02	04	8 Moderate
Context: (1) Environmental Legislation (2) Costs/ financial penalties regime and taxes associated in particular with waste management (3) Clyde Valley Waste Project –in planning phase – moving towards construction in 2016 (4) £.25m funding for energy initiatives (5) % going to Landfill (6) Food waste funding ends 1 April 2015			▪ Process in place to monitor energy consumption and targets. ▪ Energy Management Unit promotes energy awareness throughout the council. ▪ Participation in national awareness schemes including Earth Hour and National Energy Week. ▪ Automated meter readers installed in operational council buildings. ▪ Boiler control panels installed in council buildings. ▪ PC Power Management Software is implemented. ▪ Programme of energy saving measures have reduced power consumption for street lighting. ▪ Application of Building Regulations (sustainability certificates). Carbon Management (carbon emissions, carbon accounting) ▪ Strong links in place between the Energy Management Unit and Corporate Finance to ensure potential liabilities related to the Carbon Reduction Commitment are well understood and planned for. ▪ Renfrewshire Council have purchased CRC credits 2 years in advance to secure a £47k discount. ▪ Council's Carbon Management Programme/ Plan in place to achieve emissions and cost reductions set out by the Scottish Government and the council. ▪ Greener Fleet monitoring tool supplemented by vehicle tracking system looking at fuel usage, idling, speeding and CO2 usage. ▪ Monitoring the positive impact of recycling through the new proposed carbon metric measure for recycling. ▪ Departmental representative on the Greener Thematic Board. Energy Efficiency Standard for Social Housing (EESSH) ▪ * Opportunities are being investigated to secure external grant funding for energy improvements to meet new energy standards. ▪ * The Scottish Government has confirmed that a review will take place in 2017 to establish if landlords have been successful in securing funding for the investment. Temporary exemptions may be possible where it can be demonstrated that external funding has been sought but cannot be secured. Waste Management ▪ Monitoring the positive impact of recycling through the new proposed carbon metric measure for recycling. ▪ Continued monitoring of Managed Weekly Collections ▪ 4 weekly monitoring of recycling performance in place to ensure zero waste targets are achieve ▪ Disposal contract includes a level of diversion from landfill ▪ Monitoring arrangements are in place to ensure compliance with the Waste (Scotland) Regulations 2012			

Action Codes	Linked Actions			Assigned To	Due Date	Status
DHRR15.02.07a	Complete Phase 2 of the PV Installation programme (New)			Craig Thorpe	31-Dec-2015	▲

25

Priority 2: A Better Council
Objective 02 Effective Change Management

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.11 Health & Social Care Integration

Context:
(1) Integration scheme to be approved by Scottish Government
(2) Integration Joint Board to formally appoint Chief Officer and Chief Financial Officer
(3) Integration Joint Board to approve Strategic Plan
(4) Council to ensure all local arrangements are in place for delegation of adult services to the new IJB during 2015
(5) IJB to be fully operational by April 2016 | If the Council does not prepare effectively for the implementation of the Public Bodies (Joint Working) (Scotland) Act and form a fully operational Health and Social Care Partnership by 1 April 2016 there could be significant consequences in terms of logistics and reputation and further impact to council structures, budgets and governance. | Chief Executive | ▪ A high level working group has been established lead by the Chief Executive of Renfrewshire Council and NHS GGC
▪ Project management arrangements are in place to plan the programme of work in order to have all the required elements of integrated working in place by the statutory deadline of 1 April 2016.
▪ An integration scheme has been approved by Council and NHS GG&C and will be submitted through the Health Board to the Scottish Government for approval before the statutory deadline of 1 April 2015.
▪ A Chief Officer Designate has been appointed. *The Director of Finance and Corporate Services, and the Social Work head of Resources are a members of the national Integrated Resource Advisory Group which is now working to finalise required financial governance and reporting arrangements. A Board wide joint finance working group has also been established, and meets regularly to agree a consistent approach to the practical implementation of the national guidance.
▪ The Director of Social Work co-chairs the national working group established by the Scottish Government to develop and agree the key outcomes and performance measures which would be adopted by health and social care partnerships.
▪ Social Work Service is one of a small number of councils working with the Information Services Division to develop a national health and social care dataset required by health and social care partnerships to develop a performance management framework for integrated service delivery.
▪ Significant level of joint working already embedded locally between health and social care, with a number of joint teams and co-location arrangements in place. Change Fund for Older People activity is a specific example of the effectiveness of jointly planning and delivery improvements to service provision.
▪ Partnership working well advanced in terms of developing joint commissioning plans with a 10 year plan for older people published during 2014/15 and an overarching strategic plan and care group plans under development.
▪ Joint planning groups for health and social care services (JPPIGs) well established, overseen by a Joint Management Group.
▪ Information sharing protocols in place across health and social care services and developed as required. | 03 | 05 | 15 High |

Action Codes	Linked Actions	Latest Note	Assigned	Due Date	Status
SWSIP1404g	Work with NHS and corporate colleagues and partners to agree plans to deliver integrated health and social care in Renfrewshire in line with legislative provisions and timescales	A draft Integration Scheme has been prepared and wide consultation on this is underway. A final draft will be submitted to the Scottish Government by 1 April 2015. A Chief Officer Designate has been appointed and is in post. A programme plan for the shadow year has been drafted and will be finalised by March 2015. Full integration arrangements are required to be in place by 1 April 2016.	Director of Children's Services	31-Mar-2016	🔺
SWSIP1404I	Continue to develop strategic commissioning, and deliver Joint Commissioning Plans for all areas of Adult Services	The development of joint strategic commissioning plans is currently being overseen by a joint steering group and will form part of the Integration Joint Board's Strategic Plan. Work is underway on the plans for Learning Disability Services, Mental Health Services and Physical Disability and Sensory Impairment Services. The current focus is on the development of an	Principal Officer	31-Mar-2016	🔺

26

	overarching strategic plan for the Integration Joint Board, when established, which must be completed by the end of 2015/16 in line with legislative requirements.			
CRR15.02.11a	Internal Audit to review the arrangements for Health and Social Care – IJB/ Due Diligence Review	Chief Auditor	30-Jun-2016	

27

28

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.12 Better Council Programme Context: Strategic Programmes (1) Customer access (2) Agile Council (3) ICT – digital services (4) Organisational Development Service Programmes ▪ Asset Management (property, energy and utility efficiencies) ▪ CR: service redesign ▪ Corporate Support Model ▪ Children's Services ▪ Culture Trust ▪ Social Work Adult Services Opportunity governance - ensuring that innovation/ opportunities pursued are subject to the same rigor and level of governance applied to programmes and projects	The current strategic and transformational change agenda combined with current organisational capacity for change makes for a highly complex and challenging change environment which, if not co-ordinated and managed effectively across all aspects of the council's business, could result in benefits not being delivered and impact significantly on future service delivery and the longer term effectiveness of the organisation	Chief Executive	▪ Sound project governance in line with the Council's Project Management Framework ▪ Strategic programme manager facilitates the coordination of change across the Council and with partners ▪ Resources have been invested in a core team of change specialists ▪ Partnership with Ernst and Young established for additional support ▪ Methodologies and processes have been developed and adopted to manage change. ▪ The development of new processes in business support is seeking to address data quality issues ▪ Ongoing active development of the project management framework and core team of change specialists ▪ CMT now operates as the Better Council Programme Board ensuring the highest level of scrutiny on the progress of the programme ▪ Regular reports to the Leadership Board on progress	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRR14.02.13c	Implementation of monitoring of benefits	Identification and delivery of benefits - the delivery of savings is being reported to and monitored by CMT through the Better Council Highlight Reports. A template for wider benefits management (to include non-financial benefits) is being developed. The iProjects system which is currently being implemented will be configured to support the ongoing monitoring of benefits delivery.	Reform & Change Team	31-Mar-2017	▲
FCS-SIP14-2-1-13	Better Council Strategic Change Programme	Corporate governance arrangements are in place to support the delivery of the Better Council programme. The Strategic Programme Board is meeting fortnightly to review highlight reports on projects and is overseeing the development of communications and engagement plans. Programme governance has been further developed with the creation of Corporate Support Model and Connect Renfrewshire sub- programme boards. Enabling strategies for Agile Working and Customer Access have been approved. A strategic review of ICT has been completed.	Reform & Change Team	31-Mar-2016	▲
FCS-SIP14-2-1-14	Better Council Strategic Change Programme	Phase 1 of the Better Council programme is mainly complete and focus is now turning to Phase 2 of the programme. This will focus on a number of cross-council change initiatives that will impact across all services. In addition this phase will include a range of tactical projects that will address delivery of near term savings.	Reform & Change Team	31-Mar-2016	▲
FCS-SIP14-2-1-15	Better Council Strategic Change Programme	Use of the project management framework (PMF) - PMF2 is being reviewed with a view to continuously improving the tools, templates and associated guidance, in particular it will be reviewed to see where it can be further enhanced to support the wider range of projects and programmes of change that the council is now embarking on.	Reform & Change Team	31-Mar-2016	▲
CRR15.02.12a	Internal Audit to review arrangements for Workforce Planning (New)		Chief Auditor	30-Jun-2016	▲
CRR15.02.12b	Internal Audit to review arrangements for Programme Management – Options Appraisal (New)		Chief Auditor	30-Jun-2016	▲
CRR15.02.12c	Internal Audit to review Supporting Attendance arrangements (New)		Chief Auditor	30-Jun-2016	▲

Priority 2: A Better Council
Objective 03 Putting Customers First

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.13 Business Continuity Context: Non availability of premises, employees or systems impacting on services/ functions	Non availability of (1) premises, either through fire or flood etc; (2) key staff or significant numbers of front-line staff; and/ or (3) systems (ICT, telephony, power failure, data centre proximity and restoration etc) may result in adverse impact on all council functions	Director of Community Resources	▪ Corporate Business Continuity Plan in place and regularly reviewed. This corporate document reflects information from each service continuity plan and contains information required to prioritise relocation of services across the council and restoration of critical services; ▪ Service Business Continuity Plans are reviewed regularly across services – standing item on Crisis and Resilience Management Teams ▪ A priority footway network for winter maintenance has been developed taking into account the needs of the Community in accessing services supplied by the Council and external services such as the Health Service. ▪ Business Continuity Exercise and Training Manual implemented across all service departments and Civil Contingency Service ensures exercise schedules are adhered to; ▪ Learning Development Grant in place to enable service departments to resource appropriate training. ▪ ICT Disaster Recovery and Management Plan in place. This document reflects all the critical IT applications/ business systems in use for a range of functions across all service departments and provides instruction on the priorities for restoration. the plan is supported by a detailed applications portfolio ▪ Technical controls are in place to prevent and limit the effects of ICT system unavailability including anti-virus software, system/ data backup routines, and system resilience in the form of clustered storage and networks. Restoration Plans expand on how access to essential information and data will be restored.	03	03	9 Moderate

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CE.SIP.14.06.26	Offer advice and assistance to local companies and voluntary agencies on business continuity	CCS website now has updated business information on website and produced and distributed a leaflet on business resilience	Senior Civil Contingencies Officer	31-Mar-2017	▲
CRR15.02.13a	Internal Audit to review the schools' arrangements for business continuity (New)		Chief Auditor	30-Jun-2015	▲
CRR15.02.13b	Internal Audit to review ICT Acquisition and Implementation/ Business Continuity – Cloud Services (New)		Chief Auditor	30-Jun-2015	▲

29

Priority 2: A Better Council
Objective 06 Smarter use of Assets

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.14 Property and Infrastructure Management Context: (1) Decline in capital spending (2) Assets retained in conflict with strategy (3) Market conditions returning less favourable capital receipts (4) Community asset transfer (5) Statutory compliance inspections/ ensuring assets are safe and fit for purpose for employees and service users (6) General need for more efficient use of assets, in particular property, roads and lighting infrastructure (7) Transfer of operations for Cultural properties (8) Heritage and Regeneration Strategies (9) Asset and management review for hard and soft facilities management	If the council fails to effectively implement an asset management strategy that is comprehensive, prioritised and aligned to the council's objectives, there is a risk of (1) increased maintenance costs and statutory compliance requirements (2) difficulty in demonstrating best value in the disposal or transfer of assets (3) uncertainty around liabilities and potential increased claims (4) challenges in meeting energy targets, and (5) in the worst case scenario, harm to service users.	Director of Finance and Resources; Director of Community Resources	▪ Corporate Asset Management Strategy approved by Board, covering all asset classes. ▪ All service departments have property asset plans in place. ▪ Corporate Landlord arrangements in place to ensure consistent approach to asset management, planning and maintenance. ▪ All operational properties are now statutory compliant for all inspections and a full database has been implemented to ensure that future inspections are planned and scheduled when they become due. ▪ Council agreed financial planning principle that capital grant funding be utilised primarily in lifecycle maintenance across all asset classes, and this has been built in to the current capital programme. ▪ Phase 1 (Excluding Education) of the asset master planning has been completed as part of the Transforming Renfrewshire programme has been completed, identifying 25 surplus properties to be disposed of. ▪ Working practices have been reviewed to meet the Better Council recommendation of only progressing wind, water tight and statutory compliance works. ▪ Capital investment has been planned up to March 2016 through the Council's Lifecycle Capital projects. ▪ Condition surveys completed for all operational buildings in 2011, programme of updates is ongoing. ▪ The Council has allocated £3m to encourage communities to take control over local community assets.	03	05	15 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRR14.02.17a	Internal Audit review of major investment programmes	This work is ongoing.	Chief Auditor	30-Jun-2015	🔺
CRR15.02.14a	Internal Audit to review the Heritage Asset Strategy (New)		Chief Auditor	30-Jun-2016	🔺
CRR15.02.14b	Internal Audit to review arrangements for Roads Maintenance (New)		Chief Auditor	30-Jun-2016	🔺
DHRR15.	Complete updated condition surveys for Council properties that are transferring to RL (New)		Corporate Asset/ Energy Manager	30-Jun-2015	🔺
DHRR15.	Create a central repository for all statutory inspection information (New)		Corporate Asset/ Energy Manager	30-Jun-2015	🔺
DHRR15.	Deliver the savings/income targets as detained in the Better Council Board papers (New)		Corporate Asset/ Energy Manager	31-Mar-2016	🔺
DHRR15.	Roll out the implementation of the PPM (Pre-planned Maintenance) module on CAMIS to improve the Statutory inspection regime. (New)		Corporate Asset/ Energy Manager	31-Mar-2016	🔺
DHRR15.	Updated Corporate Asset Strategy to be presented to May cycle (New)		Corporate Asset/ Energy Manager	30-Jun-2015	🔺

30

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.15 Information Management Context: Information is a critical resource for council operation therefore the availability, appropriateness and accountability of information, regardless of the format it is held in, is of great importance. The Information Management risk reflects challenges associated with delivery of the outcomes set out in the approved Information Management Policy: (1) Information sharing (2) Information compliance (3) Information efficiency (4) Information quality (5) Information security and resilience	Insufficient development, implementation and monitoring of information management arrangements and practices could lead to the unavailability of the right information in the right format and at the right time, with knock on impact to effective and efficient service delivery and organisational decision-making. The Council might be affected by serious reputational damage and significant financial penalties as a result of improper and inappropriate management of information which cause a loss and unauthorised access to Council's information.	Director of Finance and Resources	(1) Information sharing ▪ A corporate data sharing code established with clear roles and responsibilities and practices defined ▪ A corporate template is used for information sharing agreements across the Council (2) Information compliance ▪ A corporate Privacy Impact Assessment process established to assess privacy risks when the Council introduce new or changes of information management arrangements and practices as well as to check their compliance to the Data Protection Act (1998) ▪ Remote access procedures for external contractors are in place to monitor the third party access to the Council's information and ICT system and infrastructure in order to compliance with the PSN Accreditation requirements ▪ Working procedures for accepting credit and debit card payments and for managing their associated information are in place for the annual PCI compliance exercise (3) Information efficiency ▪ An ICT business-requirements-based methodology is widely adopted throughout ICT system and database development. (4) Information quality ▪ A corporate Information Asset Register is implemented and consistent information recorded for each information asset. (5) Information security and resilience ▪ Access to the Council network is managed through a corporate identity management system with strong password management controls in place ▪ Two factors authentication is applied to all Council employees when accessing to the Council system remotely ▪ All Council ICT computers are protected by anti-virus software with regular pack upgrade applied ▪ The use of internet is protected by an internet filtering software and can be monitored by managers ▪ Only Council approved and encrypted USB pens are permitted to transfer data and the use of USB pens are reviewed and monitored by the services' representatives of the Information Management and Governance Group ▪ A reporting procedure on information security incidents is in place ▪ A working practice guide on the management of confidential waste is published ▪ All Council information is backed-up regularly on site and a copy is transferred to a remote site simultaneously ▪ Access to the Council building is protected by ID card activated locks and key areas are restricting to authorised staff.	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CRR13.P4.20k	Carry out the first quality check on the risk assessment on the IAR	This action has been postponed and transferred to the council's Information Security Officer. The Information Asset Register is being revisited in light of revised government information classification scheme.	Information Security Officer	31-Mar-2016	🔺
FCS-SIP14-2-1-16	Connect Renfrewshire	The Customer Access project Board has been set up with representatives from Service Departments and all relevant Corporate functions. This includes the Welfare reform manager to ensure that the Welfare Reform and Customer Access workstreams are mutually supportive. Information from a range of sources is being gathered and assessed to identify an initial short list of priority areas to present to the Better Council Strategic Programme Board 17th Oct for approval.	Reform & Change	31-Mar-2016	🔺
FCS-SIP14-2-1-17	Connect Renfrewshire	A Digital Inclusion manager started in post on 09 Feb. A Digital Strategy Group has been formed to coordinate activities across services in relation to digital activity – customer access; superfast broadband; public wi-fi; digital assistance; open data	Reform & Change	31-Mar-2016	🔺
FCS-SIP14-2-1-18	Connect Renfrewshire	Research is underway to provide an updated website and content management system. This will provide an improved design and increased flexibility to change and update the website.	Customer Services Manager	31-Mar-2016	🔺
FCS-SIP14-2-1-20	Information Management Strategy	a) Huddle is in use as a BAU tool so this action is complete b) Collaboration tools will be investigated as part of the ICT Transformation programme - an initial report will be produced by 13/03 and next steps will be agreed at that time	Reform & Change; ICT Applications Manager	31-Mar-2017	🔺
FCS-SIP14-2-1-21	Information Management Strategy	Staff across a range of service areas are preparing a coordinated approach to how the BI tool for HR can be exploited to support the provision of robust absence information to service managers. This will include an exercise to cleanse and maintain line management relationship information in resourcelink	Reform & Change; ICT Applications Manager	31-Mar-2016	🔺
FCS-SIP14-2-1-23	ICT Delivery Model	A meeting is arranged with the providers of SWAN on 05 March to review the final pricing model. Following from this a recommendation will Be made to the Director on the merits of joining SWAN. It is expected that a decision will be made by the end of March.	Reform & Change	31-Mar-2016	🔺

32

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.16 Records Management: Public Records (Scotland) Act 2011 Context: *The Public Records (Scotland) Act 2011 came into effect in January 2013 *The Keeper of the Records of Scotland has invited public authorities to submit their records management plans (RMPs) *Renfrewshire Council's invitation for the submission of its records management plans (RMP) to the Keeper is currently delayed until the new Records Manager has reviewed work to date, and has met with the Keeper's office. *RMP has 14 elements for the council to comply with or demonstrate working towards compliance: •Senior management responsibility •Records manager responsibility •Records management policy statement •Business classification •Retention schedules •Destruction arrangements •Archiving and transfer arrangements •Information security •Data protection •Business continuity and vital records •Audit trail •Competency framework for records management staff •Assessment and review •Shared information	If the council is unable to demonstrate compliance with the Records Management Plan, there is a risk that 'The Keeper of Records' could return an 'unsatisfactory' plan or use their powers to undertake records management reviews and issue action notices for improvement, all of which would be damaging to the council's reputation.	Head of Corporate Governance	▪Records Management Policy approved by Board 12 March 2014 ▪FCS Short life working group established ▪Archives Working Group monitor progress	02	04	8 Moderate

Action Codes	Linked Actions	Assigned To	Due Date	Status
CRR15.02.16a	Records Manager to meet with Keeper's office to discuss new submission date. (New)	Records Manager	30-Apr-2015	🔺
CRR15.02.16b	Records Manager to identify new key milestones and timescales to ensure timeous submission to the Keeper. (New)	Records Manager	31-May-2015	🔺

33

Priority 2: A Better Council
Objective 07 Communications and Engagement

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.17 Equality and Human Rights Context: Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by the Human Rights Act 1988	The council requires an integrated and transparent approach to implementing Equality and Human Rights and if this is not achieved in a co-ordinated manner across council services and with partners there is a risk that the council will be challenged in evidencing compliance with the duties of the Act.	Chief Executive	▪ Progress and areas of development and improvement reported to Best Value Working Group ▪ Corporate progress reported to CMT and Council's Leadership Board on an annual basis ▪ Corporate guidance to support assessment of equality and human rights impacts accessible on Renfo and the Council's website ▪ Equality and Human Rights Impact Assessment e-learning developed to support for employees and managers ▪ Board Reports revised to ensure equality and human rights impacts are an integral part of the decision making ▪ An Equality Awareness Week is run every year, demonstrating the council's commitment, support employees to develop a better understanding ▪ Continue to lead on Diversity and Equality Alliance in Renfrewshire Group in order to achieve better outcomes for everyone in Renfrewshire	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CE.SIP.14.06.33	Continue to coordinate the activities/actions of the Diversity and Equality Alliance Group, promoting positive attitudes, encouraging participation of individuals and groups from the diverse communities across Renfrewshire	Partners and members are actively contributing to 6 relevant Equality outcomes. Evidence of progress is now being held electronically on Covalent and is a key agenda item at meetings.	Senior Policy Officer	31-Mar-2016	🔺
CE.SIP.14.08.51	Monitor and coordinate progress of integrated approach to equality and human rights impact assessment	Meetings undertaken with SMT and Officer Working Group, 'roadshow' of SMT meetings arranged at CMT in February 2015, to be undertaken in Q1 2015.	Senior Policy Officer	31-Mar-2016	🔺
CERR14.P1.04.01	Coordinate and monitor corporate actions and activities to evaluate performance and compliance with the general equality duty and human rights	This is monitored on a quarterly basis through the Strategy & Performance Network	Senior Policy Officer	30-Apr-2015	🔺
CERR14.P1.04.02	Conduct an annual review of Council's Policy Board reports to assess progress on adapting an integrated approach to equality and human rights in practise, evaluation and decision making	On the basis of the review further guidance is being developed to update and support services.	Senior Policy Officer	30-Apr-2015	🔺
CERR14.P1.04.03	Collaborate with a wide range of diverse organisations supporting and contributing to the achievement of the Council's Equality Outcomes	Partners from the Diversity & Equality Alliance Group, which is chaired by a Council officer, actively contribute to the achievement of equalities outcomes	Senior Policy Officer	30-Apr-2015	🔺

34

35

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.18 Communications Context: (1) The importance of respectful and strategically driven communications with staff during times of change and to effect excellent service delivery (2) Engaging Renfrewshire's communities in the objectives of the Community Plan (3) Informing and supporting communities of the work and resultant outcomes of the tackling poverty commission (4) Crisis communications (5) Increasing demand for employees' access to social media sites and feeds for professional and personal purposes creates security and reputational concerns	Poor information flow across services and with Renfrewshire citizens can result in inappropriate, ineffective or poorly timed communications both within and out with the council. This will in turn impact on staff commitment, crisis response, service delivery, consultation, policy development and the organisation's reputation.	Head of Communications	▪ Head of Communications and senior communications officers liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones ▪ Communications database (NASDAC) is used to track and manage media enquiries ▪ Council information channels such as; website, social media, magazine are used effectively to promote council initiatives ▪ Head of Communications is full member of Corporate Management Team ▪ Crisis Communications Strategy in place ▪ All content on website and intranet have review dates set so that checks can be made on currency of information ▪ The Communication Team continue to corporately approve web and intranet content ▪ Communications employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter ▪ The Communications team monitors all social media accounts ▪ Emergency Contacts Directory updated to reflect new contact details every 6 months	03	04	12 High

Action Codes	Linked Actions	Latest Note	Assigned To	Due Date	Status
CE.SIP.14.01.09	Implement a communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our development of all communications channels and support the council and community plans	Development of integrated communications strategy to be undertaken	Communications Officer	31-Mar-2017	🔺
CE.SIP.14.07.38	Continue to extend the use and understanding of technology and new communications channels	The council is launching a MyRenfrewshire website which aggregates information published online by community groups and presents in one easily-accessible place for local residents. Development work is ongoing to introduce a My Account feature on the council's website which will allow users to sign-in and personalise content	Communications Officer	31-Mar-2017	🔺
CE.SIP.14.08.47	Develop a communications module within the corporate induction pack and management development programme	This will be undertaken in line with the new Organisational Development Strategy	Communications Officer	31-Mar-2015	🔺
CRR15.02.18a	Internal Audit to review Corporate Communications (New)		Chief Auditor	30-Jun-2016	🔺

Priority 3: A High Performing Council
Objective 01 Governance and Assurance

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.03.19 Management of Elections	If the council does not effectively manage the forthcoming series of elections this may be damaging to the council's reputation and that of those responsible for conducting elections, with significant adverse media attention and consequences for those directly involved.	Chief Executive; Head of Corporate Governance	▪ Experienced team in place to oversee the management of the specific challenges of multiple and simultaneous elections; ▪ Good governance in place; ▪ Guidance from the Electoral Commission is always followed and implemented; ▪ Detailed contingency plans and risk registers are always put in place for these events with responsibility for contingency/ mitigating actions clearly defined	02	05	10 High
Context: (1) European and UK Government elections (2) Being cognisant of changing legislation, processes and use of e-counting systems.						

Action Codes	Linked Actions			Assigned To	Due Date	Status
FR-SIP15	Elections Action (New action to follow for 2015)			Head of Corporate Governance	31-Mar-2017	▲

36

Context	Risk Statement	Owned	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.03.20 Information Governance Context: Information is a critical resource for council operations. This risk covers the essential components that the council requires to embed to ensure good information governance and protect the council's information and its customers' information and the council's reputation: (1) Policies and procedures (2) Roles and responsibilities (3) Training and education (4) Information Security and compliance (including incident recording monitoring) (5) Move towards cloud based services The Information Commissioner's Office (ICO) is able to order organisations to pay up to £500,000 as a penalty for serious breaches of the Data Protection Act; The ICO may receive extended powers to conduct unscheduled audits.	Insufficient implementation and monitoring of governance arrangements could lead to an information governance failure with reputational harm and financial penalties imposed	Director of Finance and Resources	A range of policies and procedures are in place including: ▪Data Protection Policy ▪Data Sharing Code ▪Information Governance Strategy Framework ▪Information Management policy ▪Information Security Policy ▪Privacy Impact Assessment process ▪Information Security Incident Reporting Guidelines ▪Confidential Waste Management Guidelines ▪Freedom of Information Manual and procedures ▪Data Protection guidelines and procedures ▪Records Management Policy and Records Management Guidance ▪ICT Acceptable Use Policy, (AUP) ▪Code of Practice and guidance on responsible use of personal & confidential information ▪A reporting procedure on information security incidents is in place Roles and responsibilities are clearly defined in the Information Governance Strategy Framework: ▪The role of the SIRO has been appointed to the Director of Finance and Corporate Services ▪An Information Governance team sits within Legal Services (as defined in the Information Governance Strategy Framework) ▪An Information Management role sits within Reform and Change Management ▪An Information Governance Group (IMGG) is in place, which meets regularly and reports to the SIRO on key performance indicators ▪The IMGG is empowered to delegate matters/ initiatives to relevant subgroups A training and development strategy is in place covering a range of training opportunities: ▪Data Protection Awareness e-learning module on ILearn ▪An online training package is in place for Information Security and Data Protection ▪Employee and Elected Member training has been provided ▪Awareness campaigns have been delivered and continue via actions from the IMGG (including an annual Information Governance Awareness Week). Incident recording and monitoring: ▪Information Security Incident Reporting Guidelines ▪Information loss/ compromise reporting mechanism in place ▪Corporate Information Security Incident log in place ▪Serious breaches escalated to Head of Legal Services and SIRO subject to internal sanctions such as disciplinary procedures, as appropriate. Other: ▪Internal Audit test and review compliance with policies, procedures and controls	02	04	8 Moderate

Action Codes	Linked Actions	Assigned	Due Date	Status
CRR15.03.20a	Internal Audit to review arrangements in respect of Freedom of Information requests	Chief Auditor	30-Jun-2016	🔺

Risk Matrix for Adverse Impact

Introduction

Risk should be analysed consistently across the council in terms of the significance of its impact and the likelihood of occurrence. The Risk Matrix is therefore the tool that is to be used for this purpose. The impact element of the same matrix may be used for the grading of adverse events, complaints or claims.

Impact
When considering the consequences of a potential risk, all scenarios must be considered. It may even be appropriate to consider the worst case scenario, however, those undertaking the risk analysis must be able to provide a robust rationale and have evidence to support their selection. For example, if 'death' could be the ultimate potential impact in relation to a specific problem, the risk assessors must have knowledge that this outcome has occurred in the past either internal or external to Renfrewshire Council. (A full list of descriptions to assist in analysing consequence is contained on the following two pages of this appendix);

Likelihood
Similarly when considering the likelihood of occurrence, the risk assessor's judgement must be based on the prevalence of the event/ circumstance and outcome, backed up by experience and data such as relevant incidents/ events, complaints and/ or claims.

Evaluation
As shown in the matrix below, Impact x Likelihood produces an evaluation of the significance of risk, described as 'Low', 'Moderate', 'High' or 'Very High'.

How a risk is evaluated will determine how the risk is then treated:

Likelihood	Consequent Impact				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
5 Almost Certain	5	10	15	20	25
4 Likely	4	8	12	16	20
3 Possible	3	6	9	12	15
2 Unlikely	2	4	6	8	10
1 Remote	1	2	3	4	5

Low (1-3),   Moderate (4-9),   High (10-16), or   Very High (17-25)

Consequence Impact

"Domains"	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
Objectives and Projects	▪ Barely noticeable reduction in scope / quality / schedule	▪ Minor reduction in scope / quality / schedule	▪ Reduction in scope or quality, project objectives or schedule.	▪ Significant reduction in ability to meet project objectives or schedule.	▪ Inability to meet project objectives, reputation of the organisation seriously damaged and failure to appropriately manage finances.
Injury (physical and psychological) to clients/staff.	▪ Adverse event leading to minor injury not requiring first aid.	▪ Minor injury or illness, first-aid treatment needed. No staff absence required.	▪ Significant injury requiring medical treatment and/or counselling.	▪ Major injuries or long term incapacity/ disability (loss of limb), requiring medical treatment and/or counselling.	▪ Incident leading to death or major permanent incapacity.
Client experience / outcome	▪ Reduced quality of client experience / outcome not directly related to service delivery.	▪ Unsatisfactory client experience / outcome directly related to service provision – readily resolvable	▪ Unsatisfactory client experience / outcome, short term effects – expect recovery < 1Wk	▪ Unsatisfactory client experience / outcome, long term effects - expect recovery > 1Wk	▪ Unsatisfactory client experience / outcome, continued ongoing long term effects.
Complaints / claims	▪ Locally resolved complaint	▪ Justified complaint peripheral to direct service provision	▪ Below excess claim. ▪ Justified complaint involving inappropriate service.	▪ Claim above excess level. ▪ Multiple justified complaints.	▪ Multiple claims or single major claim.
Staffing and competence	▪ Short term low staffing level (< 1 day), where there is no disruption to service.	▪ Ongoing low staffing level results in minor reduction in quality of client care ▪ Minor error due to ineffective training / implementation of training.	▪ Late delivery of key objective / service due to lack of staff. ▪ Moderate error due to ineffective training / implementation of training. ▪ Ongoing problems with staffing levels	▪ Uncertain delivery of key objective / service due to lack of staff. ▪ Major error due to ineffective training / implementation of training.	▪ Non delivery of key objective/ service due to lack of staff. ▪ Loss of key staff. ▪ Critical error due to insufficient training/ implementation of training.
Service / business interruption	▪ Interruption in a service which does not impact on the delivery of client care or the ability to continue to provide service	▪ Short term disruption to service with minor impact on client care.	▪ Some disruption in service with unacceptable impact on client care. ▪ Temporary loss of ability to provide service.	▪ Sustained loss of service which has serious impact on delivery of client care resulting in major contingency plans being invoked.	▪ Permanent loss of core service or facility. ▪ Disruption to facility leading to significant "knock on" effect.

"Domains"	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
Financial	▪ Negligible organisational financial loss (£< 1k).	▪ Minor organisational financial loss (£1-10k).	▪ Significant organisational financial loss (£10-100k).	▪ Major organisational financial loss (£100k-1m).	▪ Severe organisational financial loss (£>1m).
Inspection / assessment / audit	▪ Small number of recommend-ations which focus on minor quality improvement issues.	▪ Minor recommend-ations made which can be addressed by low level of management action.	▪ Challenging recommend-ations but can be addressed with appropriate action plan.	▪ Enforcement Action. ▪ Low rating. ▪ Critical report.	▪ Prosecution. ▪ Zero Rating. ▪ Severely critical report.
Adverse publicity / reputation	▪ No media coverage, little effect on staff morale.	▪ Local Media – short term. ▪ Minor effect on staff morale / public attitudes.	▪ Local Media – long term. ▪ Impact on staff morale and public perception of the organisation.	▪ National Media (< 3 days). ▪ Public confidence in the organisation undermined. ▪ Usage of services affected.	▪ National Media (> 3 days). ▪ MP / MSP Concern (Questions in Parliament).
Council / Personal Security, and Equipment	▪ Damage, loss, theft (£< 1k).	▪ Damage, loss, theft (£1-10k).	▪ Damage, loss, theft (£10-100k).	▪ Damage, loss, theft (£100k-1m).	▪ Damage, loss, theft (£>1m).

Likelihood

	1 Remote	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
Probability	▪ Will only occur in exceptional circumstances	▪ Unlikely to occur but definite potential exists	▪ Reasonable chance of occurring – has happened before on occasions	▪ Likely to occur – strong possibility	▪ The event will occur in most circumstances

_____

To: Finance and Resources Policy Board

On: 13 May 2015

_____

Report by: Chief Executive

_____

Heading: Chief Executive's Service Risk Management Plan 2015/16

_____

1.   **Summary**

1.1   In keeping with 'Risk Matters', the Council's risk management strategy, the Chief Executive's Service Risk Management Plan is updated on an annual basis and is reported to the Finance and Resources Policy Board.

1.2   This paper presents the Chief Executive's Service Risk Management Plan for 2015/16 (Appendix 1) to the Finance and Resources Policy Board for approval.

1.3   The Service has identified 4 risks which are core issues. Control measures and linked actions are in place to prevent and/or mitigate these risks and these are set out in Appendix 1.

_____

2.   **Recommendations**

2.1   It is recommended that the Finance and Resources Policy Board approve the Chief Executive's Service Risk Management Plan for 2015/16.

            The Finance and Resources Policy Board is asked to:

- agree that the relevant risks are identified

- agree that the significance of each risk is appropriate to the current nature of the risk

- agree that the total profile of risk can be borne by the service at this time in relation to the Council's 'capacity' for risk and,

- note that three of the risks are monitored through the Corporate Risk Register and one risk (Data and Performance Management) will be monitored through the Service Improvement Plan.

_____

3.   **Background**

3.1   The Chief Executive's Service is involved in a range of activities, some of which may contain a risk element of a loss of service, resource or reputation of the Council. A review of the service risk register has been undertaken to take account of any emerging risks incorporating the identification, evaluation and mitigation of all risks which could cause a loss of service, loss of resources or reputation of the Council.

3.3   The key service risk areas have been identified in the service risk register which is attached as Appendix 1. The risks are aligned to the Chief Executive's Service Improvement Plan.

3.4   In presenting the proposed Risk Management Plan to the Finance and Resources Policy Board for approval, the service would like to draw to the Board's attention a number of specific matters:

3.4.1   All risks have been evaluated using the Council's standardised (5x5) risk matrix which involves multiplying the likelihood of occurrence of a risk by its potential impact. This produces an evaluation of risk as either 'low', 'moderate', 'high' or 'very high.' High and very high risks are considered to be significant to the Council. The current profile of risk across the service's risk register is shown in the table below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	1	3	0	4

3.4.2 In appraising the proposed Risk Management Plan and risk register, the service has identified 4 risks and these relate to:

- Communication

  There is a risk that poor information flow leads to inappropriate, ineffective or late communications.

- Equality and Human Rights

  Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by the Human Rights Act 1988

- Community Planning Partnership

  If the council does not effectively lead the Community Planning Partnership through a significant period of challenge, adapting strategy, policy and operations to meet these challenges and ensuring good governance and performance, there will be greater uncertainty around delivering the community benefits and achieving the partnership aims and objectives.

- Data and Performance Management

  Failure to ensure that data sets are kept up to date leads to an inability to monitor and report progress on the strategic plans of the Council and community planning partners with the risk that the Council will be unable to deliver our statutory duties and/or identify improvements that can be made to services.

3.5 In preparing this paper for the board, the Senior Management Team has considered that as a whole, the proposed risk management plan for 2015/2016 suitably reflects the service's agenda for the year ahead.

3.6 In relation to individual risks recorded, the Senior Management Team believes that the appropriate control measures are in place to prevent and/ or mitigate adverse risks. Robust monitoring arrangements are in place to track the progress of the planned actions.

_____

Implications of the Report

1. **Financial** - It is the consideration of the Senior Management Team that recurring costs associated with the measures in place for each risk

are proportionate to the level of risk and that new planned actions are also cost effective in relation to the level of risk. The financial requirements to support the service's risk management plan for 2015/16 should be met within the proposed budget allocations for 2015/16.

2.   **HR & Organisational Development** – Risks related to HR/workforce issues are reflected within Appendix 1.

3.   **Community Planning** – Risks related to community planning are reflected in Appendix 1

4.   **Legal** – Risks relating to legal implications are reflected within Appendix 1.

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** – As per the subject content of this paper

11.   **Privacy Impact** - None

_____

List of Background Papers

(a)   Background Paper 1 – Chief Executive's Service Risk Management Plan 2015/16

The foregoing background papers will be retained within Chief Executive Service 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 Paul McLean, Policy Lead, Performance Management, 0141 618 6264, paul.mclean@renfrewshire.gov.uk

_____

Author: Paul McLean, Policy Lead,Performance Management, 0141 618 6264, paul.mclean@renfrewshire.gov.uk

Risk Management Plan

2015 - 2016

Chief Executive's Service

CONTENT

2

1. Risk management arrangements within the Chief Executive's Service

1.1 During 2014/2015, the Chief Executive's Service has continued to implement a range of standard procedures in keeping with the Council's risk management strategy, "Risk Matters." This includes ongoing implementation of the risk management process and standardised risk matrix for analysis and evaluation of risk within the service.

1.2 The Chief Executive's Service Manager is accountable to the Chief Executive, the Corporate Management Team and the Finance and Resources Policy Board for the management of risk within the Chief Executive's Service. Each risk and its associated actions are allocated to responsible officers. Progress against the management of the risks and actions are reported on a quarterly basis to the Senior Management Team. In keeping with the risk management strategy, any exceptional information regarding significant risks is reported to the Corporate Risk Management Group on a quarterly basis, which reports this information to the Corporate Management Team if appropriate.

1.3 The local risk forum for the Chief Executive's Service is the Senior Management Team.

2. Report on the service's contribution to relevant strategic risk management objectives

2.1 During 2014/2015, the service has contributed to some of the Council's strategic risk management objectives in the following way:

- effectively managing community planning partnerships to ensure the delivery of key Council objectives and projects, and to deliver value for public money

- leading on the Council's duty to comply with Equality and Human Rights legislation

3. Report on the previous year's Risk Management Plan

3.1 When the service's 2014/2015 service risk management plan was approved by the Finance and Resources Policy Board on 14 May 2014, six risks were recorded and the evaluation of the risks at that time outlined the service's risk profile as six moderate risks.

3.2 In relation to the 2014/2015 service risk management plan, 28 actions were identified and carried out as planned throughout the year.

3.3 A summary of the activity that took place in relation to the service's risks is detailed below.

1) **Disruptive events adversely impact on the community, the environment, employees and the reputation of the council –** Work on Risk Preparedness Assessments are currently being carried out at a National/Regional level with the local aspect being led by the Civil Contingencies Service. A schedule for updating emergency plans is incorporated into the work programme and is currently on track with updated "Major Accident Hazard Pipeline" and "Human health" plans currently out for consultation. The ability to set up an incident response centre was tested successfully. The current arrangement for activating an incident response centre within Renfrewshire House will be replaced in Summer 2015 with the opening of the "community safety partnership hub", which will act as incident coordination centre both during day to day response and for major incidents.

2) **Non availability of premises, loss of key employees and/or systems, result in an adverse impact on service provision –** The Civil Contingencies Service has worked throughout the year with services as we go through a period of major change within the make up of the council structure at a service level ensuring not only that interim measures are in place as we go through the transition but also ensuring that the new services and partnerships formed have the same degree of resilience that they have in the past.

3) **Poor information flow can lead to inappropriate or late communication** A Head of Communications was appointed to co-ordinate all Council communications activities. The corporate Marcomms system was replaced by the NASDAC systems to track and manage media enquiries.

4) **Legal implications for the Council from failure to comply with equalities legislation –** Progress on equality outcomes was collected and reported to the Leadership Board on 1 April 2015 and will be published on the Council's website to meet the requirements of the Equality Act. Next public reporting date for progress against outcomes is 2017. Actions and activities to evaluate performance and compliance with the general equality duty and human rights is monitored on a quarterly basis through the Strategy & Performance Network. We have issued corporate guidance to support assessment of equality and human rights impacts accessible on Renfo and the Council's website. An Equality and Human Rights Impact Assessment e-learning tool has been developed to support employees and managers and Board Report templates were revised to ensure equality and human rights impacts are an integral part of the decision making process.

4

5) **In the challenging times ahead there is a risk that if partnerships are not managed effectively, partner agencies will revert to their "core business"** - The Head of Planning and Health Improvement, Renfrewshire Health and Social Care Partnership continues to take the lead for Community Planning in Renfrewshire, supported by a seconded Senior Policy Officer from the Chief Executive's Service.

The Community Planning website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/ 2015. The structure of the website was expanded in March 2015 to accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.

6) **Failure to ensure that data sets are kept up to date leads to an inability to monitor and report progress on the strategic plans** - Accurate and complete 2013/14 returns were made to the Improvement Service as part of the Local Government Benchmarking Framework and Statutory Performance Indicators were reported on the Council website for external scrutiny. Appropriate council and partner employees have been assigned to relevant SOA and Community Plan performance indicators contained on Covalent ensuring that they are regularly updated and monitored.

3.4   The Civil Contingencies Service which was previously based in the Chief Executives Service, is now located within Community Resources. Due to this two risks have moved off the Chief Executives Risk register and responsibility for these risks now lies with Community Resources. The risks are:

- Incident response
- Business Continuity

Both risks are monitored through the Corporate Risk Register

3.5   The risks actively being managed by the service have been re evaluated for 2015/16 and are shown in the table below.

Evaluation:	Low	Moderate	High	Very High	Total
No. of Risks:	0	1	3	0	4

3.6   The four risks that feature in the revised risk register have been rolled forward from 2014/15, however the focus has been reviewed to ensure that they take account of any changes in context.

5

4. Current business context for the Chief Executive's Service

4.1 Changes to the Service

4.2 The Council continues to focus on the delivery of key policy priorities despite continued financial constraints and reducing resources. In order to adapt to new demands on the organisation, the Chief Executive's Service will undertake significant change over the coming year.

4.3 As approved by the Leadership Board on 18 February 2015, there will be a strengthening of the role of corporate policy, planning and performance management across the organisation, with the Chief Executive's service managing this on behalf of the Council. This will ensure that it is managed strategically and that the reducing capacity and resources available to the Council continue to be focussed on the delivery of Council priorities. Related to this, the policy, planning and performance function will now be directly linked to the Council's existing procurement service to enable a strategic and policy led approach to future commissioning of services.

4.4 Similarly, the management of the corporate change programme and elements of organisational development will be brought together in the Chief Executive's Service, better reflecting the complementary nature of these services and their strategic importance to the future performance of the whole Council.

4.5 The Tackling Poverty Team will also move into the Chief Executive's Service where it will be better placed to influence and develop policy in this critical area and to work with community planning partners to deliver the outcomes set out in the Tackling Poverty Commission report published in April 2015.

4.6 Role of the Service

A number of functions will therefore be transferred into the Chief Executive's Service over the coming year and the key roles and responsibilities for the service will now be to:

- Provide corporate leadership in the development and implementation of the Council's key priorities

- Lead community planning to deliver the outcomes agreed in the Community Plan and Single Outcome Agreement

- Lead the corporate response to poverty and work with community planning partners to reduce the causes and impact of poverty.

- Drive the Better Council change programme to adapt the organisation to meet new demands on service alongside financial constraints

- Lead on the delivery of the Organisational Development Strategy, driving performance across the Council and supporting employees to manage the upcoming changes.

- Lead the corporate policy, planning and performance function to ensure it

6

is managed strategically and that the reducing capacity and resources available to the Council continue to be focused on the delivery of council priorities

- Deliver a robust procurement service to enable a strategic and policy led approach to future commissioning of services

- Deliver the Council Plan and support the change agenda across the Council

- Develop corporate policy particularly in the areas of poverty, equality, best value, consultation and supporting the process of Public Sector Reform

- Provide internal and external communications, media and public relations services for the Council and all its services

- Develop and maintain the Councils use of the internet, intranet and social media, while ensuring the quality of content and services across all communications channels

- Provide a research and support service to elected members

The Civil Contingencies Service, previously located in the Chief Executive's Service, has now moved to Community Resources. This will enable the Civil Contingencies Service to work more closely with the Community Safety Hub, Police Scotland and other key partners.

4.3   Senior Management Team members have considered the planned activity for delivering the forthcoming year's service priorities and any significant challenges for achieving the service priorities are reflected within the service risk management plan for 2015/2016. Risks related to the functions transferring into the Chief Executives Service are currently included within the Corporate Risk Register.

4.4   On the basis of the above review of the business context for the Chief Executive's Service, the Senior Management Team has agreed the key risks to be recorded within its risk register for 2015/2016.

5. The service's risk register and risk management plan for 2015/16

5.1   The service's risk register for 2015/16 is provided in Appendix 1.
Summary of key impact areas identified for 2015/2016 service risk register:

Key impact areas	Encompassing	Risk
Communication	Risk that poor information flow can lead to inappropriate, ineffective or late communications.	High 12
Equality and Human Rights	Legal implications for the Council from failure to comply with equalities legislation.	High 12
Community Planning Partnerships	Leading the partnership through a significant period of challenge, adapting strategy, policy and operations and ensuring good governance and performance.	High 12

7

Data and Performance Management	Failure to ensure that data sets are kept up to date may lead to an inability to monitor and report progress on the strategic plans of the Council and community planning partners with the risk that the Council will be unable to deliver its statutory duties and/or identify improvements that can be made to services.	Mod 08

5.2   The risk activity planned for 2015/16 is shown within the register in the attached Appendix. This activity (proportionate to the level of risk) will further contribute to the prevention of risks or mitigating their potential effects.

5.3   A midyear progress report on the service's risk management plan will be reported to the Finance and Resources Policy Board. Information on specific significant risks will be reported by the Senior Management Team to the Corporate Risk Management group on an exceptional basis.

8

Chief Executive's Service Risk Register 2015/16

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.01.04 **Delivering on SOA outcomes through the Community Planning Partnership** (1) SOA themes (2) Improvement Service benchmarking (3) SOA indicators and performance (4) CPP future role in respect of Criminal Justice	The Community Planning Partnership seeks to deliver key outcomes for the community such as tackling poverty and inequality gap in Renfrewshire. If the council does not effectively engage with the partnership through a significant period of challenge, adapting strategy, policy and operations to meet these challenges and ensuring good governance and performance, there will be greater uncertainty around delivering the community benefits and achieving the partnership aims and objectives.	*The Renfrewshire Community Plan is the action plan for delivery of the Community Plan and the SOA *The plan clearly outlines a positive vision for change which will be driven by partners *Community Planning targets are defined. These will be revised and updated each year by the Community Plan Partnership Board as progress is achieved *Progress on achieving Community Planning/ Single Outcome Agreement targets is monitored by 6 thematic boards and is reported annually to the CPP Board. *Clear accountability and public reporting is an important aspect of the CPP approach, using data and other evidence, to drive performance within all aspects of the Community Plan.	03	04	12 High

Action Codes	Linked Actions	Latest Note	Due Date	Status
CE.SIP.14.01.02	Produce and promote the Community Planning website in conjunction with Engage Renfrewshire	The website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is now being used as the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/ 2015. The structure of the website is currently being expanded to	31-Mar-2017	🔺

9

Code	Action	Progress	Status	Date
		accommodate increased demand for hosting documents, reports and other information under each of the six plan themes.	▲	30-Sep-2015
CE.SIP.14.01.05	Support Engage Renfrewshire to ensure that community and Voluntary groups are involved in and contribute to community planning outcomes	The service has provided support to Engage Renfrewshire to develop the Renfrewshire Forum for Empowering Communities. Membership of Engage Renfrewshire has been increasing steadily - from 290 member organisations in May 2014 to 322 organisations in December 2014. A volunteering toolkit has been developed and used by local community groups and a number of volunteer recruitment campaigns have been initiated for organisations including St Vincent's Hospice, Reaching Older Adults in Renfrewshire and Active Communities. There has been an increase in the number of people registering to become a volunteer - from 614 in 2012/13 to 675 in 2013/14.	▲	30-Sep-2015
CE.SIP.14.01.06	Support Renfrewshire Community Planning Partnership to develop a resource plan	Renfrewshire Community Planning Partnership has completed an exercise to identify the estimated public sector revenue expenditure in Renfrewshire. This showed that £975 million is spent by partners in Renfrewshire. Following this exercise the Community Planning Partnership Board identified two areas for the partnership to investigate: opportunities for assets/property and learning and development. This work is now underway and will be reported to future meetings of the Community Planning Partnership Board.	◑	31-Mar-2015
CE.SIP.14.02.15	Include and maintain detailed data about the businesses, industry, transport infrastructure and economic profile of the communities of Renfrewshire in the Knowledge Bank	Collection of this information remains on hold until the Knowledge Bank is developed which will be in line with the recently published Scottish Open Data strategy.	▲	31-Mar-2017

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.17 **Equality and Human Rights** Context: Renfrewshire Council as a public service provider and employer is committed to providing excellent services in a culture which helps to ensure that we are meeting the changing needs of individuals and groups across the diverse population of Renfrewshire. The Council is required by legislation to pay due regard to the general equality duty set out in the Equality Act 2010 and ensure that everyone's	The council requires an integrated and transparent approach to implementing Equality and Human Rights and if this is not achieved in a co-ordinated manner across council services and with partners there is a risk that the council will be challenged in evidencing compliance with the duties of the Act.	*Progress and areas of development and improvement reported to Strategy and Performance Network *Corporate progress reported to CMT and Council's Leadership Board on an annual basis *Corporate guidance to support assessment of equality and human rights impacts accessible on Renfo and	03	04	12 High

10

rights are protected/upheld which enables individuals and groups to have the opportunity to realise their full potential free from discrimination as required by the Human Rights Act 1988

the Council's website

*Equality and Human Rights Impact Assessment e-learning developed to support for employees and managers

*Board Reports revised to ensure equality and human rights impacts are an integral part of the decision making

*An Equality Awareness Week is run every year, demonstrating the council's commitment, support employees to develop a better understanding

*Continue to lead on Diversity and Equality Alliance in Renfrewshire Group in order to achieve better outcomes for everyone in Renfrewshire

Action Codes	Linked Actions	Latest Note	Due Date	Status
CE.SIP.14.05.23	Coordinate and monitor progress of the Council's equality outcomes	Progress on equality outcomes was collected and reported to the Leadership Board on 1 April 2015 and will be published on the Council's website to meet the requirements of the Equality Act. Next public reporting date for progress against outcomes is 2017.	30-Apr-2015	🟢
CE.SIP.14.06.33	Continue to coordinate the activities/actions of the Diversity and Equality Alliance Group, promoting positive attitudes, encouraging participation of individuals and groups from the diverse communities across Renfrewshire	Partners and members are actively contributing to 6 relevant Equality outcomes. Evidence of progress is now being held electronically on Covalent and is a key agenda item at meetings.	31-Mar-2016	🔺

Code	Action	Monitoring	Date	Status
CE.SIP.14.08.51	Monitor and coordinate progress of integrated approach to equality and human rights impact assessment	Meetings undertaken with SMT and Officer Working Group, and SMT meetings to be undertaken in 2015.	31-Mar-2016	▲
CERR14.P1.04.01	Coordinate and monitor corporate actions and activities to evaluate performance and compliance with the general equality duty and human rights	This is monitored on a quarterly basis through the Strategy & Performance Network	30-Apr-2015	●
CERR14.P1.04.02	Conduct an annual review of Council's Policy Board reports to assess progress on adapting an integrated approach to equality and human rights in practise, evaluation and decision making	On the basis of the review further guidance is being developed to update and support services.	30-Apr-2015	▲
CERR14.P1.04.03	Collaborate with a wide range of diverse organisations supporting and contributing to the achievement of the Council's Equality Outcomes	Partners from the Diversity & Equality Alliance Group, which is chaired by a Council officer, actively contribute to the achievement of equalities outcomes	30-Apr-2015	●

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR15.02.18 **Communications** Context: (1) The importance of respectful and strategically driven communications with staff during times of change and to effect excellent service delivery (2) Engaging Renfrewshire's communities in the objectives of the Community Plan (3) Informing and supporting communities of the work and resultant outcomes of the tackling poverty commission	Poor information flow across services and with Renfrewshire citizens can result in inappropriate, ineffective or poorly timed communications both within and out with the council. This will in turn impact on staff commitment, crisis response, service delivery, consultation, policy development and the organisation's reputation.	* Head of Communications and senior communications officers liaise with Services/ Senior Management Teams on the co-ordination and timing of information communications, communication strategies, action plans and key milestones * Communications database (NASDAC) is used to track and manage media enquiries * Council information channels such as; website, social media, magazine are used effectively to promote council initiatives * Head of Communications is a member of Corporate Management Team * Crisis Communications Strategy in place	03	04	12 High

12

(4) Crisis communications

(5) Increasing demand for employees' access to social media sites and feeds for professional and personal purposes creates security and reputational concerns

* All content on website and intranet have review dates set so that checks can be made on currency of information

* The Communications Team continues to corporately approve web and intranet content

* Communications employees are required to comply with council guidelines when using approved social media applications such as Facebook and Twitter

* The Communications Team monitors all social media accounts

* Emergency Contacts Directory updated to reflect new contact details every 6 months

Action Codes	Linked Actions	Latest Note	Due Date	Status
CE.SIP.14.01.09	Implement a communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our development of all communications channels and support the council and community plans	Development of integrated communications strategy to be undertaken	31-Mar-2017	🔺
CE.SIP.14.07.38	Continue to extend the use and understanding of technology and new communications channels	The council is launching a MyRenfrewshire website which aggregates information published online by community groups and presents in one easily-accessible place for local residents. Development work is ongoing to introduce a My Account feature on the council's website which will allow users to sign-in and personalise content	31-Mar-2017	🔺
CE.SIP.14.08.47	Develop a communications module within the corporate induction pack and management development programme	This will be undertaken in line with the new Organisational Development Strategy	31-Mar-2016	🔺
CRR15.02.18a	Internal Audit to review Corporate Communications		30-Jun-	🔺

13

				2016	

Context	Risk Statement	Current Risk Control Measures	Likelihood	Impact	Evaluation
CERR14.P4.01 **Data and Performance Management**	Failure to ensure that data sets are kept up to date leads to an inability to monitor and report progress on the strategic plans of the Council and community planning partners with the risk that the Council will be unable to deliver our statutory duties and/or identify improvements that can be made to services.	SOA and Community Plan performance indicators held on Covalent to ensure that they are kept secure and easily accessible Local Government Benchmarking Indicators included as part of the SPIs from April 2014 and are held on Covalent and monitored to ensure that accurate information is reported to the Improvement Service within timescale; Arrangements in place for collection of accurate and complete information; Arrangements in place that meet the criteria in Audit Scotland's Direction for reporting performance information (including Public Performance Reporting); Audit Scotland SPI Direction and the council's statutory duties complied with; Council and Community planning partner performance information available from the Council's website; Annual submission to the Local Area Network auditors for the Council's shared risk assessment.	02	04	8

Action Codes	Linked Actions	Latest Note		Due Date	Status
CE.SIP.14.10.60	Build on the publication of the Community Planning Public Performance Reporting magazine, working with partners to improve PPR arrangements alongside the new Community Plan and SOA	Community Planning website is now established providing a range of community planning performance information.		31-Dec-2014	🟢

14

Code	Description	Progress Update	Date	Status
CE.SIP.14.10.61	Implement the next stages of the Local Government Benchmarking Framework	We are now in the third year of the LGBF and Renfrewshire participates fully with the requirements set out by the Improvement Service. Returns were made on time and reported on council website and the Council is a member of all the family benchmarking groups.	31-Mar-2017	▲
CE.SIP.14.10.62	Provide the CMT with quarterly performance reports on the Council's priorities	CMT Scorecard has been updated to reflect current strategic priorities and is reported quarterly to the CMT.	31-Mar-2015	◓
CE.SIP.14.10.65	Ensure all services are monitoring and implementing their PSIF Improvement Plans from Cycle 2	All services that took part in the PSIF assessment sessions for cycle 2 have developed and submitted their improvement plans and are monitoring them. The overall PSIF results have been evaluated and presented to the CMT.	31-Mar-2015	◓
CE.SIP.14.10.66	Lead on the Council's PPR framework for 2014/15	All elements of the Public Performance Reporting framework for 2014/15 are complete and all data is available on the website to comply with Audit Scotland's requirements.	31-Mar-2015	◓
CE.SIP.14.10.68	Deliver on Audit Scotland's Statutory Performance Indicator Direction and fulfil our statutory duties	The Service has reported a wide range of indicators and information to meet external PPR requirements.	30-Sep-2014	◓
CE.SIP.14.10.70	Lead on Best Value ensuring that the Council is prepared for the audit process	Our submission to the Local Area Network was completed in December 2014 and the Shared Risk Assessment concluded that no additional scrutiny was required.	31-Mar-2017	▲

15

To: **Finance and Resources Policy Board**

On: **13th May 2015**

_____

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

_____

Heading: **Report on the Health and Safety Achievements and Future Plans for 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. In addition it supports and compliments the service improvement plan and services health and safety plans.

   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.   Recommendation

2.1   The board notes the attached report on the health and safety arrangements and performance in the Council.

_____

Implications of this report

1.   **Financial Implications** – Continuing to improve health and safety performance will reduce accidents/occupational ill health and associated costs.

2.   **HR and Organisational Development Implications** – This report supports the Council's commitment to the health, safety and well being of employees.

3.   **Community Plan/Council Plan Implications -**

This report and plan supports the objectives contained within the community and council plans.

4.   **Legal Implications** – The council will continue to comply with current health and safety legislation.

5.   **Property Implications** – 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 Implications** – none.

7.   **Equal Opportunity Implications** – The service supports the Council's commitment to equal opportunities.

8.   **Health and Safety Implications** – This report supports and demonstrates the council's commitment to ensuring effective health and safety management.

9.   **Procurement Implications** – 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 Implications –** This report supports the overarching management of risk within Renfrewshire Council.

11.   **COSLA Policy Position –** Not applicable.

_____

List of Background Papers

None.

_____

Author: _Graham Campbell, Senior Health and Safety Officer, 0141 618 7283_

Renfrewshire Council

Finance and Resources

Report on the Health and Safety Achievements and Future Plans for Renfrewshire Council

1. Introduction

1.1 The purpose of the report is to provide an annual update on the health and safety achievements and future plans for the Council.

1.2 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 of these factors have an effect on 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.

1.3 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 major role. To be truly effective, health and safety has to be an everyday process and an integral part of the workforce culture at all levels across the Council.

1.4 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.

1.5 The Council recognises the continual importance of co-operating and linking all the relevant initiatives, policies, procedures and opportunities.

2. Achievements in 2014/2015

2.1 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 Finance and Resources, HR and Organisational Development (FAR, H.R. and O.D.) health and safety section publish quarterly accident statistics to inform Services of the severity, type and frequency of accidents in their area. Each Service health and safety planning group and health and safety committee/group involving employee representatives, are required to focus on the apparent causes of accidents. This will assist in the development of strategies and local accident reduction programmes.

2.1.1   The number of accidents/incidents reported has decreased for the 5th year running (see fig 2.1.1), in addition RIDDOR reportable incidents have also reduced.(see fig 2.1.2)

fig 2.1.1
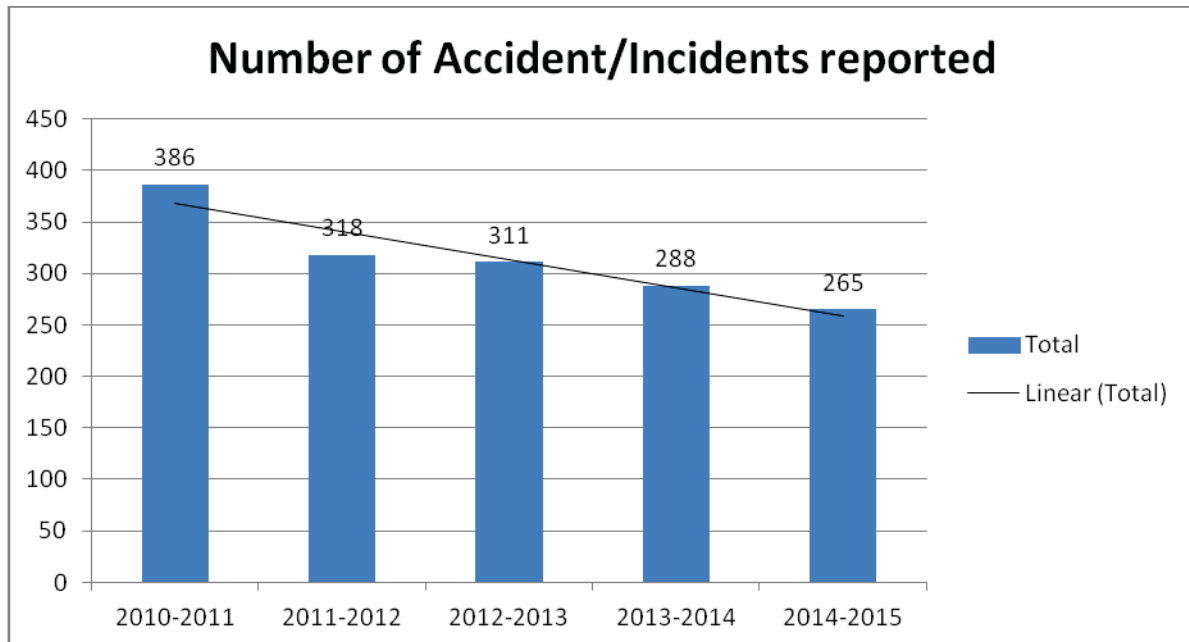
fig 2.1.2
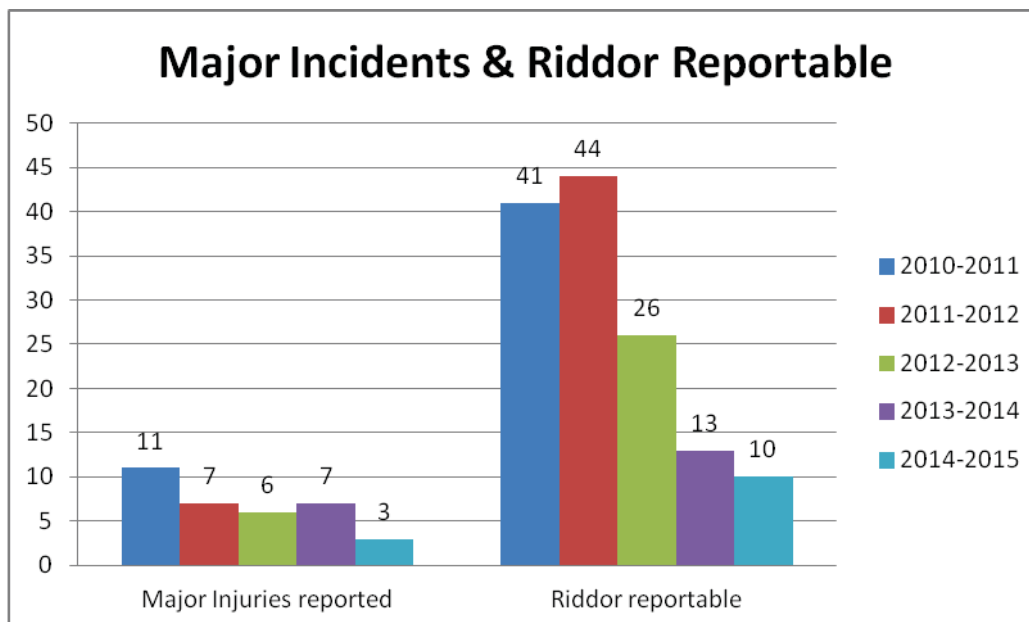
Year end figures	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Number of accident/incidents reported	386	318	311	288	265
Major Injuries reported	11	7	6	7	3
Riddor reportable	41	44	26	13	10

The number of working days lost through industrial injury from financial year end 13/14 to financial year end 14/15 has decreased by 68 days (see fig 2.1.3 and fig 2.1.4).
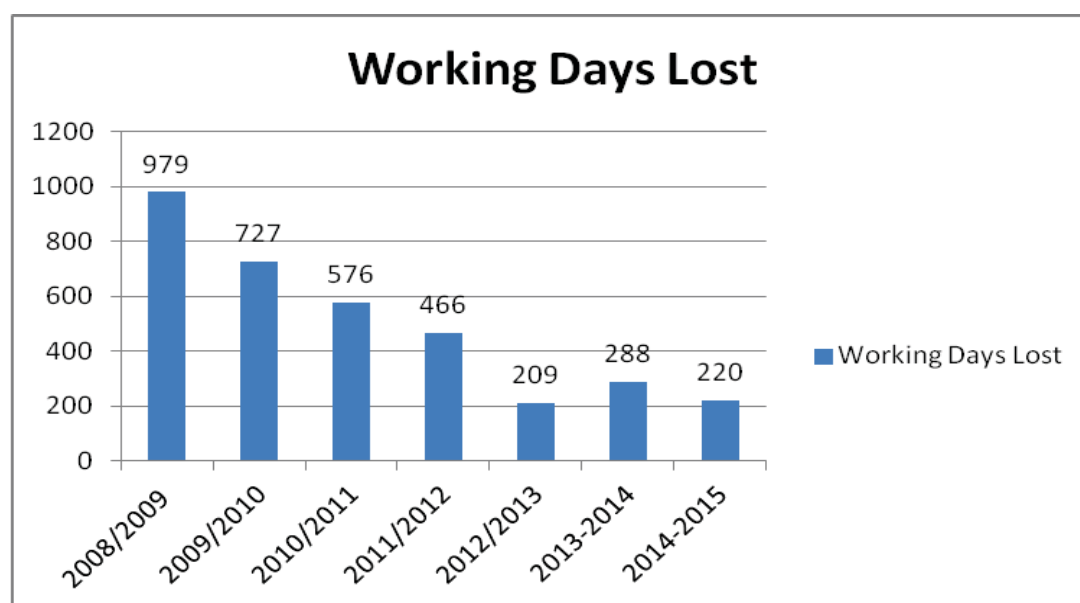
fig 2.1.3

Year end	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
Working days lost through industrial injury	979	727	576	466	209	288	220

fig 2.1.4

2.2 The provision of appropriate health and safety training continued throughout 2014-2015. The programme offered by the health and safety section during last year included:

• Accident Investigation

This course provided practical guidance on reporting and investigating accidents, incidents and near misses and includes the use of Renfrewshire Council's internal guidance on

accident investigation and reporting, together with an overview of other applicable health and safety legislation and common causes of accidents and typical remedial measures.

- Risk assessment training.

Risk assessment training is offered to all employees who have a responsibility for carrying out risk assessments in the workplace. This is a course with consistently high attendance, which demonstrates the commitment to health and safety throughout Services. There have also been special Service specific risk assessment courses ran outwith the scheduled planner.

- Violence and aggression awareness training.

The health and safety section continued to raise awareness amongst our employees and promote the Council's zero tolerance attitude and policy on Violence and Aggression to employees through the provision of training.

- 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 a number of premises across the Council including Social Work residential units and school establishments.

- Quality of Working Life (Stress) Risk Assessment training.

Presentations are given on demand to Services on the Quality of Working Life (Stress) risk assessment process. As a result of the demand for this course it was added to the corporate training planner.

- Institute of Occupational Health and Safety (IOSH) accredited courses:

Working safely is a 1 day course suitable for all staff that require to understand the basics of health and safety. It looks at why health and safety is important and how changing your behavior will make a difference.3 courses were delivered during 2014- 2015.

Supervising safely is a 3 day course is for supervisors and managers who are responsible for health and safety and want to increase their knowledge to make sure they supervise safely. 3 courses were delivered during 2014-2015.

Managing safely is a 4 day course targeted at employees who have a management remit and 2 courses were delivered during 2014- 2015.

Overall 2541 health and safety training places were taken up by Council employees from April 2014 – March 2015.This represents a marginal decrease on last year's figures (2557).

2.3 In order to meet legal requirements and current best practice, a number of health and safety policies and guidance were developed or revised. These include:

- Eye examination policy
- Guidance on First aid arrangements
- Corporate Policy on Health and Safety and
- A number of other health and safety policies and guidance are in the process of revision.

2.4 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 in order for them to review health and safety performance.

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.

2.5 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.

2.6 The health and safety section supported the CPU in vetting council contracts, 79 contracts were vetted during the period April 2014 to March 2015. This equates to 301 companies having been assessed.

2.7 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.

2.8   In July 2014 the Council was awarded the Royal Society for the Prevention of Accidents (RoSPA) Presidents award for continual high standards in health and safety management over 12 consecutive years.

2.9   The health and safety section brings guidance, policies and relevant information to the attention of employees and others using "Renfo", i-learn and the Internet home page. For employees who do not have access to the intranet/internet, a variety of communication sources are used, such as TU representatives,notice boards and payslip inserts.   The section utilises an electronic management system that is available to all employees who have access to the lotus notes server.   The management system will be further developed in the coming years. The 4 main functions available at the moment are:

- Accident, Incident Reporting database (AIRD):
- General Risk Assessment Database (GRAD)
- Display Screen Equipment (DSE)
- New and Expectant mothers (NEM)

2.10   A comprehensive health and safety workplace inspection programme has been followed throughout 2014- 2015. This inspection programme compliments the external audits for BS OHSAS 18001: 2007, and promotes Service ownership of health and safety.

Workplace Observation Inspection Report WOIR

Services continue to utilise the WOIR for their own internal use, this document is in the process of being migrated into an electronic format for ease of use and for tracking purposes.

2.11   The incumbent Occupational Health provider People Asset Management continues to provide the Council's Occupational Health Service.

The main elements of the Service are:

- health surveillance and screening;
- site visits;
- health promotion and education;
- physiotherapy;
- cognitive behavioural therapy for employees; and
- early intervention programme EIS.

The Early Intervention Service (EIS) allows managers quicker access to medical information and advice. The EIS aims to assist with the reduction of sickness absence by addressing health queries/concerns in a timely manner.

Examples of the type of advice are detailed below:

- advice about an employee who has sustained an Injury at work ;
- any new self certified or GP certificated absence which the manager requires advice about ;
- a manager feels there is a health concern regarding an employee ;
- where an employee has raised a health concern to their manager;
- identification of transferable infection ; or
- any health or well-being concern.

Health assessment, health surveillance and early intervention are areas that require continual monitoring. The Occupational Health Service (OHS) developed a health surveillance programme in conjunction with Services which includes audiometry, and hand arm vibration screening.

The Employee Counselling Service is provided by a separate contractor TFT (Time for Talking. The Service offers a 24/7 helpline, supported by local information posters, wallet cards for employees and leaflets. They have offices in Glasgow and Paisley.

2.12 The health and safety section, supported by Optima, participated 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 July 2014.

2.13 The health and safety section in conjunction with Renfrewshire Leisure, held events aimed at raising employee awareness of health issues and allow employees to try different sport/exercise activities, a number of taster activities were on offer including free swims, blood pressure, mini fitness checks.

2.14 Mental health awareness week; There were a number of diverse activities and events as part of the Scottish mental health Week including the Scottish mental health arts and film festival, art exhibitions, writing workshops, shows to comedy clubs to publicise the topic.

3.   Future Plans and Objectives

3.1 The HSE have selected priority programmes which concentrate on hazards or sectors where improvements are needed. The HSE's priority programmes affecting the Council are:

- falls from height;
- vehicle load safety;
- dust;
- vibration;
- musculoskeletal disorders;
- stress;
- asbestos;
- construction related activities; and
- slips and trips.

In addition the HSE have added new aims to their workplace strategy**:** 'The Health and Safety of Great Britain, Be Part of the Solution'

- to continue investigating work related accidents and ill health and taking enforcement action to prevent harm and to secure justice when appropriate;

- encouraging strong leadership and championing a common sense approach to health and safety;

- promoting the benefits of worker involvement, whether the workplace is unionised or not;

- HSE and Local Authorities (LA) will continue to work together to investigate work
   related incidents and secure justice;

- taking account of the wider issues that impact on health and safety and its delivery.

- to motivate focus on the core aims of health and safety and, by doing so, to help risk makers and managers distinguish between real health and safety issues and trivial or ill informed criticism;

- to encourage an increase in competence, which will enable greater ownership and profiling of risk, thereby promoting sensible and proportionate risk management; and

- to specifically target key health issues and to identify and work with those bodies best placed to bring about a reduction in the number of cases of work related ill health.

The overall aim within the Council is for Services to continue to address the above issues and incorporate these into their health and safety action plans which should include pertinent performance indicators. This will ensure that health and safety continues to be a significant driver and result in a health and safety performance that can be used as a model for other local authorities.

3.2 The Council will continue to work in partnership with our Occupational health provider in reviewing and developing health and well being programs with the focus on supporting attendance at work.

Over the next twelve months, key areas to be targeted in relation to health safety and wellbeing are:

- Roll out of an electronic referral process

- Introduction of an electronic pre-employment screening process

- Plan to digitise all employee occupational health records

- continuation of sickness absence monitoring;

- promotion of occupational health services to improve on sickness absence management;

- health education and training of employees on occupational health related subjects for example Managing Absence and mental health awareness;

- Service development in the provision of expert advice and development of health related policies as required;

- continuation of the health surveillance plan which will include audiometry and hand arm vibration screening; and

- reduce the working days lost through industrial injury.

3.3   In order to continue to promote and sustain a positive health, safety and wellbeing culture, further objectives have been set for 2015/2016 which include:

- Re alignment of the corporate health and safety support to compliment the revised service structures.

- Revise the current health and safety model to meet the new council structure

- maintaining the Healthy Working Lives Gold Award programme;

- continuing with the audit and workplace inspection programme within Services;

- maintain the accreditation of services to BS OHSAS 18001:2007 registration, this includes ensuring preparedness for the migration of the standard to ISO 45001.

- continuing to examine the presentation of accident statistics and how this may be improved to give clearer information and encourage their use by Services to provide a focus for proactive accident prevention programmes;

- assisting Services to compile their health and safety action plans for 2015/16 which should include health and safety performance indicators;

- prioritise, agree and carry out all Service health and safety audit and inspection programme;

- continuing to promote, provide, develop and expand the IOSH accredited health and safety courses;

- continuing to promote the use of the Quality of Working Life (stress) risk assessment Council wide to minimise work related stress;

- continuing to use an external contractor vetting scheme, using the framework specified in the Construction (Design and Management) Regulations 2015;and

- Achievement of the Royal Society for the Prevention of Accidents RoSPA gold medal for the 13th consecutive year.

4. Conclusions

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.

(author: Graham Campbell 0141 618 7283)

To: Finance and Resources Policy Board

On: 13 May 2015

Report by: Chief Executive

Heading: Health and Safety – Annual Report 2014/15 and Action Plan 2015/16

1.   **Summary**

1.1   The Council's Health and Safety Policy requires each service to submit an annual report and an annual Health and Safety plan to the relevant Policy Board.

1.2   The Chief Executive's Service annual report is attached as Appendix 1. It sets out the arrangements for the management of health and safety within the service, demonstrates the service's commitment to continuous improvement in health and safety performance and summarises the achievements to 31 March 2015. The associated action plan for 2014/2015 is also attached at Appendix 2 and the new action plan for 2015/2016 is attached at Appendix 3.

2.   **Recommendations**

2.1   It is recommended that the Board approves the annual health and safety report and action plan for the Chief Executive's Service.

3.   **Background**

3.1   In line with the revised chief officer management arrangements approved by the Leadership Board on 18 February 2015, a number of functions will be transferred into the Chief Executive's Service over the coming year and the key roles and responsibilities for the service will now be to:

1

- Lead community planning to deliver the outcomes agreed in the Community Plan and Single Outcome Agreement.

- Lead the corporate response to poverty and work with community planning partners to reduce the causes and impact of poverty.

- Drive the Better Council change programme to adapt the organisation to meet new demands on service alongside financial constraints.

- Lead on the delivery of the Organisational Development Strategy, driving performance across the Council and supporting employees to manage the upcoming changes.

- Lead the corporate policy, planning and performance function to ensure it is managed strategically and that the reducing capacity and resources available to the Council continue to be focused on the delivery of council priorities.

- Deliver a robust procurement service to enable a strategic and policy led approach to future commissioning of services.

- Deliver the Council Plan and support the change agenda across the Council.

- Develop corporate policy particularly in the areas of poverty, equality, best value, consultation and supporting the process of Public Sector Reform.

- Provide internal and external communications, media and public relations services for the Council and all its services.

- Develop and maintain the Councils use of the internet, intranet and social media, while ensuring the quality of content and services across all communications channels.

- Provide a research and support service to elected members.

The Civil Contingencies Service, previously located in the Chief Executive's Service, has now moved to Community Resources. This will enable the Civil Contingencies Service to work more closely with the Community Safety Hub, Police Scotland and other key partners.

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

_____

Implications of the Report

1.   **Financial** – *none*

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

2

3. **Community Planning** – *none*

      Children and Young People – none

      Community Care, Health & Well-being - none

      Empowering our Communities - none

      Greener - none

      Jobs and the Economy - none

      Safer and Stronger - none

4. **Legal** – *none*

5. **Property/Assets** *- none*

6. **Information Technology** *- none*

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

8. **Health & Safety** *- none*

9. **Procurement** – *none*

10. **Risk** *- none*

11. **Privacy Impact** *- none*

_____

List of Background Papers

None

_____

Author: Rona Hollywood, Policy and Performance Manager, 0141 618 7415

3

Chief Executive's Service

Annual Health and Safety Report

2014/2015

1

1.   Introduction

1.1   This annual report has been prepared by the Chief Executive's Service in accordance with Renfrewshire Council's Health and Safety Policy and Plan, the purpose of which is to evaluate the health and safety performance of the service and set future health and safety objectives. The Health and Safety action plan for 2014/2015 with completed actions is attached in Appendix 2 and action plan for 2015/2016 with current actions is attached in Appendix 3.

2.   Management of health and safety within the service

2.1   The Chief Executive's Service Health and Safety Policy has been in place since November 1997 and is reviewed and updated regularly in accordance with corporate guidance. The policy is due to be revised again in 2015.

2.2   The current policy outlines the organisational responsibilities of the Chief Executive, Fire Wardens, First Aiders and other employees with regard to health and safety. Details of the health and safety arrangements within the service, as well as specific information regarding health and safety advice and training, how to raise health and safety concerns and how to report an accident are also included.

2.3   The policy is available for employees to read within the service or from the Chief Executive's Service health and safety page on Renfo. While the Chief Executive has overall responsibility for the implementation of the policy, the Senior Management Team has a general responsibility to ensure that safe conditions of work apply at all times.

2.4   The service's strategy aims to ensure that health and safety is an integral part of the overall management of the service and the service continually seeks ways to ensure a safe workplace for all employees.

3.   Arrangements for implementing health and safety management

3.1   Due to the small size of the service it has not been necessary to establish a formal Health and Safety Planning Group. The Chief Executive's Service Manager has overall responsibility for co-ordinating health and safety issues within the service and any areas of concern can be raised directly. This ensures that health and safety remains a high profile issue within the service dealt with at a senior level. Health and safety issues can also be raised at regular section meetings and passed on to the health and safety co-ordinator to action.

3.2   The service's health and safety co-ordinator is a member of the Corporate Health and Safety Committee. Details of any health and safety issues relevant to the service discussed at the regular meetings of the committee are circulated to officers in the service by e-mail (being office based all employees have access to e-mail), discussed at the six-weekly service meetings and posted on the internal notice board. Health and safety is a standing item at section meetings.

2

3.3 These arrangements help promote the communication of health and safety information within the service, provide an opportunity for all officers to bring any health and safety issues to the attention of their line manager and/or health and safety co-ordinator while at the same time they contribute to ensuring that health and safety retains its high profile within the service.

4. Planning and setting standards

4.1 The service works with Corporate Health and Safety officers to identify any potential occupational health risks within the service. Three particular areas have been identified as potential hazards in an office environment and ongoing monitoring and evaluation ensures improvement actions are being taken where required.

- Display Screen Equipment
- Musculoskeletal hazards
- Ergonomics

4.2 Arrangements are in place to ensure that all new employees undertake the display screen equipment e-learning training course on Renfo and a display screen equipment assessment is carried out for all new employees. These assessments ensure that all VDUs and workstations within the service comply with best practice. New and expectant mother risk assessments are carried out and lone working risk assessments are carried out for any officers who are classified as 'lone workers'.

5. Measuring Performance

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

5.2 The Chief Executive's Service continues to maintain a low level of sickness absence, for example, in financial year 2014/2015, 2.13% of days were lost through sickness absence as a percentage of total working days available.

6. Review of Health and Safety Management

6.1 The Service has made good progress towards achieving health and safety objectives and a number of these will be continued into next year.

6.3 New and expectant mother risk assessments are carried out by the health and safety co-ordinator for all new and expectant mothers and all recommendations are acted upon.

6.4 The service's induction pack includes Emergency Evacuation Procedures for the Headquarters complex, Health and Safety Arrangements, Fire Wardens, First Aid Arrangements, General Safety Policy Statement, Chief Executive's

3

Service Health and Safety Policy, Security, Guidance on Fire Precautions for Renfrewshire Council Premises, Occupational Health Services, Stress Information Booklet and Tobacco Policy: Guidance for employees.

6.5 A report detailing progress with implementing actions in the service annual health and safety report was produced for the Corporate Health and Safety Committee for each quarter of 2014/ 2015.

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

7. Conclusion

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

4

Chief Executive's Service Health and Safety Action Plan update

2014 - 2015

Action Title	Due Date	Status	Progress Bar	Latest Status Update
Health and safety to be a standing item on service meeting agendas	31-Mar-2015	Completed	100%	Health and safety updates have been given at each departmental meeting.
Email new health and safety information to officers	31-Mar-2015	Completed	100%	Ongoing dissemination of information has been taking place.
Ensure all officers are aware of the Display Screen Equipment Awareness policy and carry out self-assessment	31-Mar-2015	Completed	100%	All new officers are given access to the DSE awareness course.
Ensure line managers include health and safety as part of induction process	31-Mar-2015	Completed	100%	Induction packs include up to date health and safety information and managers follow the appropriate induction process.
Identify health and safety training and development for service officers when required	31-Mar-2015	Completed	100%	Two members of staff are trained as Fire Wardens and another two have the necessary first aid training. Refresher courses will be provided when required.
Contribute to initiatives to promote better health of council employees	31-Mar-2015	Completed	100%	Chief Executive's representative attends Corporate Health Improvement Group regularly and circulates information about any upcoming events and initiatives to all CE employees.
Regularly check/ update the service first aid kit	31-Mar-2015	Completed	100%	First aid kit checks have been carried out regularly.

Chief Executive's Service Health and Safety Action Plan

2015 - 2016

Action Title	Due Date	Status	Progress Bar
Health and safety to be a standing item on service meeting agendas	31-Mar-2016	In Progress	0%
Email new health and safety information to officers	31-Mar-2016	In Progress	0%
Ensure all officers are aware of the Display Screen Equipment Awareness policy and carry out self-assessment	31-Mar-2016	In Progress	0%
Ensure line managers include health and safety as part of induction process	31-Mar-2016	In Progress	0%
Identify health and safety training and development for service officers when required	31-Mar-2016	In Progress	0%
Contribute to initiatives to promote better health of council employees	31-Mar-2016	In Progress	0%
Regularly check/ update the service first aid kit	31-Mar-2016	In Progress	0%

Renfrewshire Council

_____

To: **Finance and Resources Policy Board**

On: **13 May 2015**

_____

Report by: **Allan Russell, Director of Finance and Resources**

_____

Heading: **Report on the Voluntary Redundancy/Early Retirements Schemes**

_____

1. Summary

1.1. Reports detailing the numbers of employees leaving the service through the voluntary redundancy or early retirement schemes (VR/VER) and associated financial implications for the Council are presented to Board annually.

1.2. This report provides an update for the period from 1 April 2014 to 31 March 2015 confirming that 133 employees (122.35fte) have left the service through voluntary redundancy or early retirement or efficiency of the service. In each case an assessment of the costs and the attributed savings has been carried out and the average period for savings to accrue is under 25 months.

_____

2. Recommendations

2.1 To note the report.

_____

3. Background

3.1. This report provided details of the workforce planning arrangements to support the delivery of the necessary budget savings over 2014/15. Expressions of interest in voluntary redundancy/early retirement from across the workforce were reviewed to assess the impact of any proposed reduction

in headcount on services and the rest of the workforce, including the cost to the Council of early release. As part of the Council's 2014/15 budget strategy VR/VER has been utilised to achieve service changes and savings.

3.2.   The Chief Executive, in consultation with the Head of HR & Organisational Development, is authorised to determine all requests which are received from employees for voluntary redundancy/early retirement under the schemes.

3.3.   During the financial year 2014-2015 a total of 133 employees (122.35fte) accepted voluntary redundancy/early retirement or early retirement in the interests of the efficiency of the service. This includes 15 Teachers, although over the same period 84 teachers were appointed.

3.4.   The financial costs and savings of these decisions are detailed in Appendix A. An assessment is carried out in each VR/VER exercise to confirm the length of time for savings to accrue. For the 133 individuals being released from service this averages' at under 25 months.

3.5.   In deciding on requests for voluntary redundancy/early retirement, the Chief Executive and the Head of HR & Organisational Development, in conjunction with the appropriate service Director, continue to take into account the potential to implement efficiencies and support the modernisation of the Council's workforce in addition to the financial savings to be gained. Consideration was given to both the one off costs of voluntary redundancy / early retirement and the additional ongoing annual costs and in these cases it has been deemed to be of benefit to the Council for voluntary redundancy/early retirement to be agreed.

3.6.   Appendix A contains the following information:-

The number of employees leaving the Council through either voluntary redundancy / voluntary early retirement or early retirement in the interests of the efficiency of the service.

Redundancy Payment - the total lump sum redundancy payments paid to employees leaving the service.

Enhanced Element of Pension (Annual Compensation) - where the employee is a member of the Pension Fund and is awarded compensatory added years by Renfrewshire Council, it requires to pay on a monthly basis to the Pension Fund the amount which covers the costs associated with these added years.

Enhanced Element of the Lump Sum - where an employee is a member of the Pension Fund and is awarded compensatory added years by Renfrewshire Council, it requires to pay the lump sum directly to the employee as a one off payment.

2

Strain / Factored Costs - where an employee is retired early on grounds of efficiency / redundancy and is a member of the Pension Fund, the Council requires to pay to the Pension Fund a 'strain on the fund' charge for early payment of retirement benefits or where the employee would otherwise have suffered an actuarial reduction to their benefits for early retirement. The strain on the fund charge is paid as a one off payment.

Pay in Lieu of Notice - where an employee has not received the appropriate notice of their employment terminating, a payment in lieu of notice is paid by the Council.

Full Year Savings – these will accrue from the release of staff under the scheme.

_____

Implications of this report

1. **Financial**
   As outlined in Appendix A of the report

2. **HR & Organisational Development**
   As detailed in the report.

3. **Community Plan Implications**

4. **Jobs and the Economy** – provides a workforce planning solution to support the delivery of the necessary budget savings.

5. **Legal** - None

6. **Property / Assets** - None

7. **Information Technology** - None

8. **Equality & Human Rights** - All decisions have been considered in this context.

9. **Health & Safety** - None

10. **Procurement** - None

11. **Risk** - None

12. **Privacy Impact** – None

13. **Cosla Policy Position** – Not applicable.

_____

Author: David Marshall, Head of HR & OD, 0141 618 7359
                david.marshall@renfrewshire.gsx.gov.uk

VOLUNTARY REDUNDANCY / EARLY RETIREMENT SCHEME / EFFICIENCY OF THE SERVICE   APPENDIX A

Financial Implications 1 April 2014 - 31 March 2015

Service	No. Employees	FTE	Total Annual Salary	Redundancy	Enhanced Element of Pension	Enhanced Element of Lump Sum	Strain / Factored Costs	Payment in Lieu of Notice	Full Year Savings
Chief Executives, Finance and Resources, Development and Housing, Community Resources, Education and Leisure	118	107.35	2,567,562	1,515,101	80,722	238,666	3,402,819	0	2,633,852
Education - Teachers	15	15.00	662,031	0	69,039	207,119	0	0	134,864
TOTALS	**133**	**122.35**	**3,229,593**	**1,515,101**	**149,761**	**445,785**	**3,402,819**	**0**	**2,768,716**

1

Finance and Resources VER report 2015

![Renfrewshire Council logo]

_____

To: Finance & Resources Policy Board

On: 13 May 2015

_____

Report by: Director of Finance & Resources

_____

Heading: Freedom of Information and Environmental Information Policy

_____

1.   **Summary**

1.1   The Freedom of Information (Scotland) Act 2002 ("the 2002 Act") provides the public with a right of access to most information held by public authorities. The 2002 Act first came into force on 1 January 2005. In response to this, the General Management Policy Board first introduced a Freedom of Information ("FOI") Policy in August 2004.

1.2   The revised Policy, attached as Appendix 1, has been updated to include more detail on the application of the Environmental Information (Scotland) Regulations 2004 ("EIRs") and to clearly reflect the current arrangements for information governance, including FOI compliance, within the Council.

_____

2.   **Recommendations**

2.1   That the Board approve the revised FOI Policy, which forms Appendix 1 to this Report and agree that this is reviewed on a two yearly basis by the Freedom of Information Working Group. (chaired by the Records Manager).

3.   **Background**

3.1   The 2002 Act provides anyone, anywhere, with a right of access to information held by the Council unless this is exempt. FOI requests must be responded to within twenty working days.

1

3.2 The Council is committed to FOI compliance and first approved a Policy in 2004. The purpose of the Policy is to outline roles and responsibilities for FOI compliance. In the same way as data protection compliance, the Director of Finance and Resources is the Senior Information Risk Owner (SIRO) for the Council. Finance and Resources, in particular, the Information Governance Team, therefore take the overall lead in FOI and wider Information Governance matters. However, each Service and its senior management are obliged to retain a responsibility for FOI compliance. Given this devolved responsibility, each Service has a nominated FOI officer or officers. Service FOI officers are members of the Council's FOI Working Group, which meets quarterly. The role of the Service FOI officer is to ensure compliance within their Service, albeit advice can be obtained from the Information Governance team, at any time.

3.3 The EIRs provide a right of access to environmental information. This means that requests for such information should be handled under the EIRs, rather than the 2002 Act. Should an applicant lodge an appeal with the Scottish Information Commissioner, an assessment of whether the request should have been treated as an FOI or EIR request forms a routine part of the Commissioner's investigation. Whilst there are already procedures in place to ensure that requests under the EIRs can be identified by Council staff on receipt, the Policy has been updated to include more explicit reference to the EIRs. Although the revisals are minor, those will help raise the profile of the EIRs within the Council.

_____

Implications of the Report

1. **Financial** – none.

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

3. **Community Planning –** none.

4. **Legal** – the revised Policy will ensure the Council continues to comply with the legislative requirements of the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004.

5. **Property/Assets –** none.

6. **Information Technology** - – none.

2

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 will be reviewed and monitored, and the results of that assessment will be published on the Council's website.

8.   **Health & Safety –** none.

9.   **Procurement –** none.

10.   **Risk –** none.

11.   **Privacy Impact –** none.

_____

List of Background Papers

N/A

_____

Author: Allison Black, Managing Solicitor (Information Governance)
Alison.black@renfrewshire.gcsx.gov.uk
0141 618 7175

3

4

Appendix 1 – Freedom of Information and Environmental Information Policy

5

Renfrewshire Council

Freedom of Information

and Environmental Information Policy

May 2015

Document Control

Change Record

Version	Date	Author	Reason for Issue/ Change
1	August 2004	Allison Black	
2	2006	Allison Black	Review of Operation of Policy by CMT
3	November 2011	Allison Black	Officer Review to ensure still fit for purpose.
4	May 2015	Allison Black	Review

Document Review and Approval

Name	Action	Date	Communication
Heather Semple, Solicitor (Information Governance)	Consulted	February 2015	
Joseph Bartoletti, Records Manager	Consulted	February 2015	
Freedom of Information Working Group	Consulted	April 2015	
Information Management Governance Group	Consulted	April 2015	

7

Related Documents

Ref	Document Name/ Version	Document Location
1.	Data Protection Policy	
2.	Records Management Policy	
3.	Guidance on Responsible Use of Personal Data and Confidential Information	
4.	Data Protection Guidelines	
5.	Information Management Policy	

Title	Freedom of Information and Environmental Information Policy
Author	Allison Black
Issue Date	May 2015
Subject	Freedom of Information and Environmental Information
Description	Renfrewshire Council's policy on freedom of information and environmental information to ensure compliance with the Freedom of Information (Scotland) Act 2002 and Environmental Information (Scotland) Regulations 2004.
Version	1
Source	Freedom of Information Policy
Updating Frequency	Two-yearly
Category	Freedom of Information/ Information Governance
Identifier	
Right	Not protectively marked

Contents

Freedom of Information and Environmental Information Policy

1 Introduction

1.1   Renfrewshire Council is obliged to respond to requests from the public for the information it holds.

1.2   The Freedom of Information (Scotland) Act 2002 (or "FOISA") came into force on 1 January 2005. Under FOISA, a person who requests information from a Scottish public authority, is entitled to be given access to this. This right is subject to certain exemptions, which are set out in FOISA.

1.3   The Environmental Information (Scotland) Regulations 2004 (also referred to as 'the EIRs') also came into force on 1 January 2005. Every Scottish public authority has a duty to make environmental information available on request. No types of information are excluded from the potential scope of environmental information. Court cases have confirmed that environmental information should be interpreted broadly. This includes the state of the elements of the environment, such as air and atmosphere, water, soil, land etc., as well as factors, such as substances, energy, noise, radiation or waste.

1.4   Anyone, anywhere, can request information. They need not say why they want it, and the Council has 20 working days in which to issue a full response. There are a range of limited exemptions, such as for personal data or material which is held in confidence, but these are narrowly defined, and the presumption will always be in favour of openness.

1.5   The Council has developed a Publication Scheme. This is a statutory obligation under FOISA, but it is intended that it will both be of use to the public in locating and accessing information, and to the Council in reducing the number of FOI enquiries. The Scheme was approved by the General Management Policy Board on 11th February 2004 and approved by the Scottish Information Commissioner on 13th April 2004.   The Council's Publication Scheme was most recently updated in 2014, following approval from the Scottish Information Commissioner in 2013.

1.6   This Policy defines the responsibilities for continued compliance with the Council's obligations under FOISA and the EIRs.

2 Scope

2.1   This policy applies to all Services, employees and Elected Members of Renfrewshire Council and its Joint Committees and covers all information held. It may, however, be read alongside other Council policies and guidelines on use of data and wider information governance issues.

10

2.2 Elected Members are not covered by FOI as they are not public authorities under FOISA so this means that they do not need to respond to FOI requests which they receive. However, members of the public may not always appreciate the distinction between the Council and its Councillors, so if an Elected Member receives a request for information which the Council holds, this should be passed to the Records Manager immediately.

2.3 Information which is held by the Council purely on behalf of Elected Members, e.g. information stored on the Council IT system, is not covered and so, need not be supplied on request. However, information which is passed to the Council by an Elected Member and so is held by the Council will be covered by the legislation. This means that information held by Elected Members alone, or by the Council on behalf of Elected Members, does not need to be supplied in response to a request, but if the information is also held by the Council, for Council purposes, a request can be made to the Council for that information.

3 Responsibility

3.1 Corporate Responsibility

The Council has a corporate responsibility for FOISA and EIR compliance and is a designated "Public Authority" under FOISA.

3.2 Corporate Management Team and SIRO

The Director of Finance and Resources is the Senior Information Risk Owner ("SIRO") for the Council. Both the Cabinet Office and the Scottish Government advocate having a SIRO, who is responsible for information risk, at CMT level, as good practice. The SIRO is supported in this role by the Head of Corporate Governance and the Managing Solicitor (Information Governance), who report to the Director of Finance and Resources, as SIRO, on information governance issues, including FOI and EIRs, on at least a monthly basis, and more regularly, as necessary. The SIRO will report to the CMT on a six-monthly basis.

3.3 SMTs

3.3.1 Each Service and its senior management will retain a departmental responsibility for ensuring compliance with the provisions of FOISA and the EIRs.

3.3.2 All Services are required to nominate a departmental FOI officer or officers and to deal with Service specific FOI and EIR requests.

3.3.3 The main role of the Service FOI officer is to ensure compliance within his/her Service, by dealing with Service specific FOI and EIR requests, passing on advice and training and maintaining the accuracy of the Service's input into

11

the Council's Publication Scheme. The Records Manager will maintain an up to date list of Service freedom of information officers.

3.4. Employees

3.4.1 All employees and Elected Members are individually responsible for ensuring that they familiarise themselves and comply with Council FOI and EIR guidance. Advice can be obtained at any time from Information Governance team.

3.4.2 The Head of Corporate Governance, in order to support the SIRO, has overall responsibility for Information Governance. However, the day to day responsibility for driving the Council's Information Governance agenda is delegated to the Managing Solicitor (Information Governance).

3.4.3 The Records Manager, based within the Information Governance Team, has a co-ordinating role and processes any cross departmental FOI and EIR requests. Although requests relating to only one Service are the responsibility of that Service, subject to any guidance from the Records Manager and the Information Governance Solicitors, the Records Manager will have corporate oversight of all FOI and EIR requests.

3.4.5 The Information Governance team offer ad hoc advice on FOI and EIR issues.

3.5 Governance Groups and Working Groups

3.5.1 Each Service FOI officer is a member of the FOI Working Group ("FOIWG"), which meets quarterly and is chaired by the Records Manager. The members of the FOIWG each have responsibility for dealing with FOI and EIR issues within their department and disseminating training and good data protection practice throughout their department. The members of the group will each have the responsibility for:

- dealing with enquiries which relate to their department
- disseminating training and good information practice throughout their department
- updating and maintaining departmental input into the publication scheme.

3.5.2 The FOIWG operates as a sub group of the Information Management Governance Group ("IMGG"), which is jointly chaired by the Information and Application Services Manager and Managing Solicitor (Information Governance). The Records Manager is also a member of the IMGG. The IMGG consists of key officers with information management and information governance expertise. Although the remit of IMGG extends to wider information management and information governance issues, the Managing Solicitor (Information Governance), as co-chair, on behalf of the Head of Corporate Governance, has the opportunity to manage and direct the agenda of IMGG to promote and progress the Council's Information Governance agenda, including FOI compliance. The Records Manager provides regular updates to the IMGG on the work of the FOIWG.

12

.
3.6   Publication Scheme

The Council's Publication Scheme has been approved by the Information Commissioner. The Freedom of Information Working Group will continue to maintain and review the Publication Scheme, as appropriate.

3.7   Training, guidance & advice

The Records Manager is responsible for developing and updating detailed procedures and guidance on how FOI and EIR enquiries are to be handled.

These cover
   •   identifying an enquiry
   •   using the publication scheme
   •   identifying information
   •   considering exemptions
   •   offering help and assistance
   •   calculating fees.

The Information Governance team are responsible for overseeing the Council's Information Governance/ Data Protection Learning and Development Strategy. The purpose of this strategy is to ensure that the learning and development needs of individual groups in relation to data protection and wider information governance are adequately addressed. The strategy identifies the training needs of Elected Members, Directors and Heads of Service, 3rd and 4th tier managers, employees who have specific requirements and those who require only a general awareness.

3.8   Requirement for Internal Review/ Appeal to the Scottish Information Commissioner

Any applicant dissatisfied with the response to their enquiry can submit a requirement for Review. This must be responded to within 20 working days. Internal Reviews are conducted by the Managing Solicitor (Information Governance), whom failing, the Head of Corporate Governance or the Legal and Democratic Services Manager. If the applicant is still not satisfied, he/she has a right of appeal to the Scottish Information Commissioner.

4 Audit

Freedom of Information procedures are subject to routine internal and external audit and recommendations implemented accordingly.

5 Review

To ensure compliance with FOISA and the EIRs, this policy will be reviewed by the Freedom of Information Working Group (chaired by the Records

13

Manager) at least two-yearly. However, more regular updates will be made as necessary to maintain the accuracy and currency of this policy in line with any legislative changes, significant cases, guidance from the Scottish Information Commissioner, or other lessons learned, which inform best practice.

14

Renfrewshire Council

_____

To: Finance & Resources Policy Board

On: 13 May, 2015

_____

Report by: Director of Finance & Resources

_____

Heading: ASSOCIATION FOR PUBLIC SERVICE EXCELLENCE (APSE) MEMBERSHIP

_____

1.   **Summary**

1.1   Consideration requires to be given to continuation of the Council's membership during 2015/16 of the Association for Public Service Excellence (APSE).

2.   **Recommendations**

2.1   That the Council continues its membership of the Association for Public Service Excellence (APSE) during 2015/16 at a cost of £3250 exclusive of VAT.

_____

3.   **Background**

3.1   At the meeting of the Finance & Resources Policy Board held on 27th August, 2014 it was agreed to continue membership of APSE for 2014/15. Correspondence has been received from APSE inviting the Council to continue its membership during 2015/16.

3.2   Following consultation with the Directors of Community Resources and Development & Housing Services, both have indicated that continued

membership of APSE would benefit the Authority by providing a forum for the exchange of information and experience, and in offering guidance and advice on issues relevant to methods of service delivery. The affiliation fee will be borne by these services they incorporate trading organisations.

_____

Implications of the Report

1.   **Financial -** Membership fee has increased by £150 from 2014-15.

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

3.   **Community Planning –** None

4.   **Legal** - none.

5.   **Property/Assets -** none.

6.   **Information Technology -** none

7.   **Equality & Human Rights**

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

8.   **Health & Safety -** none

9.   **Procurement -** none

10.   **Risk -** none

11.   **Privacy Impact -** none.

_____

Author: Paul Shiach – Committee Services Officer. Tel: 0141 618 7103
                E-mail paul.shiach@renfrewshire.gcsx.gov.uk

_____

To: Finance & Resources Policy Board

On: 13th May 2015

_____

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 2015/16:-

     a)   **Quarrier's Volunteer Awards Event**

Quarriers is holding its Volunteer Awards Event and Dinner on 9th June 2015 in Paisley Town Hall and has asked the Council to provide civic hospitality in the form of a drinks reception for approximately 150 persons prior to the Dinner.

Following consultation with the Provost, it is proposed that the Council agree to host a civic reception at an estimated cost of £500 and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements for appropriate civic hospitality to be provided.

     b)   **The Boys' Brigade**

The Paisley & District Battalion of the Boys' Brigade has asked the Council to provide a civic reception to mark the presentation of the Queen's Badge Certificates and Duke of Edinburgh Gold Award Certificates in September, 2015. The Council has supported this event in previous years and, following consultation with the Provost, it is proposed that the Council provide a buffet and soft drinks reception at a cost of approximately £800, and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements for appropriate civic hospitality to be provided.

.

c) Study Visit by Staff from Gladsaxe

A visit by a delegation of five staff from the Municipality of Gladsaxe to Renfrewshire took place on 15th and 16th April to allow an exchange of experience and ideas relating to education, particularly in respect of the Curriculum for Excellence and adult education in comparison to Denmark.

Following consultation with the Provost, it was agreed that the Council host a dinner on 15th April 2015 at the Watermill Hotel at a cost of £250 to mark the visit and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements. The Board is asked to homologate the action taken.

d) NASA Mission Discovery

The programme, Mission Discovery Basic Training, will again be held in Paisley Town Hall from 29th June to 3rd July 2015. During this period a group of astronauts, astronaut trainers and rocket scientists will spend the week working with up to 180 senior secondary school pupils from across Renfrewshire with the aim of designing a real-life experiment to be launched into space.

Mission Discovery was open to students of STEM (science, technology, engineering and maths) subjects, providing an opportunity to enhance their studies and lay the foundations for a future career in maths and the sciences.

Following consultation with the Provost, it is proposed that the Director of Finance & Resources liaise with Children's Services to provide civic hospitality at a cost of approximately £1000.

e) Classrooms for Malawi – Charity Ball

Twenty-nine members of staff from across Renfrewshire Council will travel to Malawi in September 2015 to build educational facilities with the charity Classrooms for Malawi. To raise funds, the group are holding a Charity Ball in Mar Hall on12th June 2015 and had requested that the Council host a table of 10 at a cost of £550, which would be met from within the current budget.

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

f) Trail of the Caribou Research Group

A party from a Research Group called the Trail of the Caribou will be in the Paisley area on 17th May 2015 visiting the graves of the Newfoundland Regiment Soldier's that are buried there from the First World War. The Group exists to remember what Newfoundlanders did in service to their country in the First World War.

Following discussion with the Provost it was agreed that, to mark this event, the Council would provide tea/coffee for the Group at a cost of approximately £100 and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements. The Board is asked to homologate the action taken.

g) RAMH 25th Anniversary

RAMH celeberates its 25th Anniversary in 2015 and has requested a civic reception to mark the anniversary of 25 years and to present the Volunteer Friendly award to their Lifeskills project.

Following consultation with the Provost, it was agreed that the Council host a civic reception for RAMH on 21st May 2015 in the form of a drinks reception and finger buffet for approximately 50 people at a cost of approximately £800 and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements. The Board is asked to homologate the action taken.

_____

2.   **Recommendations**

2.1   That the Board agrees to provide civic hospitality for the Boys' Brigade, Quarrier's Volunteer Awards Event, Classrooms for Malawi – Charity Ball and NASA Mission Discovery and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements for appropriate civic hospitality to be provided; and

2.2 That the Board homologates the action taken by the Director of Finance & Resources in respect of the Study Visit by Staff from Gladsaxe, the Trail of the Caribou Research Group, and the RAMH 25th Anniversary.

Implications of the Report

1. **Financial** - As detailed in the report.
2. **HR & Organisational Development** - *None*
3. **Community Planning –**

    Empowering our Communities - Civic receptions provide recognition of the contributions made by individuals and organisations to the fabric of life in Renfrewshire.

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

List of Background Papers
   (a) Background Paper 1 – e-mail dated 10th February 2015
   (b) Background Paper 2 – letter dated 20th February 2015
   (c) Background Paper 3 – e-mail dated 16th February 2015
   (d) Background Paper 4 – e-mail dated 22nd April 2015
   (e) Background Paper 5 – e-mail dated 23rd March 2015
   (f) Background paper 6 – e-mail dated 21st April 2015

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 *Ewan Coventry, Democratic Services Officer (Telephone- 0141 618 7108, e-mail - ewan.coventry@renfrewshire.gcsx.gov.uk)*

Author: *Ewan Coventry, Democratic Services Officer (ext 7108)*