

## Notice of Meeting and Agenda Finance, Resources and Customer Services Policy Board

Date	Time	Venue
Wednesday, 28 March 2018	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM  
Head of Corporate Governance

### Membership

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

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

### Members of the Press and Public

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

### Further Information

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

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

For further information, please either email [democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk) or telephone 0141 618 7112.

## Items of business

### Apologies

Apologies from members.

### Declarations of Interest

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

- |           |   |                  |
|-----------|---|------------------|
| <b>1</b>  | <b>Joint Consultative Committee (Non-teaching)</b>  | <b>7 - 10</b>    |
|           | Minute of the meeting of the Joint Consultative Committee (Non-teaching) held on 31 January 2018. |                  |
| <b>2</b>  | <b>Revenue Budget Monitoring to 5 January 2018</b>  | <b>11 - 22</b>   |
|           | Report by the Director of Finance & Resources.  |                  |
| <b>3</b>  | <b>Revenue Budget Monitoring - Council Overview to 5 January 2018</b>                             | <b>23 - 36</b>   |
|           | Report by the Director of Finance & Resources.  |                  |
| <b>4</b>  | <b>Capital Budget Monitoring Report</b>   | <b>37 - 42</b>   |
|           | Report by the Director of Finance & Resources.  |                  |
| <b>5</b>  | <b>Capital Budget Monitoring Report - Council Overview</b>  | <b>43 - 52</b>   |
|           | Report by the Director of Finance & Resources.  |                  |
| <b>6</b>  | <b>Customer &amp; Business Services Performance Report</b>  | <b>53 - 66</b>   |
|           | Report by the Director of Finance & Resources.  |                  |
| <b>7</b>  | <b>Sundry Trusts Winding-up and Dissolution</b>   | <b>67 - 70</b>   |
|           | Report by the Director of Finance & Resources.  |                  |
| <b>8</b>  | <b>Voluntary Trading Operations Review</b>  | <b>71 - 76</b>   |
|           | Report by the Director of Finance & Resources.  |                  |
| <b>9</b>  | <b>Chief Executive's Service Improvement Plan 2018/21</b>   | <b>77 - 112</b>  |
|           | Report by the Chief Executive.  |                  |
| <b>10</b> | <b>Finance &amp; Resources Service Improvement Plan 2018/21</b>                                   | <b>113 - 154</b> |
|           | Report by the Director of Finance & Resources.  |                  |
| <b>11</b> | <b>Environment &amp; Communities Service Improvement Plan 2018/21</b>                             | <b>155 - 196</b> |
|           | Report by the Director of Environment & Communities.  |                  |

<b>12</b>	<b>Better Council Change Programme Update</b>	<b>197 - 208</b>
	Report by the Director of Finance & Resources.	
<b>13</b>	<b>Data Protection Policy</b>	<b>209 - 230</b>
	Report by the Director of Finance & Resources.	
<b>14</b>	<b>Revised Corporate Health &amp; Safety Policy 2018</b>	<b>231 - 252</b>
	Report by the Director of Finance & Resources.	
<b>15</b>	<b>Carers Leave and Flexible Retirement HR Policies</b>	<b>253 - 274</b>
	Report by the Director of Finance & Resources.	
<b>16</b>	<b>Renfrewshire Licensing Forum - Review of Membership</b>	<b>275 - 278</b>
	Report by the Director of Finance & Resources.	
<b>17</b>	<b>Civic Hospitality</b>	<b>279 - 282</b>
	Report by the Director of Finance & Resources.	
<b>18</b>	<b>Operational Performance Report: Integrated Facilities Management (Hard &amp; Soft Services)</b>	<b>283 - 294</b>
	Report by the Director of Environment & Communities.	
<b>19</b>	<b>Contract Authorisation Reports</b>	
	As detailed below:	
<b>19a</b>	<b>Online School Payment and Cashless Catering</b>	<b>295 - 300</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	
<b>19b</b>	<b>Framework Agreement for Cash Collection Service</b>	<b>301 - 306</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	
<b>19c</b>	<b>Lift Modernisation Renfrewshire House</b>	<b>307 - 312</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	
<b>19d</b>	<b>West Primary School - External Works</b>	<b>313 - 318</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	
<b>19e</b>	<b>Inchinnan Primary School - Electrical Upgrade &amp; Rewire</b>	<b>319 - 324</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	

<b>19f</b>	<b>Ferguslie Sports Centre - 3G Pitch Replacement</b>	<b>325 - 330</b>
	Joint report by the Chief Executive and the Director of Finance & Resources.	
<b>19g</b>	<b>Geographic Information System</b>	<b>331 - 334</b>
	Report by the Chief Executive.	
<b>19h</b>	<b>External Advice Services</b>	<b>335 - 340</b>
	Report by the Chief Executive.	
<b>19i</b>	<b>Design &amp; Supply of Kitchens and Provision of Associated Spares</b>	<b>341 - 346</b>
	Joint report by the Chief Executive and the Director of Environment & Communities.	
<b>19j</b>	<b>Treatment &amp; Disposal of Mechanical Street Sweepings Waste</b>	<b>347 - 350</b>
	Joint report by the Chief Executive and the Director of Environment & Communities.	
<b>19k</b>	<b>Watercourse Maintenance</b>	<b>351 - 356</b>
	Joint report by the Chief Executive and the Director of Environment & Communities.	
<b>19l</b>	<b>Measured Term Contract for Scaffolding and Associated Works</b>	<b>357 - 362</b>
	Joint report by the Chief Executive and the Director of Environment & Communities.	
<b>19m</b>	<b>Treatment &amp; Disposal of Industrial Active Waste form the Council Household Waste Recycling Centres (HWRC), Mixed Recycling from Special Uplifts &amp; Material from DIY Type Construction Operations</b>	<b>363 - 366</b>
	Joint report by the Chief Executive and the Director of Environment & Communities.	
<b>19n</b>	<b>Treatment &amp; Disposal of Residual Waste - Contract 1</b>	<b>367 - 370</b>
	Joint report by the Chief Executive and the Director of Environment & Communities.	
<b>19o</b>	<b>Treatment &amp; Disposal of Residual Waste from all Council Services - Contract 2</b>	<b>371 - 374</b>
	Joint report by the Chief Executive and the Director of Environment & Communities.	

<b>19p</b>	<b>Provision of a Technology Enabled Care Alarm Receiving Service</b>	<b>375 - 380</b>
	Joint report by the Chief Executive and Chief Officer Renfrewshire Health & Social Care Partnership.	
<b>19q</b>	<b>Johnstone Castle New Build Housing</b>	<b>381 - 388</b>
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services.	
<b>19r</b>	<b>Paisley Museum Reimagined Project - Multi Disciplinary Design Team</b>	<b>389 - 398</b>
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services.	
<b>19s</b>	<b>Paisley Museum Reimagined Project - Project Management</b>	<b>399 - 406</b>
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services.	
<b>19t</b>	<b>Paisley Museum Reimagined Project - Quantity Surveyor</b>	<b>407 - 414</b>
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services.	
<b>20</b>	<b>Paisley Learning &amp; Cultural Hub</b>	<b>415 - 420</b>
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services.	

## **EXCLUSION OF PRESS AND PUBLIC**

**The Board may by resolution exclude the press and public from the meeting during consideration of the following items of business as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in paragraphs 8 and 9 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.**

<b>21</b>	<b>Building Services Trading Budget Monitoring Report</b>
<b>22</b>	<b>Catering Trading Budget Monitoring Report</b>



## Minute of Meeting Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 31 January 2018	15:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

### Present

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

Representing Trade Unions – J Boylan and S Hicks (UNISON); and A Gibson and S McAllister (UNITE).

### In Attendance

G McKinlay, Head of Schools (Children Services); K Anderson, Amenities Services Manager (Community Resources); M Armstrong, Principal HR and OD Adviser, S Fanning, Principal HR Adviser (Health Safety and Absence), R Laouadi, Human Resources Manager and P Shiach, Committee Services Officer (all Finance & Resources); and I Beattie, Renfrewshire Health and Social Care Services.

### Apologies

Councillor Paterson.

### Declarations of Interest

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

## 1 Appointment of Chairperson

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

**DECIDED:** That Councillor Steel chair the meeting.

## 2 Developments in Health and Safety

There was submitted a report by the Director of Finance & Resources relative to developments with regard to health and safety issues.

The report advised that the following policies and guidance were currently being revised. -

- Control of Legionella Bacteria in Hot and Cold Water Systems;
- The selection and control of contractors
- Alcohol and substance misuse
- Control of smoking at work
- Violence and aggression
- Reporting of Incidents, Diseases and Dangerous Occurrences guidance.
- First Aid Guidance including the use of defibrillators

The report also advised that the health and safety section continued to assist services to retain accreditation to BS OHSAS 18001:2007, and indicated that the next audit was scheduled to be undertaken during March 2018.

It was noted that the Healthy Working Lives Gold award programme had been submitted to the Scottish Centre for Healthy Working Lives for assessment with early indications suggesting that the application had been successful.

The report also indicated that the health and safety section were working with the risk and insurance section to identify accident causation type which could result in claims against the Council. This would lead to the development of further strategies which might reduce the impact of claims to the Council and raise health and safety awareness among employees and managers. The section also continued to work with services to survey the fire arrangements within Renfrewshire House in line with the current refurbishment programme and with Development & Housing Services to review the fire safety arrangements at high flat and shared accommodation units. On-site fire warden training for care homes continued to be held.

It was highlighted that the section supported the Town Centres Team and other event organisers to ensure that safe, controlled and enjoyable events were delivered and was currently involved in the planning of the winter events programme. The section was currently working on the Monty Carlo Rally event to be held on 31 January 2018.

The report indicated that discussions had been entered into with the British Heart Foundation (BHF) regarding the provision of further free training in the use of CPR techniques and the review of first aid provision for Renfrewshire.

The report advised that discussions on developing training in dealing with aggressive or abusive phone calls with call centre staff had taken place and preparations were well advanced. Specific training on violence and aggression had been undertaken by the

Health and Safety team.

The Principal HR Adviser (Health Safety and Absence) was then heard in answer to questions from members on various aspects of the report.

**DECIDED:** That the report be noted.

### **3 Agency Workers**

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

The report showed an overall decrease of five agency workers across all services from the figure previously reported.

**DECIDED:** That the report be noted.

### **4 Details of Grievances**

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

The report provided information on grievances at both the informal and formal stages. The report indicated that there were a total of 11 grievances as at January 2018, which indicated an increase of 3 from the previous report.

**DECIDED:** That the report be noted.

### **5 Date of Next Meeting**

**DECIDED:** It was noted that the next meeting of the JCB Non-Teaching was scheduled to be held at 3 pm on Wednesday, 28 March 2018.






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

**On:** 28 March 2018

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

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**Heading:** Revenue Budget Monitoring to 5 January 2018

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**1. Summary**

1.1 Gross expenditure is £2,859,000 (5.2%) less than budgeted and income is £64,000 (0.4%) higher than anticipated, which results in an underspend of £2,923,000 for the services reporting to this Policy Board.

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

<b>Division / Department</b>	<b>Current Reported Position</b>	<b>% variance</b>	<b>Previously Reported Position</b>	<b>% variance</b>
Finance and Resources	Breakeven	-	Breakeven	-
Environment & Communities	Breakeven	-	Breakeven	-
Miscellaneous	£2.923m underspend	7.6%	Breakeven	-

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**2. Recommendations**

2.1 Members are requested to note the budget position.

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3. **Finance and Resources**

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

There are no significant variances to report.

3.1 **Projected Year End Position**

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

4. **Environment & Communities**

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

There are no significant variances to report.

4.1 **Projected Year End Position**

It is anticipated that Environment and Communities will achieve a breakeven position at the year end.

5. **Miscellaneous Services**

**Current Position:** **Net underspend £2,923,000**  
**Previously Reported:** **Net Breakeven**

The current underspend of £2.9m relates to financial provisions and council tax yield.

5.1 **Projected Year End Position**

Approximately £3 million of financial provisions held within Miscellaneous to fund the 2017/18 pay award and costs linked to national pension reforms will not be required during 2017/18. In addition, it is also expected that there will be an over recovery of council tax income estimated at £0.8m as a result of better than budgeted council tax yield. As previously agreed, these resources will be transferred as in previous years to the council's capital investment reserve to support the delivery of the council's debt smoothing strategy which continues to underpin the council's medium term financial strategy and mitigate future cost pressures. Further, as outlined in a separate report on this agenda, it is forecast that additional resource of £0.8m will be required in relation to anticipated costs associated with the Business World implementation. This cost will crystallise in 2018/19

and the intention would be to fund this from the contribution to the capital investment reserve outlined above.

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## Implications of the Report

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

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**Author:** Lisa Dickie, Extension 7384  
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**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
1st April 2017 to 05 January 2018

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
						£000's	%	
Employee Costs	65,875	36,700	33,882	16	33,897	2,803	7.6%	underspend
Property Costs	9,495	3,843	2,731	1,175	3,906	(63)	-1.6%	overspend
Supplies & Services	6,176	5,212	5,010	129	5,139	73	1.4%	underspend
Contractors and Others	5,847	4,582	4,396	132	4,528	54	1.2%	underspend
Transport & Plant Costs	139	91	95	0	95	(4)	-4.4%	overspend
Administration Costs	30,555	1,843	1,846	1	1,847	(4)	-0.2%	overspend
Payments to Other Bodies	3,871	2,814	2,836	(22)	2,814	0	0.0%	breakeven
CFCR	3,500	0	0	0	0	0	0.0%	breakeven
Capital Charges	(12,001)	15	15	0	15	0	0.0%	breakeven
<b>GROSS EXPENDITURE</b>	<b>113,457</b>	<b>55,100</b>	<b>50,811</b>	<b>1,431</b>	<b>52,241</b>	<b>2,859</b>	<b>5.2%</b>	<b>underspend</b>
<b>Income</b>	<b>(64,620)</b>	<b>(16,481)</b>	<b>(16,492)</b>	<b>(53)</b>	<b>(16,545)</b>	<b>64</b>	<b>0.4%</b>	<b>over-recovery</b>
<b>NET EXPENDITURE</b>	<b>48,837</b>	<b>38,619</b>	<b>34,319</b>	<b>1,378</b>	<b>35,696</b>	<b>2,923</b>	<b>7.6%</b>	<b>underspend</b>

	<b>£000's</b>	
Bottom Line Position to 05 January 2018 is an underspend of	<u><b>2,923</b></u>	<u><b>7.6%</b></u>
Anticipated Year End Budget Position is an underspend of	<u><u><b>3,800</b></u></u>	<u><u><b>7.8%</b></u></u>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
**1st April 2017 to 05 January 2018**

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

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7)		
						£000's	%	
Finance and Resources	12,127	29,627	29,627	0	29,627	0	0.0%	breakeven
Environment and Communities	16,550	11,792	11,054	739	11,792	0	0.0%	breakeven
Miscellaneous	20,160	(2,800)	(6,362)	639	(5,723)	2,923	104.4%	over-recovery
<b>NET EXPENDITURE</b>	<b>48,837</b>	<b>38,619</b>	<b>34,319</b>	<b>1,378</b>	<b>35,696</b>	<b>2,923</b>	<b>7.6%</b>	<b>underspend</b>

	<b>£000's</b>	
<b>Bottom Line Position to 05 January 2018 is an underspend of</b>	<b><u>2,923</u></b>	<b><u>7.6%</u></b>
<b>Anticipated Year End Budget Position is an underspend of</b>	<b><u>3,800</u></b>	<b><u>7.8%</u></b>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
**1st April 2017 to 05 January 2018**

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	31,377	23,025	23,025	0	23,025	0	0.0%	breakeven
Property Costs	3,420	1,195	1,195	0	1,195	0	0.0%	breakeven
Supplies & Services	3,575	3,983	3,983	0	3,983	0	0.0%	breakeven
Contractors and Others	1,089	1,216	1,216	0	1,216	0	0.0%	breakeven
Transport & Plant Costs	31	9	9	0	9	0	0.0%	breakeven
Administration Costs	17,188	1,538	1,538	0	1,538	0	0.0%	breakeven
Payments to Other Bodies	2,668	1,834	1,834	0	1,834	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	2,555	0	0	0	0	0	0.0%	breakeven
<b>GROSS EXPENDITURE</b>	<b>61,903</b>	<b>32,800</b>	<b>32,800</b>	<b>0</b>	<b>32,800</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>
<b>Income</b>	<b>(49,776)</b>	<b>(3,173)</b>	<b>(3,173)</b>	<b>0</b>	<b>(3,173)</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>
<b>NET EXPENDITURE</b>	<b>12,127</b>	<b>29,627</b>	<b>29,627</b>	<b>0</b>	<b>29,627</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>

	<b>£000's</b>	
Bottom Line Position to 05 January 2018 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
1st April 2017 to 05 January 2018

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
	£000's	£000's	£000's	£000's	£000's	£000's	%	
Finance	3,349	3,480	3,479	0	3,480	0	0.0%	breakeven
Development	1,150	16,251	16,241	9	16,249	2	0.0%	underspend
Cost of Collection of Rates	1,222	286	286	0	286	0	0.0%	breakeven
Cost of Collection of Council Tax	488	97	97	0	97	0	0.0%	breakeven
Private Sector Housing Benefit	2,294	1,617	1,617	0	1,617	0	0.0%	breakeven
Finance Miscellaneous	891	855	855	0	855	0	0.0%	breakeven
Directorate	657	81	81	0	81	0	0.0%	breakeven
Investment & Technical Services	109	1,533	1,533	0	1,533	0	0.0%	breakeven
Finance & Support Services	(18)	70	70	0	70	0	0.0%	breakeven
Office Accommodation	(9)	320	320	0	320	0	0.0%	breakeven
Personnel Services	44	1,559	1,559	0	1,559	0	0.0%	breakeven
Legal and Democratic Services	737	2,267	2,278	(9)	2,269	(2)	-0.1%	overspend
<b>TOTAL FINANCE AND RESOURCES</b>	<b>10,914</b>	<b>28,416</b>	<b>28,416</b>	<b>0</b>	<b>28,416</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>
Joint Valuation Board	1,213	1,211	1,211	0	1,211	0	0.0%	breakeven
<b>NET EXPENDITURE</b>	<b>12,127</b>	<b>29,627</b>	<b>29,627</b>	<b>0</b>	<b>29,627</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>

£000's

Bottom Line Position to 05 January 2018 is breakeven of 0 0.0%

Anticipated Year End Budget Position is breakeven of 0 0.0%

**POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : ENVIRONMENT & COMMUNITIES**

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	8,489	6,346	6,516	(51)	6,465	(119)	-1.9%	overspend
Property Costs	3,263	2,507	1,991	578	2,569	(62)	-2.5%	overspend
Supplies & Services	762	587	384	130	514	73	12.4%	underspend
Contractors and Others	3,887	3,197	3,012	132	3,144	53	1.7%	underspend
Transport & Plant Costs	108	81	86	0	86	(5)	-6.2%	overspend
Administration Costs	501	2	5	1	6	(4)	-200.0%	overspend
Payments to Other Bodies	0	0	0	0	0	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	990	0	0	0	0	0	0.0%	breakeven
<b>GROSS EXPENDITURE</b>	<b>18,000</b>	<b>12,720</b>	<b>11,994</b>	<b>790</b>	<b>12,784</b>	<b>(64)</b>	<b>-0.5%</b>	<b>overspend</b>
<b>Income</b>	<b>(1,450)</b>	<b>(928)</b>	<b>(940)</b>	<b>(52)</b>	<b>(992)</b>	<b>64</b>	<b>6.9%</b>	<b>over-recovery</b>
<b>NET EXPENDITURE</b>	<b>16,550</b>	<b>11,792</b>	<b>11,054</b>	<b>738</b>	<b>11,792</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>

	£000's	
Bottom Line Position to 05 January 2018 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
**1st April 2017 to 05 January 2018**

**POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : ENVIRONMENT & COMMUNITIES**

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7)		
						£000's	%	
Corporate Landlord	4,005	3,050	2,521	529	3,050	0	0.0%	breakeven
Cleaning & Janitorial	8,001	5,166	5,129	37	5,166	0	0.0%	breakeven
School Crossing Patrol	711	432	432	0	432	0	0.0%	breakeven
Catering Client	3,833	3,144	2,972	172	3,144	0	0.0%	breakeven
<b>NET EXPENDITURE</b>	<b>16,550</b>	<b>11,792</b>	<b>11,054</b>	<b>738</b>	<b>11,792</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>

	£000's	
Bottom Line Position to 05 January 2018 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
**1st April 2017 to 05 January 2018**

**POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS**

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
						£000's	%	
Employee Costs	26,011	7,328	4,338	67	4,405	2,923	39.9%	underspend
Property Costs	2,812	140	(455)	595	140	0	0.0%	breakeven
Supplies & Services	1,840	643	644	(1)	643	0	0.0%	breakeven
Contractors and Others	871	168	168	0	168	0	0.0%	breakeven
Transport & Plant Costs	0	0	0	0	0	0	0.0%	breakeven
Administration Costs	12,865	304	304	0	304	0	0.0%	breakeven
Payments to Other Bodies	1,203	980	1,002	(22)	980	0	0.0%	breakeven
CFCR	3,500	0	0	0	0	0	0.0%	breakeven
Capital Charges	(15,547)	15	15	0	15	0	0.0%	breakeven
<b>GROSS EXPENDITURE</b>	<b>33,555</b>	<b>9,578</b>	<b>6,016</b>	<b>639</b>	<b>6,655</b>	<b>2,923</b>	<b>30.5%</b>	<b>underspend</b>
<b>Income</b>	<b>(13,395)</b>	<b>(12,378)</b>	<b>(12,378)</b>	<b>0</b>	<b>(12,378)</b>	<b>0</b>	<b>0.0%</b>	<b>breakeven</b>
<b>NET EXPENDITURE</b>	<b>20,160</b>	<b>(2,799)</b>	<b>(6,362)</b>	<b>639</b>	<b>(5,723)</b>	<b>2,923</b>	<b>104.4%</b>	<b>over-recovery</b>

	£000's	
Bottom Line Position to 05 January 2018 is an underspend of	<u>2,923</u>	<u>104.4%</u>
Anticipated Year End Budget Position is an underspend of	<u>3,800</u>	<u>18.8%</u>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
1st April 2017 to 05 January 2018

**POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS**

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7)		
						£000's	%	
Corporate & Democratic Core	45,782	5,449	1,863	663	2,526	2,923	53.6%	underspend
Central Overheads	3,600	3,232	3,254	(22)	3,232	0	0.0%	breakeven
Capital Accounting	(17,415)	(45)	(45)	0	(45)	0	0.0%	breakeven
Welfare Fund Grants	1,242	818	820	(2)	818	0	0.0%	breakeven
Community Infrastructure	0	0	0	0	0	0	0.0%	breakeven
Temporary Interest	(550)	0	0	0	0	0	0.0%	breakeven
Integrated Joint Board	(12,499)	(12,254)	(12,254)	0	(12,254)	0	0.0%	breakeven
<b>NET EXPENDITURE</b>	<b>20,160</b>	<b>(2,800)</b>	<b>(6,362)</b>	<b>639</b>	<b>(5,723)</b>	<b>2,923</b>	<b>104.4%</b>	<b>over-recovery</b>

	£000's	
Bottom Line Position to 05 January 2018 is an underspend of	<u>2,923</u>	<u>104.4%</u>
Anticipated Year End Budget Position is an underspend of	<u>3,800</u>	<u>18.8%</u>




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

**On:** 28 March 2018

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

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**Heading:** Revenue Budget Monitoring – Council Overview to 5 January 2018

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1. **Summary**

1.1 This report provides an overview of the budget performance for all Services for the period to 5 January 2018. The report confirms an overall breakeven position for all services. The summary position for General Fund Services and the Housing Revenue Account is outlined in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
General Fund Services	£2.976m underspend	1.1%	Breakeven	0.0%
HRA	Breakeven	0.0%	Breakeven	0.0%

1.2 The budget performance to date suggests a projected net underspend of £3.860m at the year end (subject to finalisation of the costs of responding to the recent severe weather) which is summarised in the table below:

Division / Department	Anticipated Year End Position	% variance	Previously Reported Position	% variance
General Fund Services	£3.860m underspend	1.0%	Breakeven	0.0%

HRA	Breakeven	0.0%	Breakeven	0.0%
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## 2. **Recommendations**

2.1 Members are requested to note the budget position

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## 3. **Service Commentaries**

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

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

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

**Current position:** **Breakeven**  
**Previously reported:** **Breakeven**

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

- The overspend of £212,000 within Central Admin relates to additional staffing costs.
- An overspend of £248,000 within Additional Support for Learning relates to transport costs and additional support needs assistants.
- The overspend of £10,000 within Special Schools relates to teachers' salaries.
- The underspend of £46,000 within Psychological Services relates to teachers' salaries.

- The underspend of £424,000 within Childcare relates to the net effect of underspends in residential schools, special needs and fostering, adoption and kinship, offset by overspends in residential accommodation, childcare management and localities. This is expected to continue to the year end.

### **Projected Year End Position**

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

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

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

There are no significant variances to report.

### **Projected Year End Position**

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

#### 3.5 **Chief Executive's Service** (Leadership)

**Current Position:** Net underspend £53,000  
**Previously Reported:** Breakeven

Chief Executives is currently underspent by £53k as a result of employee vacancies during the year.

### **Projected Year End Position**

It is projected that employee vacancies will continue to occur and this will result in a projected underspend of £60k at the year end.

#### 3.6 **Adult Services** (Leadership Board)

**Current position:** Breakeven  
**Previously reported:** Breakeven

### **Older People**

**Current Position:** Net overspend of £10,000  
**Previously Reported:** Net overspend of £24,000

These pressures on the overall Older People budget are partially offset by vacancies within the Local Authority owned HSCP managed care homes, and, through the application of reserves and the use of additional resources from the Council's 2017/18 budget allocation

### **Physical Disabilities**

**Current Position:** Net overspend £81,000  
**Previously Reported:** not previously reported

The overspend within Physical Disabilities mainly relates to pressures within the Adult Placement budget reflecting both the impact of increasing demand and Self Directed Support.

### **Mental Health**

**Current Position:** Net underspend £30,000  
**Previously Reported:** not previously reported

The underspend within Mental Health Services mainly relates to vacancies within the service which are actively being recruited to, in the interim, agency staff have been brought in to relieve the pressure on the service.

### **Addictions**

**Current Position:** Net underspend £70,000  
**Previously Reported:** Net underspend £32,000

The underspend within Addiction Services reflects the current client profile of care packages within this area. However, as this budget is demand variable it is prudent to retain this level of budget provision to ensure there is adequate provision should the need arise.

### **Projected Year End Position**

It is anticipated that Adult Services will achieve a net break even position at year end. Additional resource of £4.4m was made available

by the Council for Adult Services in 2017/18. It is anticipated that £1.5m of this resource will not be required in 2017/18 and will be carried forward to 2018/19 to mitigate anticipated pressures.

3.7 **Environment & Communities** (*Infrastructure, Land and 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 £160,000 on Refuse Collection is mainly due to lower income from trade waste and special uplifts and an overspend on employee costs which are partly offset by an underspend on property costs.
- An underspend of £40,000 on Refuse Disposal is mainly due to an underspend on the residual waste disposal contract which has been partially offset by an under recovery on income and an over spend on employee costs.
- An underspend of £90,000 on Roads Maintenance is mainly due to an underspend on payments to contractor, and an over recovery of income. This underspend relates to the period up until 5 January 2018, and this position will change due to both winter gritting and subsequent roads repair works prior to 31 March 2018.
- An underspend of £30,000 within Regulatory Services Employee costs and an over recovery of income

**Projected Year End Position**

It is currently forecast that the Environment & Communities services reporting to this policy board will break even at year end. This forecast position is based on assumptions around the costs of disposal of both residual and recyclate waste, and the levels of tonnages received for recycling or disposal, and this will be regularly reviewed during the remainder of the financial year.

It is also based on assumptions around the costs of roads maintenance throughout the remainder of the winter period to March 2018. The recent severe weather and the required response has and continues to place both operational and financial pressure on the service. While the service will endeavor to manage these demands within budgeted

resources, members should be aware of the increased demand risk to the forecast year end breakeven position.

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

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

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

**Projected Year End Position**

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

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

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

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

**Projected Year End Position**

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

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

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

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

**Projected Year End Position**

It is projected that the Community Learning and Development will achieve a breakeven position by the year end.

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

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

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

**Projected Year End Position**

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

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

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

There are no significant variances to report.

**Projected Year End Position**

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

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

**Current Position:** Net underspend £2,923,000  
**Previously Reported:** Net Breakeven

The current underspend of £2.923m relates to financial provisions and council tax yields.

**Projected Year End Position**

Approximately £3 million of financial provisions held within Miscellaneous to fund the 2017/18 pay award and costs linked to national pension reforms will not be required during 2017/18. In addition, it is also expected that there will be an over recovery of council tax income estimated at £0.8m as a result of better than budgeted council tax yield. As previously agreed, these resources will be transferred as in previous years to the council's capital investment reserve to support the delivery of the council's debt smoothing strategy which continues to underpin the council's medium term financial strategy and mitigate future cost pressures. Further, as outlined in a separate report on this agenda, it is forecast that additional resource of £0.8m will be required in relation to anticipated costs associated with the Business World implementation. This cost will crystallise in 2018/19 and the intention would be to fund this from the contribution to the capital investment reserve outlined above.

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

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

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

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

Although the HRA is projecting a breakeven position for both year to date and projected year end positions, there are some significant compensating variances to be noted. Expenditure on repairs is £208k lower than expected at this stage of the year, although a breakeven position is still projected. Within payments to other bodies, year end underspends are being reported in respect of void loss £200k and irrecoverable rent £300k based on current performance, delays in the roll out of Universal Credit and ongoing improvements in these areas. Although neighbourhood forum costs are currently £80k underspent, this is expected to be fully spent by the end of the year as project commitments are made. An overspend of £62k is also anticipated in respect of Council Tax on void properties, predominately due to the Council Tax levy being applied to longer term empty properties in regeneration areas. A corresponding overspend is being reported

against loan charges to reflect the current policy of utilising any HRA underspends to repay debt.

### **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.

- 3.16 It should be noted that the recent severe weather and the required response has and continues to place both operational and financial pressure on services across the Council. While services will endeavor to manage these demands within budgeted resources, members should be aware of the increased demand risk to the forecast year end position.

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### **Implications of the Report**

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

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

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**Author:** Lisa Dickie, Extension 7384

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
1st April 2017 to 05 January 2018

**POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW**

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
						£000's	%	
Education and Children	205,219	128,189	128,573	(385)	128,189	(0)	0.0%	overspend
Leisure Services	12,443	4,781	4,653	128	4,781	0	0.0%	underspend
Environment & Communities	56,215	34,333	34,633	(299)	34,333	(0)	0.0%	overspend
Finance & Resources	11,389	27,620	27,621	(1)	27,620	0	0.0%	underspend
Other Housing	4,345	9,294	9,084	209	9,294	(0)	0.0%	overspend
Regeneration	7,509	4,921	4,832	89	4,920	0	0.0%	underspend
Roads & Transport	0	0	0	0	0	0	0.0%	breakeven
Chief Executives	2,369	4,772	4,945	(226)	4,719	53	1.1%	underspend
Miscellaneous	20,160	(2,801)	(6,363)	639	(5,723)	2,923	104.4%	over-recovery
Corporate Landlord	4,744	5,054	4,525	529	5,054	(0)	0.0%	overspend
Adult Services	65,414	46,881	46,881	0	46,881	0	0.0%	underspend
Trading Accounts (Surplus)/Deficit	(1,082)	(619)	4,332	(4,951)	(619)	0	0.0%	over-recovery
<b>SUB -TOTAL GENERAL SERVICES</b>	<b>388,724</b>	<b>262,424</b>	<b>263,717</b>	<b>(4,269)</b>	<b>259,448</b>	<b>2,976</b>	<b>1.1%</b>	<b>underspend</b>
Housing Revenue Account (HRA)	0	(19,730)	(20,732)	1,001	(19,730)	0	0.0%	over-recovery
<b>NET EXPENDITURE</b>	<b>388,724</b>	<b>242,694</b>	<b>242,985</b>	<b>(3,268)</b>	<b>239,718</b>	<b>2,976</b>	<b>1.2%</b>	<b>underspend</b>

	£000's	
Bottom Line Position to 05 January 2018 is an underspend of	<u>2,976</u>	<u>1.1%</u>
Anticipated Year End Budget Position is an underspend of	<u>3,860</u>	<u>1.0%</u>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
1st April 2017 to 05 January 2018

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)		
	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	12,741	10,252	10,097	530	10,627	(375)	-3.7%	overspend
Property Costs	677	473	277	154	431	42	8.9%	underspend
Supplies & Services	6,167	4,926	5,078	279	5,356	(431)	-8.7%	overspend
Contractors and Others	3,366	2,615	4,340	(1,567)	2,774	(158)	-6.1%	overspend
Transport & Plant Costs	2,731	1,993	1,809	55	1,864	129	6.5%	underspend
Administration Costs	2,076	1,611	317	1,300	1,616	(5)	-0.3%	overspend
Payments to Other Bodies	0	0	0	0	0	0	100.0%	underspend
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	241	173	0	173	173	0	0.0%	breakeven
<b>GROSS EXPENDITURE</b>	<b>27,998</b>	<b>22,043</b>	<b>21,917</b>	<b>924</b>	<b>22,841</b>	<b>(798)</b>	<b>-3.6%</b>	<b>overspend</b>
Income	(29,080)	(22,662)	(17,585)	(5,875)	(23,460)	799	3.5%	over-recovery
<b>NET EXPENDITURE</b>	<b>(1,082)</b>	<b>(619)</b>	<b>4,332</b>	<b>(4,951)</b>	<b>(620)</b>	<b>0</b>	<b>0.0%</b>	<b>over-recovery</b>

£000's

Bottom Line Position to 05 January 2018 is breakeven of

0

0.0%

Anticipated Year End Budget Position is breakeven of

0

0.0%

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2017/2018**  
1st April 2017 to 05 January 2018

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

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7)		
						£000's	%	
Building & Works Trading	0	0	5,937	(5,937)	0	(0)	0.0%	breakeven
Catering Trading	(451)	(372)	(985)	613	(372)	0	0.0%	over-recovery
Transport Trading	(505)	(319)	(364)	45	(319)	0	0.0%	over-recovery
Roads Trading	(125)	72	(256)	327	72	(0)	0.0%	overspend
<b>NET EXPENDITURE</b>	<b>(1,082)</b>	<b>(619)</b>	<b>4,332</b>	<b>(4,951)</b>	<b>(619)</b>	<b>0</b>	<b>0.0%</b>	<b>over-recovery</b>

	<b>£000's</b>	
Bottom Line Position to 05 January 2018 is breakeven of	<u><b>0</b></u>	<u><b>0.0%</b></u>
Anticipated Year End Budget Position is breakeven of	<u><u><b>0</b></u></u>	<u><u><b>0.0%</b></u></u>






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**To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD**

**On: 28 MARCH 2018**

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

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**Heading: Capital Budget Monitoring Report**

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**1. Summary**

1.1 Capital expenditure to 5<sup>th</sup> January 2018 totals £4.132m compared to anticipated expenditure of £4.137m for this time of year. This results in an under-spend position of £0.005m for those services reporting to this board, and is summarised in the table below:

<b>Division</b>	<b>Current Reported Position</b>	<b>% Variance</b>	<b>Previously Reported Position</b>	<b>% Variance</b>
Corporate Issues	£0.005m u/spend	0% u/spend	£0.008m u/spend	0% u/spend
<b>Total</b>	<b>£0.005m u/spend</b>	<b>0% u/spend</b>	<b>£0.008m u/spend</b>	<b>0% o/spend</b>

1.2 The expenditure total of £4.132m represents 51% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

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**2. Recommendations**

2.1 It is recommended that Members note this report.

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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 5<sup>th</sup> January 2018, and is based on the Capital Investment Programme which was approved by members on 23<sup>rd</sup> February 2017, adjusted for movements since its approval.

4. **Budget Changes**

4.1 Since the last report budget changes totalling £0.673m has arisen which reflects the following:-

Budget re-profiled from 2017/18 to 2018/19 (£0.673m):

- £0.389m in the Lifecycle Capital Maintenance Fund reflecting updated cashflows received.
- £0.283m in ICT Infrastructure Maintenance & Renewal Programme as a result of the current cashflow projections for the project.

5. **Key Issues**

5.1 As previously reported to the Board, the Enterprise Resource Planning project is experiencing a delay: A full update on the position is included within the Better Council Change Programme update which is included separately on this agenda and which outlines proposals to facilitate a £0.8 million increase to the resources supporting delivery of the overall programme.

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**Implications of the Report**

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

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

3. **Community Planning** –

**Creating a sustainable Renfrewshire for all to enjoy** – Capital investment in new and existing assets will ensure Renfrewshire is more energy efficient.

4. **Legal** – none.

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

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### **List of Background Papers**

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

The contact officers within the service are:

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

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**Finance, Resources & Customer Services - Appendix 1**

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

Project Title	Approved Programme @23/02/17	Current Programme MR 10	Year To Date Budget to 05-Jan-18	Cash Spent to 05-Jan-18	Variance to 05-Jan-18	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
<b>CORPORATE PROJECTS</b>								
ICT Infrastructure Maintenance & Renewal Programme	1,400	1,424	905	899	6	1%	525	63%
Corporate Asset Management Information System	0	38	0	0	0	0%	38	0%
RVJB - Council Requisition (56.2%)	0	23	17	18	-1	-6%	5	78%
Strategic Asset Management Fund	1,841	0	0	0	0	0%	0	-
Venue Development & Backlog Maintenance	6,000	0	0	0	0	0%	0	-
Energy Efficiency Programme	0	200	20	18	2	10%	182	9%
Lifecycle Capital Maintenance (LCM) Fund	6,435	3,167	1,840	1,843	-3	0%	1,324	58%
Enterprise Resource Planning	1,512	2,982	1,090	1,086	4	0%	1,896	36%
Digital Infrastructure Provision	0	300	265	268	-3	-1%	32	89%
<b>TOTAL FINANCE, RESOURCES &amp; CUSTOMER SERVICES</b>	<b>17,188</b>	<b>8,134</b>	<b>4,137</b>	<b>4,132</b>	<b>5</b>	<b>0%</b>	<b>4,002</b>	<b>51%</b>






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**To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD**

**On: 28 MARCH 2018**

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

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**Heading: Capital Budget Monitoring Report - Overview**

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**1. Summary**

- 1.1 This report provides an overview of the performance of the Housing and Non-Housing Capital Programmes for the period to 5<sup>th</sup> January 2018.
- 1.2 The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 23<sup>rd</sup> February 2017 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by the Housing and Community Safety Policy Board on 14<sup>th</sup> March 2017. The Current Programme figures reflect adjustments to the approved Capital Programme since approval.
- 1.3 The Council must determine and keep under review the maximum amount which it can afford to allocate to capital expenditure. In addition, the Council must also keep under review its Capital Financing Requirement (CFR) i.e. the level of resources that are used to fund capital expenditure over the longer term (rather than at point of spend). It is also the duty of the Council to have regard to the Prudential Code in setting its capital expenditure limit and its capital expenditure requirement.
- 1.4 The limit on capital expenditure which the Council has set for 2017-18 is shown in the table overleaf. The limit is based on the resources available to fund the capital programmes, split between Housing and Non Housing Services, but excludes PSHG as this is not considered to be capital spend.

	<b>Approved Limit £m</b>	<b>Actual Expenditure £m</b>
Non Housing	73.330	71.369
Housing	11.247	11.247
<b>Total</b>	<b>84.577</b>	<b>82.616</b>

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

	<b>Approved CFR to 31 March 2018 £m</b>	<b>Projected CFR to 31 March 2018 £m</b>
Non Housing	253	253
Housing	127	127
<b>Total</b>	<b>380</b>	<b>380</b>

- 1.6 53% of the available resources for Housing and 53% for Non Housing have been spent to 5<sup>th</sup> January 2018. Monitoring procedures are in place to ensure the programmes are managed flexibly and spending is contained within the approved limits.

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## 2. Recommendations

- 2.1 It is recommended that Members note this report.

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## 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 5<sup>th</sup> January 2018 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

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#### 4. Housing Services Programme

- 4.1 The programme approved by Council on 23<sup>rd</sup> February 2017 totalled £19.895m. The programme currently stands at **£11.247m**, a decrease of £8.648m, being the net effect of resources brought forward from 2016/17 of £2.112m and projects re-profiled from 2017/18 to 2018/19 of £10.760m.
- 4.2 Capital expenditure at 5<sup>th</sup> January 2018 totals **£5.974m** compared to anticipated expenditure of £5.980m.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing Programme	£0.006m u/spend	0% u/spend	£0.025m o/spend	1% u/spend

- 4.3 The actual capital expenditure of **£5.974m** is 53% of the available resources, and compares with 65% for the equivalent time in 2016/17.
- 4.4 Capital income of £1.941m has been received in the period to 5<sup>th</sup> January 2018 representing 97% of the estimated capital income for the year. This compares with 83% in 2016/17.

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5. **Non Housing Services Programme**

5.1 The programme approved by Council on the 23<sup>rd</sup> February 2017 totalled £75.987m. The current programme totals **£71.369m**, a decrease of £4.618m, being the net effect of resources brought forward from 2016/17 of £16.829m, projects re-profiled from 2017/18 to 2018/19 of £25.681m and new funding in 2017/18 of £4.234m which primarily relates to grant funding anticipated to be received in 2017/18 for the Strathclyde Partnership for Transport programme, the Roads/Footways Upgrade Programme and the Community Halls & Facilities Improvement Programme.

5.2 Capital expenditure to 5th January 2018 totals **£37.748m** compared to anticipated expenditure of £37.710m, and therefore shows an over-spend of £0.038m. The table below summarises the position:

<b>Division</b>	<b>Current Reported Position</b>	<b>% Variance</b>	<b>Previously Reported Position</b>	<b>% Variance</b>
Non Housing Programme	£0.038m o/spend	0% 0/spend	£0.074m o/spend	0% o/spend

5.3 The actual cash expenditure of **£37.748m** is 53% of the available resources, and compares with a 56% spend for the equivalent time in 2016/17. It is anticipated that the available resources will be fully utilised by the 31 March 2018.

5.4 Capital income totalling £12.636m has been received to 5th January 2018. This represents 45% to date of the total anticipated income, and compares with 52% for the equivalent period in 2016/17.

## **6 Private Sector Housing Grant Programme**

- 6.1 The overall budget provision for this programme is included within the revenue budget. However, in order to monitor the performance of the individual programmes, it is included within the capital budget monitoring procedures.
- 6.2 The programme approved by the Housing and Community Safety Policy Board on 14<sup>th</sup> March 2017 was £2.500m. The programme currently stands at **£1.115m**, a decrease of £1.385m, being the net effect of resources brought forward from 2016/17 of £0.283m, projects re-profiled from 2017/18 to 2018/19 and beyond of £1.865m and new funding in 2017/18 of £0.197m which is a result of an increase in revenue funding.
- 6.3 Expenditure to 5th January 2018 totals **£0.688m** compared to anticipated expenditure of £0.708m, and therefore shows an under-spend position of £0.020m. The remaining programme is expected to spend by 31 March 2018, and expenditure will be contained within the overall resources.

## Implications of the Report

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

## List of Background Papers

- (a). Capital Investment Programme 2017/18 & 2018/19 – Council, 23<sup>rd</sup> February 2017.
  - (b). Housing Revenue Account Budget and Rent Levels 2017/18 and Housing Capital Investment Plan 2017/18 to 2019/20 – Council, 23<sup>rd</sup> February 2017.
  - (c). A Prudential Framework for Capital Finance in Renfrewshire Progress Report – Council, 21<sup>st</sup> December 2017.
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## CAPITAL PROGRAMME 2017/18 - BUDGET MONITORING REPORT TO 05 JANUARY 2018 (£000s)

Project Title	Approved Programme @23/02/17	Current Programme MR 10	Year To Date Budget to 05-Jan-18	Cash Spent to 05-Jan-18	Variance to 05-Jan-18	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
<b>EDUCATION &amp; CHILDREN'S SERVICES</b>								
Education & Children's Services	22,447	24,747	14,470	14,505	-35	0%	10,242	59%
<b>TOTAL</b>	<b>22,447</b>	<b>24,747</b>	<b>14,470</b>	<b>14,505</b>	<b>-35</b>	<b>0%</b>	<b>10,242</b>	<b>59%</b>
<b>COMMUNITIES, HOUSING &amp; PLANNING</b>								
Housing(HRA)	19,895	11,247	5,980	5,974	6	0%	5,273	53%
Housing(PSHG)	2,500	1,115	708	688	20	3%	427	62%
Development & Housing(THI/LGAN)	2,849	363	155	154	1	1%	209	42%
<b>TOTAL</b>	<b>25,244</b>	<b>12,725</b>	<b>6,843</b>	<b>6,816</b>	<b>27</b>	<b>0%</b>	<b>5,909</b>	<b>54%</b>
<b>INFRASTRUCTURE, LAND &amp; ENVIRONMENT</b>								
Environment & Communities	14,385	21,292	10,709	10,690	19	0%	10,602	50%
<b>TOTAL</b>	<b>14,385</b>	<b>21,292</b>	<b>10,709</b>	<b>10,690</b>	<b>19</b>	<b>0%</b>	<b>10,602</b>	<b>50%</b>
<b>FINANCE, RESOURCES &amp; CUSTOMER SERVICES</b>								
Corporate Projects	17,188	8,134	4,137	4,132	5	0%	4,002	51%
<b>TOTAL</b>	<b>17,188</b>	<b>8,134</b>	<b>4,137</b>	<b>4,132</b>	<b>5</b>	<b>0%</b>	<b>4,002</b>	<b>51%</b>
<b>LEADERSHIP</b>								
Leisure Services	5,690	1,620	840	838	2	0%	782	52%
Development & Housing Services	13,428	15,122	7,369	7,397	-28	0%	7,725	49%
Social Work Services(Adult Social Care)	0	91	30	32	-2	-7%	59	35%
<b>TOTAL</b>	<b>19,118</b>	<b>16,833</b>	<b>8,239</b>	<b>8,267</b>	<b>-28</b>	<b>0%</b>	<b>8,566</b>	<b>49%</b>
<b>TOTAL ALL BOARDS</b>	<b>98,382</b>	<b>83,731</b>	<b>44,398</b>	<b>44,410</b>	<b>-12</b>	<b>0%</b>	<b>39,321</b>	<b>53%</b>
<b>MADE UP OF :-</b>								
Non-Housing Programme	75,987	71,369	37,710	37,748	-38	0%	33,621	53%
Housing Programme(HRA)	19,895	11,247	5,980	5,974	6	0%	5,273	53%
Housing Programme(PSHG)	2,500	1,115	708	688	20	3%	427	62%
<b>PROGRAMME TOTAL</b>	<b>98,382</b>	<b>83,731</b>	<b>44,398</b>	<b>44,410</b>	<b>-12</b>	<b>0%</b>	<b>39,321</b>	<b>53%</b>

**RENFREWSHIRE COUNCIL**  
**2017/18 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO PERIOD 05 JANUARY 2018 (77% OF FINANCIAL YEAR 2017/18)**

	2017/18			
	Housing Services	Non Housing Services	PSHG Programme	Total
<b>A. RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME</b>	£'000	£'000	£'000	£'000
1. Prudential Borrowing	9,047	36,498		45,545
2a General Capital Grant		16,644	900	17,544
2b. Specific Capital Grant	200	239		439
3. Usable Capital Receipts	2,000	11,611		13,611
4. Contribution From Current Revenue (CFCR)	0	6,376	215	6,591
5 Total Resource Availability	<b>11,247</b>	<b>71,368</b>	<b>1,115</b>	<b>83,730</b>
<b>B. CAPITAL PROGRAMME</b>				
6. Resources Available	11,247	71,368	1,115	83,730
7. Current Programme	11,247      100%	71,369      100%	1,115      100%	83,731      100%
<b>C. ACTUAL EXPENDITURE VS PROJECTED</b>				
8. Resource Availability	11,247	71,368	1,115	83,730
9. Cash Spent as at 05/01/2018	5,974      53%	37,747      53%	688      62%	44,409      53%
10. Cash to be Spent by 31/03/18	5,273	33,621	427	39,321
<b>D. ACTUAL RECEIPTS VS PROJECTED</b>				
11. Current Programme (total receipts expected)	2,000	28,255	900	31,155
12. Actual Cash Received to 05/01/2018	1,949	12,636	688	15,273
13. Receipts available to augment capital programme to 05/01/2018	1,949      97%	12,636      45%	688      76%	15,273      49%
14. Receipts to be received by 31/03/18	51	15,619	212	15,882



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

**On:** 28 March 2018

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

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**Heading:** Customer & Business Services Performance Report

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## 1. Summary

1.1 This report details performance across key Customer & Business Service (CBS) functions including revenue collection and benefit administration for the period ending 28 February 2018 (including an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund). This report also provides a performance update in relation to customer services provision for the same period.

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## 2. Recommendations

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

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## 3. Revenue Collection

### 3.1 Council Tax

3.1.1 This section details the collection performance as at 28<sup>th</sup> February 2018 for Council Tax. It also provides details of the total sums collected for the previous year.

3.1.2 The billable sum for 2017/18 is £74,210,883

- 3.1.3 The sums collected to date for 2017/18 are £70,091,889 which is 94.45% of the billable sum. This is an increase in cash collection as a proportion of net charges billed of 0.46% compared with the same position for 2016/17.
- 3.1.4 The Council Tax Reduction awarded is £12,187,300 amounting to 14.11% of the billable sum, which is 0.70% less than at the same point last year. The separation of claims for Council Tax Reduction and Housing Benefit is the main contributing factor, resulting in a reduction in the number of applications. A further but less significant factor is the interaction between static Council Tax charges, customer income increases and changes to DWP allowances & premiums; resulting in customers having lost or reduced entitlement.
- 3.1.5 The Service is undertaking work to address the reduction in applications referred above. Activities include close tracking of potential applications, data matching and the use of visiting officers to maximise Council Tax Reduction awards.

## 3.2 **Non Domestic Rates**

- 3.2.1 This section details the collection performance as at 28<sup>th</sup> February 2018 for Non Domestic Rates (NDR). It also provides details of the total sums collected for the previous year.
- 3.2.2 The Non Domestic Rates (NDR) charges billed for 2017/18 amount to £126,354,736.
- 3.2.3 The cash receipts to date amount to £120,775,268 which is 95.58% of the sums billed. This is a slight decrease in cash collection as a proportion of net charges billed of 0.24% compared with the same position for 2016/17.
- 3.2.4 As reported at the previous cycle, the decreased collection rate is a payment phasing change which will equalise with the 16/17 position by year end.
- 3.2.4 The Service tracks NDR receipts closely. Where appropriate and in line with the recovery process the Service will proactively target businesses for payment.

## 4. **Benefit administration**

- 4.1. This section details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of September 2017. Also provided is an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund.
- 4.2 The Service continues to successfully balance a significant work load along with managing the impact of the ongoing effect from the UK Government's welfare reform agenda.

### 4.3 Speed of Processing – Housing/Council Tax Benefit

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

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

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

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

**Table 1 – Performance Summary**

<b>Performance measure</b>	<b>4 Week Reporting Period 19 January 2018 to 15 February 2018</b>	<b>Year to date position</b>	<b>Annual Target</b>
New Claims – processing time	19 days	23 days	24 days
New Claims - % processed within 14 days of all information received	99%	95%	92%
Changes in Circumstance – processing time	7 days	8 days	10 days

### 4.4 Discretionary Housing Payments

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

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

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

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

4.4.4 The total DHP budget for the year has been increased to reflect the additional resources provided by the Council. The total budget remaining at 28 February 2018 is just under £90,000 of which £68,000 is ring-fenced for Bedroom Tax support.

**Table 2 – DHP Budget**

<b>Funding – indicative allocations</b>	<b>amount</b>
Financial Hardship (non Benefit Cap)	£159,631
Financial Hardship (Benefit Cap)	£255,705
Bedroom Tax*	£1,870,877
<b>Total budget for the year</b>	<b>£2,286,213</b>

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

**Table 3 – DHP Performance Summary**

<b>Measure</b>	<b>1 April 2017 to 28 February 2018</b>
Volume of DHP applications received	5,816 applications
Volume of DHP decisions made	5,721 decisions
Number of DHP awards	5,424 awards
Average processing time (target 29 days)	15 days
<b>Total amount committed/paid</b>	<b>£2,196,398</b>

#### 4.5 The Scottish Welfare Fund

- 4.5.1 The Scottish Welfare Fund (SWF) provides a safety net for vulnerable people on low incomes through the provision of Community Care Grants and Crisis Grants. The Scottish Welfare Fund is a national scheme, underpinned by law and delivered on behalf of the Scottish Government by all local councils. The SWF replaced elements of the Social Fund abolished by the Department for Work and Pensions in 2013.
- 4.5.2 The Service makes awards in 2017/18 in line with Scottish Government guidance and had spent 84.7% of its total budget for the Scottish Welfare Fund (SWF) by the end of February 2018.
- 4.5.3 The performance data relating to the Fund is presented in table 4 below. The Service has processed Crisis and Community Care Grants well within target for the month.

**Table 4 – SWF Performance Summary**

<b>Measure</b>	<b>1 April 2017 to 28 February 2018</b>
Number of Crisis Grant applications received	7,961
Number of Crisis Grant Awards	6,131
<b>Total amount paid for Crisis Grants</b>	<b>£409,690</b>
<b>Average Processing time (2 working days target)</b>	<b>1 day</b>
<b>Average Processing time (within month)</b>	<b>1 day</b>
Number of Community Care Grant applications received	1,772
Number of Community Care Grant Awards	1,076
<b>Total amount paid for Community Care Grant</b>	<b>£620,848</b>
<b>Average processing time year to date (15 working days target)</b>	<b>12 days</b>
<b>Average processing time (within month)</b>	<b>13 days</b>
<b>Total amount paid/committed from the fund</b>	<b>£1,030,538</b>
<b>Total Budget</b>	<b>£1,216,122</b>

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

## 5. Customer Service Provision

5.1 This section details the performance of the Customer Service Unit for the period 1<sup>st</sup> to 28<sup>th</sup> February 2018. The report provides an update on the overall contact centre call handling response times as well as face to face response times across the three customer service locations in Paisley, Renfrew and Johnstone.

## 5.2 Telephone Call handling

5.2.1 High level monthly summary – during February the contact centre received 25,737 calls and answered 98% against a primary target of 90% for the period. The total calls receive since 1<sup>st</sup> April is 322,061, with 96% being answered as outlined in Table 5.

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

Primary target	Year	February	Year to Date
90% calls answered	2018	98%	96%
	2017	97%	88%

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

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

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

Secondary target	Year	February	Year to date
70% calls in 40 seconds	2018	77%	69%
	2017	73%	47%

5.2.5 February is historically one of the quieter months in the year and the performance against the secondary target for the period was above target at 77%. Performance against the secondary target remains significantly higher than the same period last year.

## 5.3 Face to face provision

5.3.1 The primary target for Face to Face customer service is to ensure average wait time for all customer visits is below 20:00 minutes. Table 7 below outlines the performance for the period across all Customer Service locations.

5.3.2 The service received 3,209 customer visits in the period and continues to deal with these customers within target performance. Year to date, there have

been 40,310 customer visits with an average wait time of 12:48. Wait times overall have reduced year to date compared to 14:35 at the same point last year.

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

Location	Year	February	Year to Date
<b>Paisley</b>	<b>2018</b>	<b>15:14</b>	<b>14:57</b>
	2017	09:40	15:58
<b>Renfrew</b>	<b>2018</b>	<b>07:19</b>	<b>06:25</b>
	2017	07:45	09:54
<b>Johnstone</b>	<b>2018</b>	<b>10:43</b>	<b>11:36</b>
	2017	11:51	14:40

#### 5.4 Factors impacting performance in the period

There were no significant factors during February that impacted on the overall performance of the Customer Service Unit.

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## Implications of the Report

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

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

**List of Background Papers**

- (a) None
- 

**Author:** Rhona McGrath Ext 6879



**RENFREWSHIRE COUNCIL****REVENUES COLLECTION STATEMENT AS AT 28<sup>TH</sup> FEBRUARY 2018**

<b>COUNCIL TAX</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£m</b>	<b>£m</b>
Projected Yield	78.511	82.043
Gross Charges	81.566	86.398
Less rebates	12.029	12.187
<b>Net Charges Billed</b>	<b>69.537</b>	<b>74.211</b>
Cash Collected	66.455	70.092
Rebate Grant	12.029	12.187
	<b>78.484</b>	<b>82.279</b>
Cash collected as % of Net Charges	95.57%	94.45%
Income as % of Projected Yield	99.97%	100.29%

<b>NON DOMESTIC RATES</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£m</b>	<b>£m</b>
Projected Yield	99.011	123.828
Gross Charges	119.351	145.751
Less reliefs	18.319	19.396
<b>Net Charges Billed</b>	<b>101.032</b>	<b>126.355</b>
Cash Collected	98.553	120.775
Cash collected as % of Net Charges	97.55%	95.58%
Cash collected as % of Projected Yield	99.54%	97.53%



## Customer & Business Services Performance Report – Appendix 2 Supplementary KPIs – Finance & Resources Policy Board

### APPEALS

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

<b>Target processing speed</b>	60		
<b>Result: last 3 months (days)</b>	Dec: 24 days	Jan: 60 days	Feb: 60 days
<b>Average (12 months to date)</b>	41 days		
<b>Average Appeals Completed</b>	6 Appeals per month		

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

### REVISIONS

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

<b>Target</b>	28 days		
<b>Result last report</b>	Oct: 40	Nov: 37	Dec: 34
<b>Result Last 3 months</b>	Dec: 34	Jan: 40	Feb: 38

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

### ACCURACY

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

	Target %	Actual %
<b>Volume of Audits</b>	3%	14%
<b>Accuracy – February 18</b>	95%	96%
<b>Accuracy – Year to Date</b>	95%	91%

**Comment:-** The Service has set a stretching target for Accuracy and this has been narrowly missed for this reporting period. A much higher level of checking has been carried during this period because of the ongoing training and support for a number of new benefit assessors.

### OVERPAYMENTS

	Target %	Actual %
<b>16/17: % recovery of debt raised</b>	73%	76.40%
<b>17/18: % recovery of debt raised</b>	73%	77.52%

**Comment:-** The Service is ahead of target and previous year in relation to recovery of Overpayments.





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

**On:** 28 March 2018

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

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**Heading:** Sundry Trusts Winding-Up and Dissolution

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**1. Summary**

- 1.1 On 11 August 2010 the General Management and Finance Policy Board agreed to constitute three new funds for charitable purposes. This was to allow the Council to release monies given to the local authority over the years in the form of bequests and endowment funds whose purposes had become out of date and was not capable of straightforward use.
- 1.2 The three new charities were the Paisley Burgh Citizens Fund, the Renfrew Burgh Citizens Fund and the Renfrewshire Council Citizens Fund.
- 1.3 The funds held by the three new charities have been exhausted and accordingly it is proposed to wind up and dissolve the three charities.
- 1.4 Application has been made to the Office of the Scottish Charity Regulator (OSCR) and its consent has been given for this proposal. This report sets out the formal resolution the Board as the present trustees of the three charities requires to agree to put into effect the winding up and dissolution.
-

## 2. **Recommendations**

2.1 The Board is asked to approve the following resolution :

“The Renfrewshire Council as the present trustees for the following funds registered with the Office of the Scottish Charity Regulator do hereby determine and resolve for the purposes of Section 16 (2) (c) of the Charities and Trustee Investment ( Scotland) Act 2005 that the funds be wound up and dissolved –

Paisley Burgh Citizens Fund (SC042037)

Renfrew Burgh Citizens Fund (SC042035) and

Renfrewshire Council Citizens Fund (SC042036).”

2.2 The Board is asked to delegate authority to the Director of Finance and Resources to take all necessary action in connection with finalising the winding –up and dissolution process.

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## 3. **Background**

3.1 On 11 August 2010 the General Management and Finance Policy Board agreed to constitute three new funds for charitable purposes. This was to allow the Council to release monies given to the local authority over the years in the form of bequests and endowment funds whose purposes had become out of date and not capable of straightforward use.

3.2 The three new charities were the Paisley Burgh Citizens Fund, the Renfrew Burgh Citizens Fund and the Renfrewshire Council Citizens Fund.

3.3 The sums were subsequently transferred from the old charities into the three new charities. The sums available for distribution were approximately Paisley Burgh Fund - £40,600, Renfrew Burgh Fund - £31,300 and Renfrewshire Council Fund - £52,600.

3.4 These funds have now been disbursed by Local Area Committees generally in the form of grants in response to applications meeting the charities purposes. The funds held by the three new charities have now been exhausted and accordingly it is proposed to wind up and dissolve the three charities.

- 3.5 In terms of the process to wind up a charity, the initial step is for an application to be made to the Office of the Scottish Charity Regulator (OSCR) who must approve the proposal prior to any formal winding-up decision being taken by the charities trustees. OSCR has provided consent to the proposal.
- 3.6 This report sets out the formal resolution the Board as the present trustees of the three charities requires to agree to put into effect the winding up and dissolution.

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### Implications of the Report

1. **Financial** – the funds initially transferred to the charitable trusts have been expended in line with the charities objectives.
2. **HR & Organisational Development** - None
3. **Community/Council Planning** – None
4. **Legal** – The action recommended in the report is in accordance with the relevant legislation – the Charities and Trustee Investment (Scotland) Act 2005
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 which relate to the completion of a legal process.
8. **Health & Safety** – None
9. **Procurement** – None

- 10. **Risk – None**
  - 11. **Privacy Impact - None**
  - 12. **CoSLA Policy Position – None**
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### **List of Background Papers**

- (a) Background Papers :  
Application for Consent to wind up and dissolve the three charities to OSCR dated 27 December 2017; Letters of Consent from OSCR dated 29 December 2017

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 Graham Barrowman,  
graham.barrowman@renfrewshire.gov.uk

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**Author:** Alastair MacArthur Ext 7363



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

**On:** 28<sup>th</sup> March 2018

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

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**Heading:** Voluntary trading operations review

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## **1. Summary**

- 1.1 The Council currently has four Trading Operations, which are all classed as 'voluntary trading operations'. The four trading operations are Building Services, Roads Services, Catering and Vehicle Maintenance.
  - 1.2 Under the Local Government in Scotland Act 2003, the Council has a statutory requirement to maintain separate accounts only for *significant* trading operations. The Council has in the past operated significant trading operations however since 2013/14 has operated only four on a voluntary basis.
  - 1.3 Following a review of this classification as voluntary trading operations in terms of the CIPFA/LASAAC guidance, the evolving approach to delivering best value, and Council restructures and service changes; it is recommended that the Council no longer operates these voluntary trading operations.
- 

## **2. Recommendations**

- 2.1 It is recommended that the Policy Board:
  - a) Approve the review and agree that the current voluntary trading operations of Building Services, Roads Services, Catering and Vehicle Maintenance, be no longer classified as voluntary trading operations.

- b) Note the requirement for the Director of Environment & Communities to develop and establish revised reporting, performance management and quality monitoring arrangements for these services.

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### **3. Background**

- 3.1 In response to the requirements of the Local Government in Scotland Act 2003, the Chartered Institute of Public Finance & Accountancy (CIPFA) and the Local Authority (Scotland) Accounts Advisory Committee (LASAAC) issued a guidance document in 2003 outlining a Best Value Approach to Trading Operations. The guidance set out recommendations for identifying a service as a trading operation and secondly on establishing whether the trading operation should be classified as 'significant'.
- 3.3 In 2003, based on the guidance issued by CIPFA and LASAAC, the Council classified 4 of its services as significant trading operations. The services were Building Services, Roads Services, Catering and Vehicle Maintenance. The Council also decided that voluntary trading operations would be maintained for Best Value purposes for the 4 services of Refuse Collection, Street Cleansing, Grounds Maintenance and Building Cleaning.
- 3.4 In 2008 a review of the classification of the Council's trading operations was carried out to reflect the significant service reviews that had been delivered within the trading operations since 2003 and also to reflect the changing environment in which the services operated.
- 3.5 Following the review, the Council agreed that four of the services were no longer to be classified as trading operations (Refuse Collection, Street Cleansing, Grounds Maintenance and Building Cleaning), two of the significant trading operations were to be reclassified as voluntary (Catering and Vehicle Maintenance) and two of the trading operations were to remain as 'significant' (Building Services and Roads Services).
- 3.6 A further review carried out in March 2014, on the test of significance determined that the Council's two significant trading operations (Building Services and Roads) both operate internally within the Council. The income to Building Services is generated from work undertaken in relation to the Housing Revenue Account, the Housing and Non-Housing Capital Investment Plans, and the Public Building Repairs service within Environment & Communities. Income to the Roads Services Trading Operation is generated from the Environment & Communities revenue budget and the Roads Capital Investment Programme.
- 3.7 It was therefore approved at the Finance & Resources Policy Board on 12<sup>th</sup> March 2014 that the classification of the Building Services and Roads Trading Operations be changed from 'significant' to 'voluntary' in line with the revised guidance issued by LASAAC.

### **4. REVIEW OF THE CLASSIFICATION OF TRADING OPERATIONS**

- 4.1 Under the relevant LASAAC guidance, trading operations are not required where services are provided internally ie there is no external trading situations. A council can elect to operate a trading account voluntarily, but the specific duty is to secure Best Value through delivery of the service. A review of the four voluntary Trading Operations has been undertaken to consider their classification in terms of the guidance recognising that a number of service changes have been implemented in the 4 year period since the last review including some departmental restructures. These restructures have resulted in all four trading operations now sitting with the department of Environment & Communities, under the control of a single management team.
- 4.2 Analysis of the position across other Scottish local authorities has determined that there are 12 other councils in Scotland who still operate trading operations, however all of these appear to be classed as Significant Trading Operations. There is no other council which operates trading operations on a voluntary basis and reports on them in manner consistent with that required for statutory trading operations.
- 4.3 A summary of the review of the existing Trading Operations is as follows:-

**Catering (Annual Turnover £5.6 million)**

A voluntary trading account is maintained for Catering for management purposes only, with service reviews regularly carried out to assess efficiency and effectiveness.

**It is proposed that:** Catering should no longer be classified as a trading operation. Regular performance reporting on the quality, cost and customer satisfaction with the service will continue to be provided to members through the appropriate policy board for scrutiny purposes.

**Vehicle Workshop (Annual Turnover £3.3 million)**

A voluntary trading account is maintained for the Vehicle Workshop for management purposes only, with service reviews regularly carried out to assess efficiency and effectiveness.

**It is proposed that:** Vehicle Maintenance should no longer be classified as a trading operation. Regular performance reporting on the quality, cost and customer satisfaction with the service will continue to be provided to members through the appropriate policy board for scrutiny purposes. Recharging mechanisms will continue to ensure the appropriate allocation of costs to services in line with local authority accounting regulations

**Roads Services (Annual Turnover £4.5 million)**

A Council restructure in 2013 transferred the Roads & Transportation Service, including the Roads Trading service to the Environment & Communities department. A further departmental restructure merged the management of both the roads “client” function and the maintenance and delivery operation, resulting in service efficiencies.

A voluntary trading account is currently maintained for Roads Services Trading for management purposes only, with service reviews, including a

review of the integration of the Amenity Services workforce, regularly carried out to assess efficiencies and effectiveness.

**It is proposed that:** Roads Services should no longer be classified as a trading operation. Regular performance reporting on the quality, cost and customer satisfaction with the service will continue to be provided to members through the appropriate policy boards for scrutiny purposes. Appropriate information with regards works costs, allocation of recharges to capital improvement and revenue maintenance and contractor pricing will still be maintained.

### **Building Services (Annual Turnover £16 million)**

A Council restructure in 2015 transferred both the Building Services trading operation and the public buildings repairs and maintenance function to a newly integrated Hard and Soft Facilities Management service within Environment & Communities. A voluntary trading account is maintained for Building Services Trading for management purposes only, with service reviews, including a review of the integration of Hard and Soft Facilities Management being carried out to assess efficiencies and effectiveness.

**It is proposed that:** Building Services should no longer be classified as a trading operation. Regular performance reporting on the quality, cost and customer satisfaction with the service will continue to be provided to members through the appropriate policy boards for scrutiny purposes. Recharging mechanisms will continue to ensure the appropriate allocation of costs to services (including the Housing Revenue Account) in line with local authority accounting regulations

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## **Implications of the Report**

1. **Financial** – The reclassification of the trading operations will require some budget adjustments between services. The overall impact will be cost neutral.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

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

**Author:** Debbie Farrell  
[Debbie.Farrell@renfrewshire.gov.uk](mailto:Debbie.Farrell@renfrewshire.gov.uk)  
Ext 7536





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

**On: 28 March 2018**

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**Report by: Chief Executive**

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**Heading: Chief Executive's Service Improvement Plan 2018/19 to 2020/21**

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## **1. Summary**

- 1.1 The purpose of this report is to present the Chief Executive's Service Improvement Plan covering the 3 year period 2018/19 to 2020/21, attached as Appendix 1 for approval.
- 1.2 Service Improvement Plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Service Improvement Plans are three year rolling documents which are reviewed and updated on an annual basis to ensure there is sufficient focus by services on improvement activity, and sufficient awareness of the key challenges and opportunities which have emerged for the service over the preceding period.
- 1.3 The Chief Executive's Service operates within a dynamic financial, demographic and policy environment, with a number of new and emerging developments / legislation at a national level having a significant impact at a local level. The Service plays a vital role in supporting services and the Council overall to improve, to implement changes and to adapt and respond to challenges and opportunities.
- 1.4 In light of these challenges, and the service's key strategic role, the service has reviewed its Service Improvement Plan for the period 2018/19-2020/21, and identified a range of actions, specific to each of the five Strategic Outcomes of the Council Plan, that will be undertaken to improve and develop service provision. Performance scorecards have been developed for each of

the five Strategic Outcomes and include specific performance indicators and associated targets which will be used to monitor and report service performance against.

- 1.5 The Service Improvement Plan is one of the key mechanisms by which elected members scrutinise service performance across the Council. The first progress update on relevant actions and progress on the Service Improvement Plan 2018 to 2021 will be submitted to the Finance, Resources and Customer Services Board in November 2018.

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## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- a) approves the 2018/19 to 2020/21 Service Improvement Plan for the Chief Executive's Service attached as Appendix 1; and
  - b) agrees that progress with this plan should be reported to the Board in November 2018.

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## **3. Role of the Chief Executive's Service**

- 3.1 The principal role and purpose of the Chief Executive's Service is to provide:
- Policy and Commissioning Services – corporate policy, community planning, procurement.
  - Marketing, Events and Communications Services
- 3.2 Services are provided to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by 117 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £5.8 million.

## **4. Service Improvement Plan 2018 to 2021**

- 4.1 The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans and links to financial, risk management and workforce planning processes.
- 4.2 The Service Improvement Plan provides a strategic assessment of the key challenges and changes which will face the service during the period of the delivery of this plan, including the challenging and uncertain financial

environment and expected significant demographic changes that will impact on the demand for services.

- 4.3 The Council Plan 'Thriving People, Connected Communities', clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.
- 4.4 The Service Improvement Plan details how the Chief Executive's Service will contribute to and deliver these outcomes. It provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. Under each strategic outcome, the plan:
- Highlights the service's achievements for the year up to 31 March 2018.
  - Outlines the key priorities the service aims to achieve over the duration of the improvement plan.
  - Identifies the key actions to be undertaken to meet the priorities.
  - Sets out the performance indicators to be used to monitor progress.
- 4.5 During 2018/19, the key priority focus of activities delegated to this Board for the Chief Executive's Service will be:

**Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future**

- i. **Paisley 2021 Legacy / Destination Brand** – The Service will support all local activity to maximise the benefits from the legacy of the 2021 bidding process and to change the reputation of Paisley and Renfrewshire. A key development will be the launch of the new destination brand, coupled with the implementation of the Renfrewshire Visitor Plan and events programme.
- ii. **Digital Innovation** – the Service will provide a strategic lead for the development of a new Digital Plan for Renfrewshire. This will seek to maximise the benefits of the public wi-fi initiative, building on this approach to lead the development of a funding bid to the Department of Digital, Media, Culture and Sport to implement a full fibre digital network in Renfrewshire. Work will also continue with partners to promote digital inclusion and innovation across communities.

**Council Plan Strategic Outcome 2: Building strong, safe and resilient communities**

- i. **Empowering Communities** – the Service will work with partners to maximise the opportunities from the Community Empowerment (Scotland) Act 2015 for local communities and the council. New approaches will be developed which support the development of community organisations

and strengthen the approach to engagement through local area committees.

### **Council Plan Strategic Outcome 3: Tackling Inequalities, ensuring opportunities for all**

- i. **Tackling Inequality** – the service will lead the local programme which will aim to support local people impacted by poverty. A key focus of the work will be in-work poverty and working to tackle the widening inequality gap within communities. Key to this will be engaging with local people and working with services and partners to promote an inclusive growth approach locally, creating opportunities for all from ongoing economic and cultural regeneration.

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

- i. **Sustainable Procurement** – the Service will maximise opportunities to promote all aspects of sustainable procurement in appropriate contracts, such as Community Benefit Clauses and Fair Work practices.
- ii. **Fairtrade** – the Service will continue to lead on promoting Fairtrade within communities and lead on the Fairtrade Steering Group.

### **Council Plan 5: Working together to improve outcomes**

- i. **Employee Engagement** – the Service will have a key focus on improving internal communications through the development of a new staff intranet and refreshed internal communications plan. The Service will continue to support staff development and innovation through the Lens intrapreneurship programme and lead on the implementation of the new self evaluation model which will aim to drive continuous improvement across the Council.
  - ii. **Strengthening partnership working** – the Service will continue to foster strong and positive working relationships across sectors and communities, working together to deliver key priorities jointly for the benefit of local people.
- 4.7 Priority actions and performance indicators are core elements of the Service Improvement Plan. The priority actions set out how each of the key priority outcomes will be addressed, the key tasks to be implemented, an implementation time-table, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.
- 4.8 Implementation of the Service Improvement Plan is monitored and relevant activities and progress will be reported to the Finance, Resources and Customer Services Board on a six monthly basis. The first progress update on

the Service Improvement Plan 2018 to 2021 will be submitted to the Finance, Resources and Customer Services Policy Board in November 2018.

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## **Implications of the Report**

1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital budget for 2018/19.
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for the Chief Executive’s Service, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community/Council Planning** –
  - *Our Renfrewshire is thriving –*
  - *Our Renfrewshire is well*
  - *Our Renfrewshire is fair*
  - *Our Renfrewshire is safe*
  - *Reshaping our place, our economy and our future*
  - *Building strong, safe and resilient communities*
  - *Tackling inequality, ensuring opportunities for all*
  - *Creating a sustainable Renfrewshire for all to enjoy*
  - *Working together to improve outcomes*
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report because it is for noting. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.
8. **Health & Safety** - None
9. **Procurement** - None

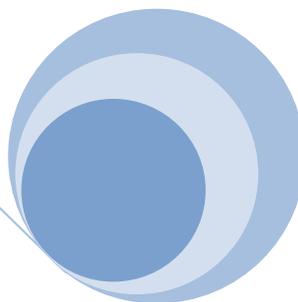
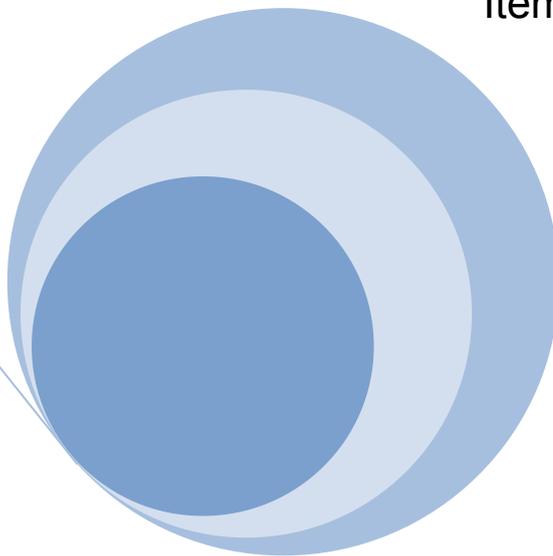
10. **Risk** – The Service Improvement Plan supports the overarching management of risk with Renfrewshire Council and aligns closely with the Chief Executive’s Service’s Risk Register.
11. **Privacy Impact** – None
12. **Cosla Policy Position** - None

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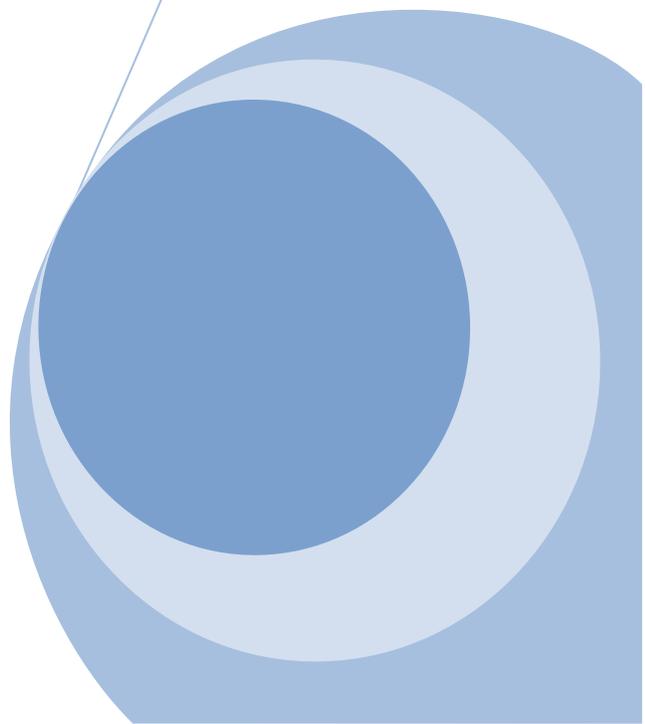
**List of Background Papers** - None

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**Author:** Gemma Wilson, 0141 618 5796



**Chief Executive's Service  
Improvement Plan 2018-2021**



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## 1. Executive Summary

- 1.1 This Service Improvement Plan sets out the strategic direction for the Chief Executive's Service over the next three years and outlines key priorities, actions and improvements which the service intends to deliver based on the financial and employee resources expected to be available.
- 1.2 The plan sets out the key priorities for the service over the duration of the improvement plan, identifies the key actions to be undertaken to meet these priorities and sets out the performance indicators to be used to monitor progress.
- 1.3 The key priorities for the Chief Executive's Service over the period 2018 to 2021 include:
- **Tackling Inequality** – the Service will lead the local programme which will aim to support local people impacted by poverty. A key focus of the work will be in-work poverty and working to tackle the widening inequality gap within communities. Key to this will be engaging with local people and working with services and partners to promote an inclusive growth approach locally, creating opportunities for all from ongoing economic and cultural regeneration.
  - **Empowering Communities** – the Service will work with partners to maximise the opportunities from the Community Empowerment (Scotland) Act 2015 for local communities and the council. New approaches will be developed which support the development of community organisations and strengthen the approach to engagement through local area committees.
  - **Digital Innovation** – the Service will provide a strategic lead for the development of a new Digital Plan for Renfrewshire. This will seek to maximise the benefits of the public wifi initiative, building on this approach to lead the development of a funding bid to the Department of Digital, Media, Culture and Sport to implement a full fibre digital network in Renfrewshire. Work will also continue with partners to promote digital inclusion and innovation across communities.
  - **Employee Engagement** – the Service will have a key focus on improving internal communications through the development of a new staff intranet and refreshed internal communications plan. The service will continue to support staff development and innovation through the Lens intrapreneurship programme and lead on the implementation of the new self evaluation model which will aim to drive continuous improvement across the Council.
  - **Paisley 2021 Legacy / Destination Brand** – the Service will support all local activity to maximise the benefits from the legacy of the 2021 bidding process and to change the reputation of Paisley and Renfrewshire. A key development will be the launch of the new destination brand, coupled with the implementation of the Renfrewshire Visitor plan and events programme.
  - **Strengthening partnership working** – the Service will continue to foster strong and positive working relationships across sectors and communities, working together to deliver key priorities jointly for the benefit of local people.

- **Promoting and enhancing the Council's reputation** – the Service will engage with local citizens and communities to enhance awareness and understanding of the Council and the services which are delivered and celebrate their achievements.
- **Developing the policy and commissioning team** to further enhance the effectiveness of the service and the value of procurement and policy expertise to the Council. This includes prioritising the development of the data analytics team and improving the use of data and intelligence to inform service delivery, improvement and commissioning.

## **2. Introduction to the Service Improvement Plan**

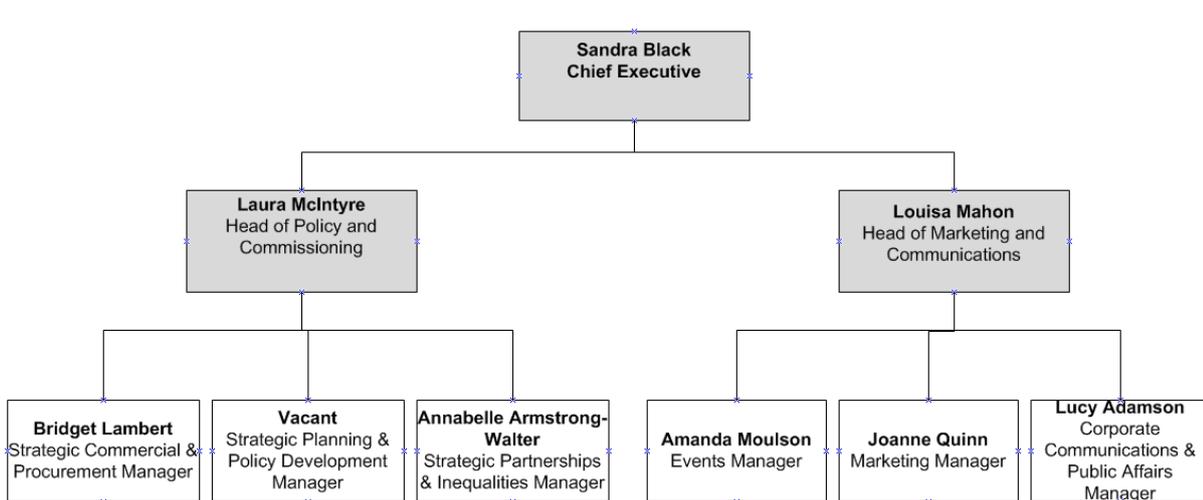
- 2.1 This Service Improvement Plan for the Chief Executive's Service covers the three-year period from 2018/19 to 2020/21. The plan outlines what the service intends to achieve based on the financial and employee resources expected to be available. The plan assists in shaping the strategic direction for the service and outlines key programmes, actions and improvements which will be delivered during the next three years.
- 2.2 The major factors that this Service Improvement Plan will require to respond to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The Service Improvement Plan sets out the likely impact that these issues will have on the service and the actions to address them.
- 2.3 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. The Chief Executive's Service will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- 1. Reshaping our place, our economy and our future**
  - 2. Building strong, safe and resilient communities**
  - 3. Tackling inequality, ensuring opportunities for all**
  - 4. Creating a sustainable Renfrewshire for all to enjoy**
  - 5. Working together to improve outcomes**
- 2.4 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two Plans are closely aligned, focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire. The four community plan themes are:
- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
  - Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
  - Our Renfrewshire is fair: addressing the inequalities that limit life chances.
  - Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm.
- 2.5 The Service Improvement Plan feeds directly into meeting the Council Plan strategic outcomes and many of the actions also contribute to Community Plan objectives and actions. This creates a golden thread through these three strategic documents and shows the role that the Chief Executive's Service has in delivering the strategic vision for Renfrewshire. The Chief Executive's Service also has a lead role in driving the implementation of these plans. Service level workforce, financial and risk plans are also

closely aligned to the Service Improvement Plan, and translate into team and individual development plans.

- 2.6 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy context. In turn, the outcomes of the budget process shape the final content of the Service Improvement Plan. Integration of the budget and the service planning process supports elected members in arriving at budget decisions in the full knowledge of how these will impact at a service level.

### 3. What we do

- 3.1 The Chief Executive’s Service is responsible for the delivery of procurement, the tackling poverty programme, equalities, community planning, strategic planning and policy development, data analytics and research, communications, marketing, tourism and events. These services are delivered by 117 employees, led by the Chief Executive Sandra Black, who is supported by two Heads of Service. The directorate team is supported in strategic and operational responsibilities by the Extended Senior Leadership Team.



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

- **Policy and Commissioning**

- Provision of policy support to senior officers, elected members and the Corporate Management Team.
- Driving corporate and service level performance through a robust performance management framework and effective scrutiny.
- Provision of a policy support service to service management teams, developing policy expertise and supporting service level improvement.

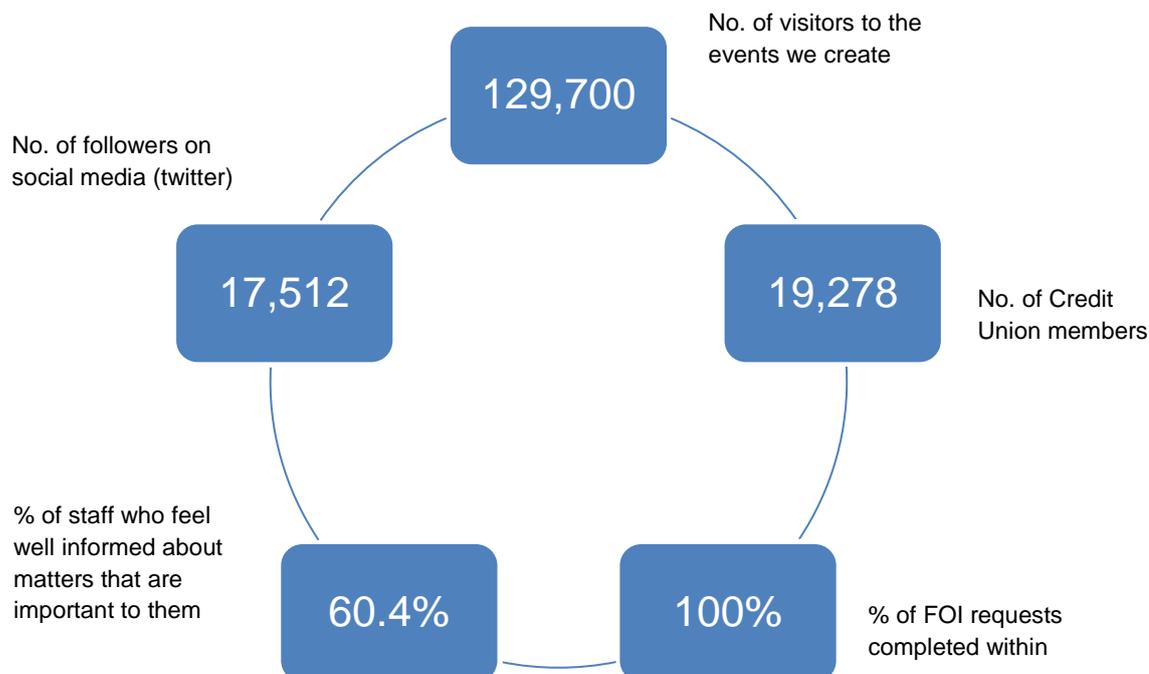
- Strengthen collaborative relationships with key Council partners and across the private, public and third sector.
- Provide a corporate data analytics and research service to support sound knowledge management and evidence based decision making across the Council.
- Lead the Council's Corporate and Community Planning processes and associated performance management and reporting arrangements.
- Lead on the development and adoption of a strategic commissioning approach to the planning and development of services.
- Lead on a programme of tackling inequalities and supporting vulnerable people and communities.
- Lead on aspects of community empowerment, including support for local community groups and organisations and in relation to community level governance through local area committees.
- Lead on the digital programme for Renfrewshire including the implementation of the public wifi programme, the Digital Strategy and digital participation across communities.
- Lead on the development and implementation of major policy focussed strategic programmes.
- Lead the Council's procurement arrangements to deliver best value and wider Council policy benefits.
- Lead on the proactive monitoring of political, social, economic and technology developments and the development of recommendations and plans to respond to and influence these developments as appropriate.
- Develop corporate policy and meet statutory requirements particularly in the areas of equalities, best value, self-evaluation, consultation and supporting the process of Public Sector Reform.

- **Marketing, Events and Communications**

- Lead on the development and management of the Destination Brand for Renfrewshire that celebrates cultural heritage and promotes Renfrewshire as a great place to live, work and visit.
- Produce high quality campaigns and promotional materials which position Renfrewshire positively in digital and traditional media. Campaigns will be designed to raise awareness of council services, policy changes and promote positive behavioural change leading to improved lives.
- Lead on the provision of professional marketing and graphical design services.

- Lead on the development and implementation of the Council's marketing strategy.
- Establish a commercialisation model that reconnects the Paisley Pattern to Paisley.
- Lead the Renfrewshire-wide marketing network.
- Lead on a programme of key influencer engagement across a number of stakeholder groups – media, political, business and cultural.
- Lead on the implementation of the Renfrewshire Visitor Plan 2018-2021 and coordinate the progress of the action plans for the seven strategic projects which teams across the council and partners are responsible for delivering.
- Lead on the provision of an events management service for the Council.
- Lead the delivery of the Renfrewshire Events Strategy including bidding for new national events and designing, commissioning and delivering a programme of events and festivals across Renfrewshire.
- Lead the Renfrewshire-wide events programming board.
- Deliver an enhanced programme of cultural events as part of the Paisley 2021 Legacy plan.
- Place meaningful communication with employees, local people and partners at the heart of our day-to-day business and tell Paisley and Renfrewshire's story to local, regional and international audiences.
- Lead on the development and implementation of the council's internal communication and employee engagement strategy and manage internal communication channels.
- Lead on the provision of external communications, media and public relations services to protect the council's reputation, reinforce the corporate vision and build the profile of the council nationally.
- Provide an out-of-hours media management service.
- Lead on crisis and emergency media management.
- Build on the success of the partnerships formed through the UK City of Culture campaign by continuing to build and enhance a network of partnerships and relationships that support the Council's ambitions to create a thriving Renfrewshire.

## **Key Strategic Facts**



#### 4. Our strategic context

- 4.1 The Service Improvement Plan takes account of key national reviews and policies which have clear implications for the future delivery of public services. The main policy, economic, social and technological changes and challenges which will affect service delivery over the next three years are listed below and reflect the key issues which the Chief Executive's Service will be focussing on in the first year of this Service Improvement Plan.
- 4.2 **Financial Climate** – The Council continues to face an increasingly challenging financial climate. The Chief Executive's Service will continue to deliver significant financial efficiency savings over the medium term and will support service transformation on an ongoing basis through the input of the policy and commissioning team, including through better use of data and business intelligence to inform service transformation.
- 4.3 **Paisley 2021 Legacy** – The Service will support all local activity to maximise the benefits from the legacy of the 2021 bidding process and to change the reputation of Paisley and Renfrewshire. A key development will be the launch of the new destination brand, coupled with the implementation of the Renfrewshire Visitor Plan and events programme.
- 4.4 **Best Value Assurance Improvement Plan** – Following the Council's Best Value Audit Inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the Service Improvement Planning process. The Chief Executive's Service is leading on the delivery of the Improvement Plan and contributes to the actions relating to community engagement and strengthening partnership working. The Service is also involved in ongoing work with the Audit Team and will deliver the report on the progress of the Improvement Plan.

4.5 **Community Empowerment and Engagement** - The Community Empowerment (Scotland) Act 2015 continues to be implemented in stages by the Scottish Government which impacts on the services the council provides. Communities of place or interest have rights under the Community Empowerment (Scotland) Act to request participation in the planning and delivery of services, which has implications for all Council and other public services. The Service is also leading on the review of local area committees, which will seek to strengthen opportunities for community engagement.

The Service will play a lead role in developing new arrangements which support the development of partnerships between services and with local communities. The ultimate aim of these arrangements will be to strengthen existing partnership working and to ensure that processes are simplified and as easy to navigate as possible for community groups and organisations.

4.6 **Local Governance Review** – The Local Governance Review was launched by the Scottish Government in December 2017. The aim of this national review is to ensure that local communities have more say about how public services in their area are run and will involve everyone with an interest in an inclusive dialogue on the future of local democracy in Scotland. The Review will run throughout 2018 with people’s views being used to inform new legislation that may impact on the Council. Work is ongoing to ensure that the local review of community level governance is complementary to the national review work and is streamlined wherever possible.

4.7 **Child Poverty (Scotland) Bill** - The Child Poverty (Scotland) Bill was passed by the Scottish Government in November 2017. The Bill establishes a framework for reducing child poverty and puts in place mechanisms to assess progress. It requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets. The Chief Executive’s Service will lead local planning activities in order to ensure that the key requirements of the legislation are fully implemented in Renfrewshire.

4.8 **Fairer Scotland duty** – The Fairer Scotland duty was introduced by the Scottish Government as part of the Fairer Scotland Action Plan and comes into force in April 2018. It places a duty on all public sector bodies to tackle social and economic disadvantage in local areas. In particular, the duty aims to make sure that the strategic decisions about the most important issues are carefully thought through so they are as effective as they can be in tackling socio-economic disadvantage and reducing inequalities.

4.9 **Demographic Change** - The population of Renfrewshire is 175,930 and accounts for 3.2% of the total population of Scotland. Although Renfrewshire’s total population is projected to remain stable, deprivation and vulnerability is a factor in some communities. Also, overall people are living longer and living in smaller households and this will impact on service delivery. The Chief Executive’s Service provides data analytics and policy support to services to enable services to better forecast and manage the impact of demographic change at both a strategic and operational level.

4.10 The complexity of service delivery is reflected in the range of plans and strategies which cover the scope of the Chief Executive’s Service. In addition to commitments in the Council Plan and Community Plan, the Chief Executive’s Service is responsible for the development and implementation of the Events Strategy, Renfrewshire Visitor Plan and the

annual Corporate Governance Review. This is in addition to the many policies and pieces of statutory guidance which govern how services are delivered.

- 4.11 Partnership working across the council and beyond is vital to the delivery of services to Renfrewshire’s communities. The Chief Executive’s Service works with many different partners across the public, private and third sectors including: Engage Renfrewshire, West College Scotland, the University of the West of Scotland, Disability Resource Centre and local Credit Unions. Strategic partnership agreements have been developed with several key partners including West College Scotland and the University of the West of Scotland.
- 4.12 **Risk Management** - The Council’s risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny Board. Strategic risks are more outward in nature, whereas corporate risks are more inward and often affect more than one service or department. Actions related to strategic or corporate risks, where the Chief Executive’s Service are owner or joint owners of the risks (shown below), are reflected in the service improvement action plan; this ensures an additional layer of monitoring in the management of these risks. Other risks, which may occur only for or within the Chief Executive’s Service, are contained in the service risk register that is reported to the Audit, Risk and Scrutiny Board. The top service risks are also shown below for information and actions relating to these are also included in the service improvement plan.

Risk	Evaluation Low/Moderate/High/Very High
<b>Our Strategic Risks</b>	
Poverty levels in Renfrewshire	Very High
Local partnership structure	High
<b>Our Corporate Risks</b>	
None identified for the Chief Executive’s Service	
<b>Our TOP service-specific risks</b>	
External communications and marketing	High
Renfrewshire Events Strategy	High

- 4.13 **Self – Evaluation** - During 2018 the Chief Executive’s Service will work with services to pilot and implement the Renfrewshire Continuous Improvement Model (RCIM). This is a self evaluation model which has been developed locally based on national quality standards, which will allow services to self-assess their performance across a range of key themes such as Leadership, Partnerships and Resources.

The Chief Executive’s Service will use the model to help services to self-identify what is working well and what needs to improve and to drive employee involvement, particularly in terms of putting forward suggestions for improvements to services.

- 4.14 **Workforce Planning** - The Council's Organisational Development Strategy will ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during a climate of financial and resource constraints. A workforce plan, as specific to the Chief Executive's Service has been developed and an associated action plan with key outcomes is now in place to address key issues such as employee wellbeing, learning and development, succession planning and skills development. The plan will deliver a flexible, skilled, modern workforce that will deliver for communities in Renfrewshire.
- 4.15 **Equalities** - Every area of work within the council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 4.16 The council recognises that equality both needs to be mainstreamed fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting. The Council has agreed that this is undertaken through departmental Service Improvement Plans. This will allow actions to be monitored on a regular basis.
- 4.17 The Council is committed to reporting progress to local equalities led community groups. It is recognised that circumstances for individuals and organisations can change over time and by establishing a clear reporting structure, the Council can demonstrate whether its equality actions and priorities are contributing to overall outcomes and can be reviewed and amended accordingly.
- 4.18 The Chief Executive's Service will actively promote equality and diversity mainstreaming through the work of its three main service areas/groupings and will contribute to the development of the Council's six equality outcomes.

## **5. Chief Executive's Service – delivering the Council Plan**

- 5.1 The Council Plan "Thriving People, Connected Communities" clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.
- 5.2 The Chief Executive's Service is the lead on the delivery and development of these plans and the Service Improvement Plan details how the Service will contribute to and deliver these outcomes. It provides an overview of how the service will contribute to each of the five strategic outcomes of the Council Plan. Under each of the outcomes, the plan:
- Highlights the service's achievements for the year up to 31 March 2018;
  - Outlines the key priorities the service aims to achieve over the duration of the Improvement Plan;
  - Identifies the key actions to be undertaken to meet the priorities; and
  - Sets out the performance indicators to be used to monitor progress.

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

### 6. Strategic Outcome Overview

- 6.1 The Chief Executive's Service contributes to this priority through our ongoing work to support cultural and economic regeneration, with a particular focus on culture and events, with the new Events Strategy, Renfrewshire Visitor Plan and Destination Brand being introduced this year. Work continues to roll-out free public wifi across Renfrewshire town centres, to promote digital opportunities for all and to lead on the development of a national funding bid to implement a full fibre digital network locally, which will aim to drive economic growth and promote social inclusion.
- 6.2 The Data Analytics team are supporting development work in relation to economic performance and population growth.

#### Achievements 2017/18

- 6.3 During 2017/18, the service's achievements in relation to this priority included:
- The provision of significant support and commitment by staff across the service in terms of submitting Paisley's bid for UK City of Culture 2021. Paisley 2021 generated over 600 million opportunities to see or hear something positive about Paisley and Renfrewshire in 2017/18.
  - The delivery of an enhanced events programme for 2017/18 contributed £2m spend into the economy, delivered a 23% increase in event attendances and a total of 160,000 individuals who attended events. 2017/18 also delivered a percentage increase of 267% (from 2015/16) of the number of visitors attending events. The events team successfully bid for new events including the British Pipe Band Championships, the Scottish Album of the Year Awards, MG Alba TRAD Awards and the Royal National Mod.
  - Phase 1 of the public wifi project commenced and is nearing completion. 29 out of the 33 Phase 1 buildings switched over to the new public wifi in mid November 2017. Phase 2 is progressing well, with Johnstone town centre wifi going live in December 2017.
  - The Renfrewshire Visitor Plan 2018-2021 was approved by Leadership Board, following consultation with industry and endorsement by Visit Scotland. An internal tourism working group has been established to implement the 7 portfolios within the strategy – the group includes regeneration, employability, culture, tourism, marketing and community and environment teams.

### 6.4 Priorities 2018/19

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

- Leading on the Renfrewshire communications for Glasgow City Region City Deal, including marketing the new Advanced Manufacturing Innovation District

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

Scotland.

- Delivering the events strategy to 2022. This will include bidding for new events and delivering an enhanced events programme on an annual basis as part of the Paisley 2021 Legacy plan.
- Progressing our digital ambitions, continuing to implement free public wifi across our town centres and working with partners to promote digital skills and development.
- Leading on the Council's bid for funding from the Department of Digital, Culture, Media and Sport to implement a full fibre digital network in Renfrewshire.
- Developing population projections for localities and communities in Renfrewshire.
- Establishing a commercialisation model that reconnects the Paisley Pattern to Paisley.
- Maximising the use of community benefits and ensuring they are included in all appropriate tenders.
- Implementing the Renfrewshire Visitor Plan and destination marketing plans

### 6.5 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Progress our digital ambitions, implementing free public wifi across our town centres and working with partners to promote digital skills and development	Improved access to wifi and digital skills for residents of Renfrewshire	Head of Policy and Commissioning / Digital Lead	31 March 2019
Develop a new digital strategy for Renfrewshire focusing on economic growth, digital skills and digital participation	All Renfrewshire residents benefit from access to the internet	Digital Lead	31 October 2018
Lead on the Council's bid for national funding to support the implementation of a full fibre network in Renfrewshire	All Renfrewshire residents benefit from access to the internet  Increase economic growth	Digital Lead	31 August 2018
Implement our destination marketing plans	Improve UK and international profile for Paisley & Renfrewshire	Head of Marketing and Communications	31 March 2021

<b>Strategic Outcome 1: Reshaping our place, our economy and our future</b>			
	Increase visitors		
	Increase economic impact		
Deliver a range of diverse and exciting events to increase visitor numbers to our town centre and grow local event attendances	Increase local spend Improve area image Increase cultural participation	Head of Marketing and Communications	31 March 2021
Implement the Renfrewshire Visitor Plan	Position Paisley and Renfrewshire as a day visitor destination Increase visitors to Renfrewshire Increase hotel occupancy Transform area image	Head of Marketing and Communications	31 Mar 2021
Create a positive destination brand to drive positive perceptions of Paisley and Renfrewshire as a great place to live, work and visit, and implement the destination marketing strategy.	Improve UK and International profile for Paisley and Renfrewshire. Increase visitors	Head of Marketing and Communications	31 March 2021
Establish a commercialisation model that reconnects the Paisley Pattern to Paisley	Change perceptions of Paisley Reconnect the pattern to Paisley Income generation	Head of Marketing and Communications	31 December 2020
Deliver the events strategy to 2022. This will include bidding for new events and delivering an enhanced events programme on an annual basis as part of the Paisley 2021 Legacy plan	Increase event attendees Increase visitors to Renfrewshire Increase local spend Increase economic impact Improved social impacts Improved area image perceptions Increase cultural participation Recognition for cultural excellence	Head of Marketing and Communications	31 March 2022
Develop population projections for	This will allow the council to	Data Analytics and	31 March

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

localities and communities in Renfrewshire	model the impact of policies on populations at a local level and support community decision-making	Research Manager	2019
Build capacity of local supply base, promote 'grow local'	Improve local contractors knowledge of Council procurement processes and use of Public Contracts Scotland and Public Contracts Scotland Tender to help support more local businesses to bid for Council contracts	Strategic Commercial and Procurement Manager	31 Dec 2018
Maximise use of community benefits – ensure that ambitious community benefits are included in all appropriate tenders. Improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits	Adopting a more targeted and flexible approach to Community Benefits delivered in partnership with contractors and the community benefits forum will better deliver benefits to the communities that need them most.	Strategic Commercial and Procurement Manager	31 Dec 2018

### 6.6 Performance Indicators

Code	Performance Indicator	Frequency of Monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target
CE.CP.E V01	Number of visitors to the events we create	Annual	2017/18	160,000	160,000		170,000	190,000	210,000
CE.SIP1 7.EV02	Local spend at events	Annual	2017/18	£623,268.50	£650,000		£700,000	£750,000	£800,000
CE.SIP1 7.EV03	Regional economic impact of events	Annual	New indicator for 2017/18	-	-	-	£1,200,000	£1,400,000	£1,600,000
Code	Performance Indicator	Frequency of Monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target

Strategic Outcome 1: Reshaping our place, our economy and our future									
CE.SIP1 7.EV04	Number of visits to Renfrewshire (and Paisley) attractions	Annual	2017/18	898,000	-		1,770,000	1,770,000	1,770,000
CE.SIP1 7.EV05	Opportunities to see or hear something positive about Paisley & Renfrewshire	Annual	2017/18	600,000	120,000		120,000	-	-
New PI	Increase participation across our communities	Annual	New indicator for 2018/19 to be developed		-				

## Strategic Outcome 2: Building strong, safe and resilient communities

<b>7.</b>	<b>Strategic Outcome Overview</b>
7.1	The Chief Executive's Service contributes to this priority through the work of the Partnership Team who work with local community groups and organisations. Work will continue on the delivery of the Community Plan and the review of the Local Area Committees.
7.2	During 2017/18, the service's achievements in relation to this priority included: <ul style="list-style-type: none"> <li>Undertaking a review of the Local Area Committees (LAC) structures. The review included benchmarking the Renfrewshire model against those of other Scottish local authorities, undertaking significant engagement with all stakeholders and others not currently engaged in LACs and undertaking an analysis of grant funding applications and awards over the last five years. A report on the first phase of engagement was agreed by the Council on 21 December 2017, which approved a second phase based on nine proposals for action. This phase of engagement will be completed by April 2018 and finalised proposals reported to Council for approval and implementation during 2018/19.</li> <li>Following engagement with communities and community planning partners during 2017 and 2018, the 'Our Renfrewshire Community Plan 2017-27' was published by the Scottish Government deadline of 1 October 2017. An associated Locality Plan was also published.</li> </ul>

- A streamlined community planning structure was implemented during 2017/18 to create a fit for purpose vehicle to develop and implement the 'Our Renfrewshire Community Plan'. A Renfrewshire Community Planning Partnership Executive Group of chief officers of the key partners and an Oversight Group of elected members have been established to strengthen governance of the Community Planning Partnership.

### 7.3 Priorities 2018/19

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

- Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities.
- Development of support mechanisms for community groups to engage with the council.
- Work will take place during 2018/19 to build the Council's capacity to undertake participatory budgeting exercises. One of the proposals of the review of Community Level Governance Arrangements being consulted on during January-April 2018 is for participatory budgeting to become the means of deciding spend on the Youth Challenge component of current LAC budgets during 2019/20.
- Work with communities to develop local action plans to tackle issues people care about most. The Review of Community Level Governance Arrangements proposals being consulted on during January to April 2018 include provision for the establishment of new Local Partnerships. It is intended that each Local Partnership would have, as an early task, the development of action plans that identify and address the issues that local people care about most.

### 7.4 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	Communities will feel more empowered	Strategic Partnerships and Inequalities Manager	31 March 2022
Implement a new approach for Local Area Committees	Increase effectiveness of community level governance	Strategic Partnerships and Inequalities Manager	31 March 2019
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Work with communities to develop local action plans to tackle the issues	Communities will feel more empowered and	Strategic Partnerships and Inequalities Manager	31 March 2022

people care about most	involved		
Make Renfrewshire a leader in supporting volunteering within communities	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 March 2022
Launch and deliver new Community Plan	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 October 2018
Develop approach to deliver participatory budgeting / community choices	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 March 2021
Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership	Community planning partners are supported effectively to take forward any new pieces of partnership work identified by the LOIP	Strategic Partnerships and Inequalities Manager	31 December 2018
Review of corporate grants process and monitoring arrangements	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 October 2018
<b>7.5 Performance Indicators</b>			
<b>There are no indicators for this outcome</b>			

### **Strategic Outcome 3: Tackling inequality, ensuring opportunities for all**

#### **8. Strategic Outcome Overview**

8.1 The Chief Executives Service contributes to this priority through supporting vulnerable people impacted by poverty.

8.2 During 2017/18, the service's achievements in relation to this priority included:

- £4 million of income has been generated through the Tackling Poverty programme for local people, with the programme continuing to support developments such as Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum.
- Six new meaningful and measurable equality outcomes were developed in consultation with Renfrewshire community groups.
- The Tackling Poverty Programme won the Programme of the Year award at the Association of Project Management Awards 2017.

## Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

### 8.3 Priorities 2018/19

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

- Build on the work to tackle poverty and develop new and innovative approaches which focus on in-work poverty.
- Approaches to help mitigate welfare reform will be delivered to help Renfrewshire residents. Universal Credit is expected to be rolled-out to Renfrewshire in September 2018 and preparation for the new Scottish Social Security arrangements is also underway.
- Deliver a range of interventions to support financial inclusion across Renfrewshire which includes continuing to support credit union development, financial capability initiatives such as affordable credit provision and continuing support to Third Sector organisations.
- Support the development and reporting of progress measures against the Child Poverty Act.
- Our signature events programme will be designed to provide opportunities for our cultural creative sector to co-create and collaborate on the programme, and to provide training and learning opportunities for young people and those who are isolated within our communities.
- Work with local equalities led community groups and employees to deliver progress against the six equality outcomes. This will include working with community groups to build their capacity to contribute to success measures. Initially two employee network groups related to disability and sexual orientation will be established and supported to contribute to the staff related success measure.
- Engagement will take place with British Sign Language (BSL) using communities and across relevant Council services to develop a local BSL plan in response to the national plan.
- Continue to promote fair working practices including payment of the living wage across the councils supply base by progressing the living wage accreditation plan.
- The development of the organisational communications and marketing strategy will outline our commitment to ensuring communications will be accessible to all and identifying new communications and marketing channels to reach our hard to reach communities.

### 8.4 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
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<b>Strategic Outcome 3: Tackling inequality, ensuring opportunities for all</b>			
Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	Community Planning Partners have a co-ordinated approach to tackling the causes of poverty and reducing the inequalities caused by it	Strategic Partnerships and Inequalities Manager	31 March 2022
Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	The potential impacts of the next phase of welfare reforms are well-understood across the Council	Strategic Partnerships and Inequalities Manager	31 December 2018
Deliver a range of interventions to support financial inclusion across Renfrewshire	Increase membership and sustainability of Credit Unions  Save money for local residents by increasing affordable credit options  Increase the money generated for Renfrewshire residents	Strategic Partnerships and Inequalities Manager	31 March 2019
Introduce a youth and equalities forum as a key element of local engagement	Children and young people have their voice heard by the services which support them and feel listened to	Strategic Partnerships and Inequalities Manager	31 March 2022
Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	Equality groups experience inclusive interactions with the Council and see diverse needs met	Strategic Partnerships and Inequalities Manager	31 March 2019
Work with British Sign Language (BSL) users and relevant Council services to develop a local BSL plan	BSL users will have their needs met by services and feel included	Strategic Partnerships and Inequalities Manager	31 October 2018
Implement the digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet	All Renfrewshire residents benefit from access to the internet	Digital Lead Officer	31 March 2019
Use the Events Strategy to increase participation across all communities	Remove barriers and increase participation across all our communities, particularly in our most deprived areas	Head of Marketing and Communications	31 March 2021
Promote fair working practices including payment of the living wage across the councils supply base. Include Fair Work as a	Promote the importance and value of Fair Work Practices to our suppliers.  Help protect the rights of	Strategic Commercial and Procurement Manager	31 March 2021

### Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

standard agenda item at supplier review meetings to be considered alongside all other contract management matters

suppliers' employees.

Improve the quality of the delivery of services to the Council

#### 8.5 Performance Indicators

Code	Performance Indicators	Frequency of monitoring	Date last updated	Current Value	Current target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target
New	Increase % of people participating in events from our most deprived communities	Annual	New indicator for 2018/19			-	6%	7%	8%
CE.SIP17 .CP01	Number of people who felt they have been engaged within the community planning process	Annual	2016 /17	928	-		-	-	-
CE.SIP17 .TP02	Number of Credit Union members	Annual	2017 /18	39,158	-		Targets under development		
CE.SIP17 .TP03	Interest saved against high interest lenders	Annual	2017 /18	£191,263.19	-		-	-	-

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

#### 9. Strategic Outcome Overview

9.1 The Chief Executive's Service contributes to this priority through our work on sustainable

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

procurement and Fairtrade.

9.2 During 2017/18, the service's achievements in relation to this priority included:

- Relaunching the Fairtrade Steering Group and contributing to Fairtrade Fortnight events.
- Contributing to the Community Benefits Forum.

### 9.3 Priorities 2018/19

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

- Sustainable Procurement – maximise opportunities to promote all aspects of sustainable procurement in appropriate contracts, such as Community Benefit Clauses and Fair Work Practices.
- Fairtrade – continue to lead on promoting Fairtrade within communities and the Fairtrade Steering Group.
- Develop and implement a communications and marketing strategy to support behaviour change to the waste management collections and the Team Up to Clean Up campaign.

### 9.4 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Maximise opportunities to promote all aspects of sustainable procurement in appropriate contracts. This includes the use of Community Benefit Clauses, Fair Work Practices and purchase of fair and ethnically traded products as well as promoting reduction in waste, maximising opportunities to recycle and use reclaimed products and reducing energy / water consumption	Sustainable procurement can positively impact on the lives of individuals, it can improve our physical environment and deliver financial savings over the life of a contract through improved whole life costings and promotion of the circular economy	Strategic Commercial and Procurement Manager	31 March 2021
Maintain commitment to being a Fairtrade Council	Promotion of fair and ethical products	Head of Policy and Commissioning	March 2021
Plan, implement and coordinate the communications and marketing campaign to support the changes to waste	Improved recycling rates Improved civic pride	Head of Marketing Communications and Events	December 2019

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

management and the Team Up to Clean Up campaign

### 9.5 Performance Indicators

**There are no performance indicators for this outcome.**

## Strategic Outcome 5: Working together to improve outcomes

### 10. Strategic Outcome Overview

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

10.2 During 2017/18, the service's achievements in relation to this priority included:

- Developing a new Council Plan and Community Plan which were both approved by full Council in September 2017. The plans were developed in parallel through an extensive programme of consultation and engagement.
- Developing a draft service workforce plan.
- The publication of a positive Best Value Assurance Report for Renfrewshire which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people.
- The successful completion of the first round of the Lens Intrapreneurship programme which culminated in an awards ceremony in May 2017. The Lens encourages staff to submit innovative ideas for development, and if successful at the final, receive funding to support taking the idea forward. Phase 2 of the Lens programme was launched in November 2017 to a wider number of council services.
- Hosting another successful staff recognition awards ceremony at Paisley Town Hall celebrating the work done by all the hard working staff across the council.

### 10.3 Priorities 2018/19

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

- Supporting enhanced internal communications and engagement by improving and evolving how we communicate with employees through the development of a new staff intranet and refreshed internal communications plan.
- Roll-out the new model for self-assessment, Renfrewshire Continuous

## Strategic Outcome 5: Working together to improve outcomes

Improvement Model (RCIM).

- Develop the policy and commissioning function to ensure closer working between policy and procurement teams to better inform the service planning and commissioning process.
- Undertake a review of the complaints handling process and roll-out to all services.
- Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit.
- Develop the scope and functionality of our open data platform and expand its use in the community.
- Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources.
- Support the Better Council Change programme.
- Promote greater external awards recognition by Council services and initiatives.

### 10.4 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Undertake a review of the complaints handling process and roll-out to all services	The council will have a robust complaints handling process that will allow us to learn from complaints	Head of Policy and Commissioning	31 December 2018
Implement a new model for self assessment	The council will have a robust mechanism for self assessment	Strategic Planning and Policy Development Manager	30 September 2019
Develop collaborative relationships across Local Authorities and other public sector bodies	Understand and promote best practice to streamline services and achieve savings	Strategic Commercial and Procurement Manager	31 March 2019
Review and enhance working relationships across the policy and commissioning team and with partner services.	There will be a strategic response to the delivery of policy and planning activities council-wide	Head of Policy and Commissioning	31 March 2019
Implement an action plan for the organisation, addressing any	Implementation will support continuous improvement of the	Head of Policy and	31 March

<b>Strategic Outcome 5: Working together to improve outcomes</b>			
recommendations from the recent Best Value Audit	Council	Commissioning	2019
Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions	The council will be recognised for the work it does and employees will feel valued for the work they do	Assistant Strategic Planning and Policy Development Manager	31 March 2021
Develop the scope and functionality of our open data platform and expand its use in the community	This will allow innovation and research using data analytics to support economic development and community led decision making	Data Analytics and Research Manager	31 March 2019
Expand the use of our Geographic Information Systems (GIS) across services	Deliver efficiencies through better use of data and improve service delivery and information for the public. Achieve best value for our investment in the system.	Data Analytics and Research Manager	31 March 2019
Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	Better understanding of how to improve outcomes for local people	Data Analytics and Research Manager	31 March 2019
Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources	Strengthened partnerships	Strategic Partnerships and Inequalities Manager	31 March 2019
Fully embed our staff "intrapreneurship" programme and recognising staff for success	Staff will feel empowered through having a mechanism to promote their ideas and try new ways working	Head of Policy and Commissioning	31 March 2019
Improve and evolve how we communicate with employees through the development of a new staff intranet and refreshed internal communications plan	Staff who feel well informed about matters that are important to them	Head of Marketing and Communications	31 December 2019
Development of organisational communications and marketing strategy	Residents feel well informed about their council  Social media engagement	Head of Marketing and Communications	31 December 2019
Protect the council's reputation, reinforcing the corporate vision and positioning the council as open, modern and ambitious, through the	Local people and employees will be aware of council decisions	Head of Marketing and Communications	31 December 2019

## Strategic Outcome 5: Working together to improve outcomes

local and national media			
Implement Chief Executive's Workforce Plan	Better understanding of service needs and resources and planning for future	Head of Policy and Commissioning / Head of Marketing and Communications	31 Oct 2018
Promote Council Plan to a wider audience	Council employees and partners will have a greater knowledge of the Council Plan and how they contribute to it	Head of Policy and Commissioning / Head of Marketing and Communications	31 Dec 2018
Review current Public Services Panel arrangements and investigate options for further development	Ensure there are appropriate engagement mechanisms in place for communities and residents of Renfrewshire	Data Analytics and Research Manager	30 May 2018
Refresh existing Business Continuity arrangements and develop new plan	Ensure there are appropriate arrangements in place	Head of Policy and Commissioning	30 September 2018
Support Better Council Change Programme	Support financial sustainability of the Council  Improved outcomes for local people and communities	Head of Policy and Commissioning	31 March 2019

### 10.5 Performance Indicators

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target
CE153	% of complaints responded to within timescales agreed with customer	Quarterly	2016/17	100%	100%		100%	100%	100%
Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target

### Strategic Outcome 5: Working together to improve outcomes

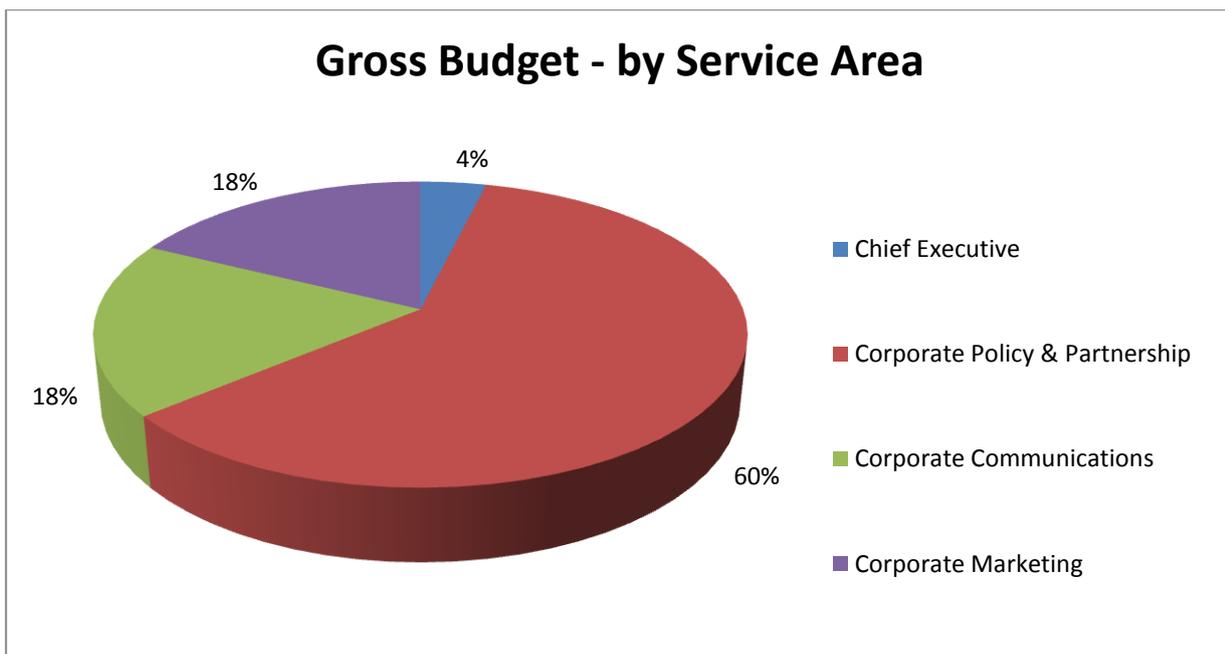
CE.SIP17.IC01	% of staff who feel informed	Annual	2016/17	60.44 %	60%		65%	70%	75%
CE08	% of FOI requests in a quarter completed within timescales in the Chief Executive's Department	Annual	2016/17	100%	100%		100%	100%	100%
CE.SIP17.CP02	% of local people who feel well informed about their Council	Annual	2016/17	39%	70%		75%	80%	80%
CE138	Number of followers on social media (twitter)	Quarterly	2016/17	17,512	15,000		20,000	20,000	25,000
CE139	Number of friends on Facebook	Quarterly	2016/17	11,055	8,000		12,500	14,000	16,000
CEABS01dii	Average number of work days lost through sickness absence per employee (CEX) (FTE)	Quarterly	2016/17	8.12	1		1	1	1
FCSCREDCE01f	% of invoices paid within 30 days by the Chief Executive's Service	Quarterly	2016/17	100%	90.5%		90.5%	90.5%	90.5%

## 11. Our Resources

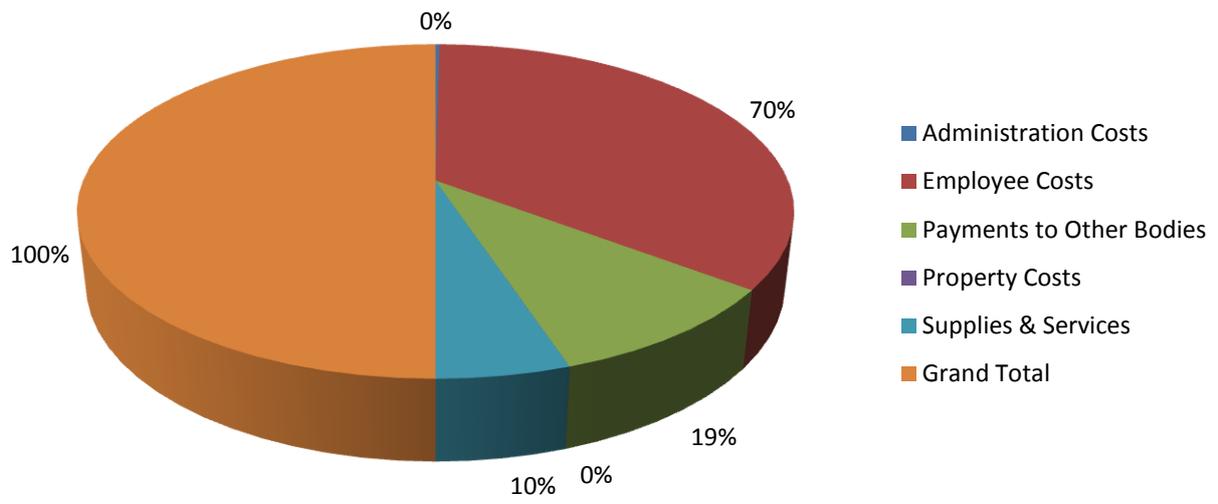
11.1 Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue to 2020 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. The Council is taking a long-term view of financial planning on the basis of:

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

11.2 The revenue budget agreed for the Chief Executive's Service in 2018/19 is £5,832,130. The charts below show how this is allocated across areas of service and different types of cost.



## Gross Budget - by Expenditure Type





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

**On: 28 March 2018**

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**Report**

**by: Director of Finance and Resources**

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**Heading: Finance and Resources Service Improvement Plan 2018/19 to 2020/21**

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## **1. Summary**

- 1.1 The purpose of this report is to seek approval of the Finance and Resources Service Improvement Plan covering the 3 year period 2018/19 to 2020/21, attached as Appendix 1.
  - 1.2 Service Improvement Plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Service Improvement Plans are three year rolling documents which are reviewed and updated on an annual basis to ensure there is sufficient focus by services on improvement activity, and sufficient awareness of the key challenges and opportunities which have emerged for the service over the preceding period.
  - 1.3 Finance and Resources operates within a dynamic financial, demographic and policy environment, with a number of new and emerging developments / legislation at a national level having a significant impact at a local level.
  - 1.4 In light of these challenges, the service has reviewed its Service Improvement Plan for the period 2018/19-2020/21, and identified a range of actions, specific to each of the five Strategic Outcomes of the Council Plan, that will be undertaken to improve and develop service provision. Performance scorecards have been developed for each of the five Strategic Outcomes and include specific performance indicators and associated targets which will be used to monitor and report service performance against.
  - 1.5 The Service Improvement Plan is one of the key mechanisms by which elected members scrutinise service performance across the Council. The first progress update on relevant actions and progress on the Service Improvement Plan 2018 to 2021 will be submitted to the Finance, Resources and Customer Services Board in November 2018.
-

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- a) approves the attached Finance and Resources Service Improvement Plan, 2018/19 to 2020/21; and
  - b) agrees that progress with this plan should be reported to the Board in November 2018.
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## **3. Role of Finance and Resources**

3.1 With a net expenditure budget of approximately £47 million Finance and Resources is one of the largest services within Renfrewshire Council, and employs approximately 1,200 employees. The service has a wide and varied remit, covering the breadth and depth of all Council business and is integral to a number of high profile projects and improvements within other Council departments. Finance and Resources enables and supports the smooth running and strategic management of the Council's financial, legal, property, ICT, human resources, and Customer Services Unit as well as maintaining sound governance across the Council. High quality core activities and services include:

- Delivering effective strategic management of the Council's financial, property, ICT and human resources and maintaining sound corporate governance across the Council.
- Delivering high quality professional services
- Delivering efficient and effective, licensing, customer and business services and achieving the best possible standards of service for our customers.
- Developing the organisation to create capacity to manage change and sustain a positive performance culture, along with the provision of high quality strategic change support through the Programme Management Unit.
- Supporting work tackling the causes and impact of poverty.
- Supporting the transformation programme to enable and deliver change, modernisation and preventative spend.
- Positively engaging, influencing and managing changes in public sector policy.
- Reducing our carbon footprint to help create a greener Renfrewshire.
- Supporting elected members and the democratic procedures of the Council.
- Protect council resources through effective internal audit, risk management and counter fraud services.

## **4. Service Improvement Plan, 2018-21**

4.1 The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans and links to financial, risk management and workforce planning processes.

- 4.2 The Service Improvement Plan provides a strategic assessment of the key challenges and changes which will face the service during the period of the delivery of this plan, including the challenging and uncertain financial environment and expected significant demographic changes that will impact on the demand for services.
- 4.3 The Council Plan, 'Thriving People, Connected Communities', clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.
- 4.4 The Service Improvement Plan details how Finance and Resources will contribute to and deliver these outcomes. It provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. Under each outcome of the plan:
- Highlights the service's achievements for the year up to 31 March 2018;
  - Outlines the key priorities the service aims to achieve over the duration of the improvement plan;
  - Identifies the key actions to be undertaken to meet the priorities; and
  - Sets out the performance indicators to be used to monitor progress.
- 4.5 The current strategic priorities identified for Finance and Resources reflect the key challenges and opportunities identified by the Service and can be summarised as:
- The Council's Budget for 2018/19 was approved on 2<sup>nd</sup> March 2018 and included a number of key service investment priorities for 2018/19, with some spread over the next 5 years until 2022/23. Finance and Resources will lead on, and support the development of a number of these key investment priorities as set out below.
    - £0.8 million to support residents impacted by UK welfare reform changes, particularly Universal Credit;
    - £2 million for digital infrastructure across the region;
    - £1.5 million for a Community Empowerment Fund which will provide upfront investment in facilities that can be transferred to community use and ownership; and
    - A commitment to secure £8.75 Living Wage for all Council staff and care staff working on behalf of the Council.
  - The Council will continue to face a number of financial pressures and challenges in both the medium and long term. Finance and Resources will help deliver, for the Council, significant financial efficiency savings over the medium term. In order to identify and deliver efficiencies, Finance and Resources will lead on the Better Council Change Programme and continue to review its services to help the Council manage the reduction on resources.
- 4.6 Given the nature of the Service's strategic support function, the key priorities for the service are naturally reflective of the Council's wider strategic priorities and programmes. Consequently, the key priorities for the Service are relatively stable from one year to the next, with shifts in emphasis often developing as key changes take hold in the Council's wider environment. Supporting the Council to strategically manage and plan for the effective and sustainable deployment of its financial, workforce, technological and physical resources in both the short term but also the medium to

longer term remains a key overarching priority for the service. This ensures the Council has sound organisational foundations and is well placed to move forward in both the short, medium and longer term to deliver its key priorities across Renfrewshire. Similarly, the Service supports the Council to pro-actively plan for and manage the fast changing statutory and national policy landscape as well as positively responding to opportunities to modernise and improve service provision through better use of digital and other technological developments. Given the nature of the multi-disciplinary professional support functions provided by the Service, key priorities are intrinsically linked and influenced by the development and delivery of major investment programmes and projects which are key to supporting the Council to deliver against its wider key objectives.

In this context the key priorities for the service over the course of this service plan are outlined below:

### **1. Reshaping our place, our economy and our future;**

- Providing high quality advice and support to the Council to effectively develop and deliver its medium term financial strategy, supporting short term financial stability whilst ensuring in the medium to longer term the Council is deploying increasingly limited resources in an effective and financially sustainable manner which supports the delivery of strategically key objectives and outcomes.
- Providing the full range of multi-disciplinary professional services and expertise to support the Council to drive forward the successful development and delivery of major economic and regeneration priorities including City Deal, Heritage led Regeneration Investment and the Cultural legacy programme post the 2021 bidding process;

### **2. Building strong, safe and resilient communities;**

- Supporting the Council to deliver the existing phase of our School Estates Management Plan and continue to develop a clear understanding of future strategic requirements, priorities and funding opportunities;
- Continuing to provide high quality professional support to take forward the implementation of the Community Empowerment (Scotland) Act 2015 and support the Council to develop and increase community engagement and participation in how Council services are delivered and resources deployed;

### **3. Tackling inequality, ensuring opportunities for all;**

- Providing a full range of professional and administrative support arrangements to ensure the Council effectively plans for and delivers in an affordable and sustainable manner the national policy priority to expand Early Years and Childcare provision across Renfrewshire.
- Continuing to pro-actively plan for and manage the national policy changes in welfare arrangements driven by both the UK Government and Scottish Government. Ensuring the Council is alert to and makes appropriate service changes to adapt to the changing landscape and providing the full range of appropriate support to Renfrewshire's affected citizens. In particular this will include managing the impact of Universal Credit roll out across Renfrewshire and informing, influencing and responding to changes which emerge from the devolution of Social Security powers in Scotland;

- Providing high quality professional support and advice across the Council to ensure the smooth and effective implementation of change arising from the national policy developments emerging from the School Governance Review;

#### **4. Creating a sustainable Renfrewshire for all to enjoy; and**

- Continuing to provide the strategic leadership to drive forward across the Council the wide range of priorities, programmes and projects which support the Council to deliver on its Carbon Management Plan and associated target;

#### **5. Working together to improve outcomes**

- Providing the strategic lead and wider multi-disciplinary professional support to drive transformation, change and modernisation across all services. This priority covers a wide range of key modernisation and change programmes which will support the Council to deliver better more efficient outcomes including;
  - Delivery of the Business World (ERP) system and wider Digital and Customer strategies and improvement programmes;
  - Continuing to provide the strategic lead and support to the Council and services to deliver priority Workforce Planning and employee development actions to ensure the Council has a workforce fit for the future, which is the right size and shape, is flexible and responsive to the Council's changing needs and with the right skills in place in the right place at the right time;
  - Supporting the Council to develop and deliver its ambitions around a step change in the level and quality of digital connectivity across Renfrewshire, including a major funding bid to deliver a significant investment programme in Renfrewshire's local fibre network;
  - Continuing to deliver modernisation and change across ICT services to ensure the service is appropriately placed and sufficiently flexible to meet the changing needs and demands of the Council.
  - Continuing to provide the strategic leadership and drive forward of the Council's Customer Service and Digital strategies to support the provision of streamlined, simplified and customer focused services to the public whilst reducing cost and increasing efficiencies.
  - Providing strategic leadership and support to drive transformation, change and modernisation through the Better Council Change Programme which continues to form a key strategic element of the Council's financial strategy.
- Redeveloping the Corporate Asset Strategy to ensure the Council maintains a focus on the future asset requirements to support longer term strategic objectives of the Council, protecting the long term condition and availability of assets and ensuring a strong link is maintained with financial and resource plans to support affordability and deliverability;
- Managing the delivery of a range of key governance and assurance processes, reviews and managing statutory changes, including;
  - Delivery of our Records Management Action Plan and update to Keeper;
  - Ensuring compliance with the new General Data Protection Regulations (GDPR), the most significant change in data protection legislation for 20 years;

- Leading and supporting the implementation of agreed actions arising from the Council's our Best Value Assurance Report (2017);
  - Revision to the Licensing Policy;
  - Continuing to support the wider governance across the Council through
    - the ongoing provision of a robust approach to Risk Management,
    - delivery of the an annual programme of Internal Audit;
    - revising and enhancing the anti-fraud and corruption governance arrangements to support organisational awareness and positive outcomes.
    - Supporting the Councilwide review of the Complaints Handling Procedure; and
- 4.7 Priority actions and performance indicators are core elements of the Service Improvement Plan. The priority actions set out how each of the key priority outcomes will be addressed, the key tasks to be implemented, an implementation time-table, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.
- 4.8 Implementation of the Service Improvement Plan is monitored and relevant activities and progress will be reported to the Finance, Resources and Customer Services Policy Board on a six monthly basis. The first progress update on the Service Improvement Plan, 2018-21 will be submitted to the Finance, Resources and Customer Services Policy Board in November 2018.

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## Implications of the Report

1. **Financial – None**
2. **HR & Organisational Development – None**
3. **Community/Council Planning –**
  - *Our Renfrewshire is thriving –*
  - *Our Renfrewshire is well*
  - *Our Renfrewshire is fair*
  - *Our Renfrewshire is safe*
  - *Reshaping our place, our economy and our future*
  - *Building strong, safe and resilient communities*
  - *Tackling inequality, ensuring opportunities for all*
  - *Creating a sustainable Renfrewshire for all to enjoy*
  - *Working together to improve outcomes*
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
12. **CoSLA Policy Position** - None

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**List of Background Papers** - None

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**Author:** Gayle Fitzpatrick, 0141 618 7184



# **Renfrewshire Council**

## **Finance and Resources**

### **Service Improvement Plan, 2018/21**

# Service Improvement Plan 2018-2021

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## 1. Executive Summary

The Finance and Resources Service Improvement Plan covers the three year period from 2018/19 to 2020/21. This plan will assist in shaping the strategic direction for the service and outlines the key priorities, programmes, actions and improvements which we will deliver.

Finance and Resources is one of the largest services within Renfrewshire Council, and employs approximately 1,200 employees. The service has a wide and varied remit, providing a full range of professional support and advisory functions, as well as delivering front line services to the public and leading on a number of high profile projects for the Council. The service facilitates and supports the smooth running and governance of the Council as well as advising on and supporting the strategic management of the Council's financial, legal, property, ICT, human resources.

Given the nature of the Service's strategic support function, the key priorities for the service are naturally reflective of the Council's wider strategic priorities and programmes. Consequently, the key priorities for the Service are relatively stable from one year to the next, with shifts in emphasis often developing as key changes take hold in the Council's wider environment. Supporting the Council to strategically manage and plan for the effective and sustainable deployment of its financial, workforce, technological and physical resources in both the short term but also the medium to longer term remains a key overarching priority for the service. This ensures the Council has sound organisational foundations and is well placed to move forward in both the short, medium and longer term to deliver its key priorities across Renfrewshire. Similarly, the Service supports the Council to pro-actively plan for and manage the fast changing statutory and national policy landscape as well as positively responding to opportunities to modernise and improve service provision through better use of digital and other technological developments. Given the nature of the multi-disciplinary professional support functions provided by the Service, key priorities are intrinsically linked and influenced by the development and delivery of major investment programmes and projects which are key to supporting the Council to deliver against its wider key objectives.

In this context the key priorities for the service over the course of this service plan are outlined below:

### 1. Reshaping our place, our economy and our future;

- Providing high quality advice and support to the Council to effectively develop and deliver its medium term financial strategy, supporting short term financial stability whilst ensuring in the medium to longer term the Council is deploying increasingly limited resources in an effective and financially sustainable manner which supports the delivery of strategically key objectives and outcomes.
- Providing the full range of multi-disciplinary professional services and expertise to support the Council to drive forward the successful development and delivery of major economic and regeneration priorities including City Deal, Heritage led Regeneration Investment and the Cultural legacy programme post the 2021 bidding process;

### 2. Building strong, safe and resilient communities;

- Supporting the Council to deliver the existing phase of our School Estates Management Plan and continue to develop a clear understanding of future strategic requirements, priorities and funding opportunities;
- Continuing to provide high quality professional support to take forward the implementation of the Community Empowerment (Scotland) Act 2015 and support the Council to develop and increase community engagement and participation in how Council services are delivered and resources deployed;

### **3. Tackling inequality, ensuring opportunities for all;**

- Providing a full range of professional and administrative support arrangements to ensure the Council effectively plans for and delivers in an affordable and sustainable manner the national policy priority to expand Early Years and Childcare provision across Renfrewshire.
- Continuing to pro-actively plan for and manage the national policy changes in welfare arrangements driven by both the UK Government and Scottish Government. Ensuring the Council is alert to and makes appropriate service changes to adapt to the changing landscape and providing the full range of appropriate support to Renfrewshire's affected citizens. In particular this will include managing the impact of Universal Credit roll out across Renfrewshire and informing, influencing and responding to changes which emerge from the devolution of Social Security powers in Scotland;
- Providing high quality professional support and advice across the Council to ensure the smooth and effective implementation of change arising from the national policy developments emerging from the School Governance Review;

### **4. Creating a sustainable Renfrewshire for all to enjoy; and**

- Continuing to provide the strategic leadership to drive forward across the Council the wide range of priorities, programmes and projects which support the Council to deliver on its Carbon Management Plan and associated target;

### **5. Working together to improve outcomes**

- Providing the strategic lead and wider multi-disciplinary professional support to drive transformation, change and modernisation across all services. This priority covers a wide range of key modernisation and change programmes which will support the Council to deliver better more efficient outcomes including;
  - Delivery of the Business World (ERP) system and wider Digital and Customer strategies and improvement programmes;
  - Continuing to provide the strategic lead and support to the Council and services to deliver priority Workforce Planning and employee development actions to ensure the Council has a workforce fit for the future, which is the right size and shape, is flexible and responsive to the Council's changing needs and with the right skills in place in the right place at the right time;
  - Supporting the Council to develop and deliver its ambitions around a step change in the level and quality of digital connectivity across Renfrewshire, including a major funding bid to deliver a significant investment programme in Renfrewshire's local fibre network;
  - Continuing to deliver modernisation and change across ICT services to ensure the service is appropriately placed and sufficiently flexible to meet the changing needs and demands of the Council.
  - Continuing to provide the strategic leadership and drive forward of the Council's Customer Service and Digital strategies to support the provision of streamlined, simplified and customer focused services to the public whilst reducing cost and increasing efficiencies.
  - Providing strategic leadership and support to drive transformation, change and modernisation through the Better Council Change Programme which continues to form a key strategic element of the Council's financial strategy.
- Redeveloping the Corporate Asset Strategy to ensure the Council maintains a focus on the future asset requirements to support longer term strategic objectives of the Council, protecting the long term condition and availability of assets and ensuring a strong link is maintained with financial and resource plans to support affordability and deliverability;
- Managing the delivery of a range of key governance and assurance processes, reviews and managing statutory changes, including;

- Delivery of our Records Management Action Plan and update to Keeper;
- Ensuring compliance with the new General Data Protection Regulations (GDPR), the most significant change in data protection legislation for 20 years;
- Leading and supporting the implementation of agreed actions arising from the Council's our Best Value Assurance Report (2017);
- Revision to the Licensing Policy;
- Continuing to support the wider governance across the Council through
  - the ongoing provision of a robust approach to Risk Management,
  - delivery of the an annual programme of Internal Audit;
  - revising and enhancing the anti-fraud and corruption governance arrangements to support organisational awareness and positive outcomes.
  - Supporting the Councilwide review of the Complaints Handling Procedure; and

## **2. Introduction to the Service Improvement Plan**

- 2.1 This Service Improvement Plan for Finance and Resources covers the period from 1st April 2018 to 31st March 2021. The plan outlines what the service intends to achieve based on the financial and employee resources available.
- 2.2 The plan assists in shaping the strategic direction for the service and outlines key programmes, actions and improvements which we will deliver during the next three years. The plan has been developed through staff engagement sessions delivered to all levels of staff to ensure the broad spectrum of services Finance and Resources provides is encapsulated and fully reflective of current matters as well as having the full commitment of our staff to effectively deliver the plan.
- 2.3 The major factors that this Service Improvement Plan will require to respond to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 2.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Finance and Resources will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- 1. Reshaping our place, our economy and our future;**
  - 2. Building strong, safe and resilient communities;**
  - 3. Tackling inequality, ensuring opportunities for all;**
  - 4. Creating a sustainable Renfrewshire for all to enjoy; and**
  - 5. Working together to improve outcomes**
- 2.5 Service level workforce plans, financial plans and risk plans are closely aligned to the Service Improvement Plan and translate into team and individual development plans.
- 2.6 Service planning informs the budgeting process by enabling budget proposals to be viewed in a wider policy development context. In turn, the outcome of the budget process shapes the final content of the Service Improvement Plan. Integration of the budget and the service planning process assists elected members to arrive at budget decisions in the full knowledge of how these will impact at a service level. Financial information and data are also linked to outcomes and priorities.

### 3. What we do

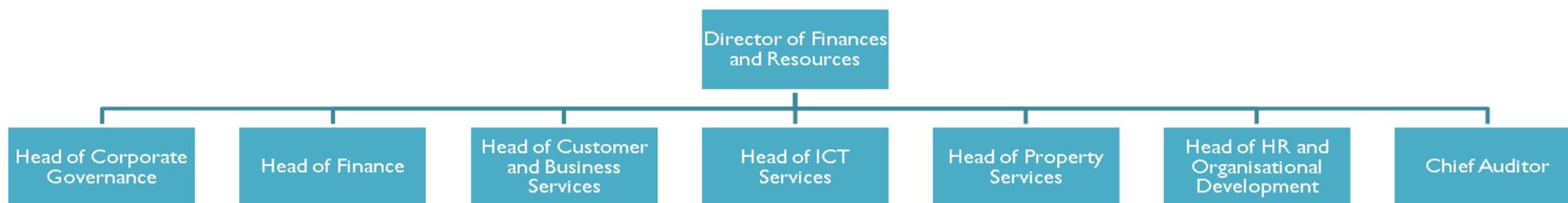
3.1 Finance and Resources is one of the largest services within Renfrewshire Council, and employs approximately 1,200 employees. The service has a wide and varied remit. It provides support to a wide spectrum of Council services via a full range of professional support and advisory functions for the Council and its partners. The service is also leading on a number of high profile projects for the Council such as the rollout of Business World, and integrated financial and HR system, which will transform how the Council manages and delivers its key financial and management processes as well as delivering Better Council Change Programme, Digital First and supporting the Cultural Infrastructure Programme.

3.2 Finance and Resources covers the breadth and depth of all Council business and is integral to a number of high profile projects and improvements within other Council departments. Finance and Resources enables and supports the smooth running and strategic management of the Council's financial, legal, property, ICT, human resources, and Customer Services Unit as well as maintaining sound governance across the Council. High quality core activities and services include:

- Delivering effective strategic management of the Council's financial, property, ICT and human resources and maintaining sound corporate governance across the Council.
- Delivering high quality professional services
- Delivering efficient and effective, licensing, customer and business services and achieving the best possible standards of service for our customers.
- Developing the organisation to create capacity to manage change and sustain a positive performance culture, along with the provision of high quality strategic change support through the Programme Management Unit.
- Supporting work tackling the causes and impact of poverty.
- Supporting the transformation programme to enable and deliver change, modernisation and preventative spend.
- Positively engaging, influencing and managing changes in public sector policy.
- Reducing our carbon footprint to help create a greener Renfrewshire.
- Supporting elected members and the democratic procedures of the Council.
- Protect council resources through effective internal audit, risk management and counter fraud services.

3.3 The service is led the Director of Finance and Resources, who is supported by a senior management team that includes 6 Heads of Service and Chief Auditor. The directorate team is supported in its strategic and operational responsibilities by the Departmental Management Team (DMT). A structure chart outlining is provided in section 3.4 below.

3.4 The activities and services referred to above are delivered across the seven functions within Finance and Resource services. An overview, of these functions has been provided below (service structure as at February 2018):



**Legal and Governance**

provides effective legal advice on the law and practices within the Council and associated bodies.

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

**Financial management**

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

**Customer and Business Services (CBS)**

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

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

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

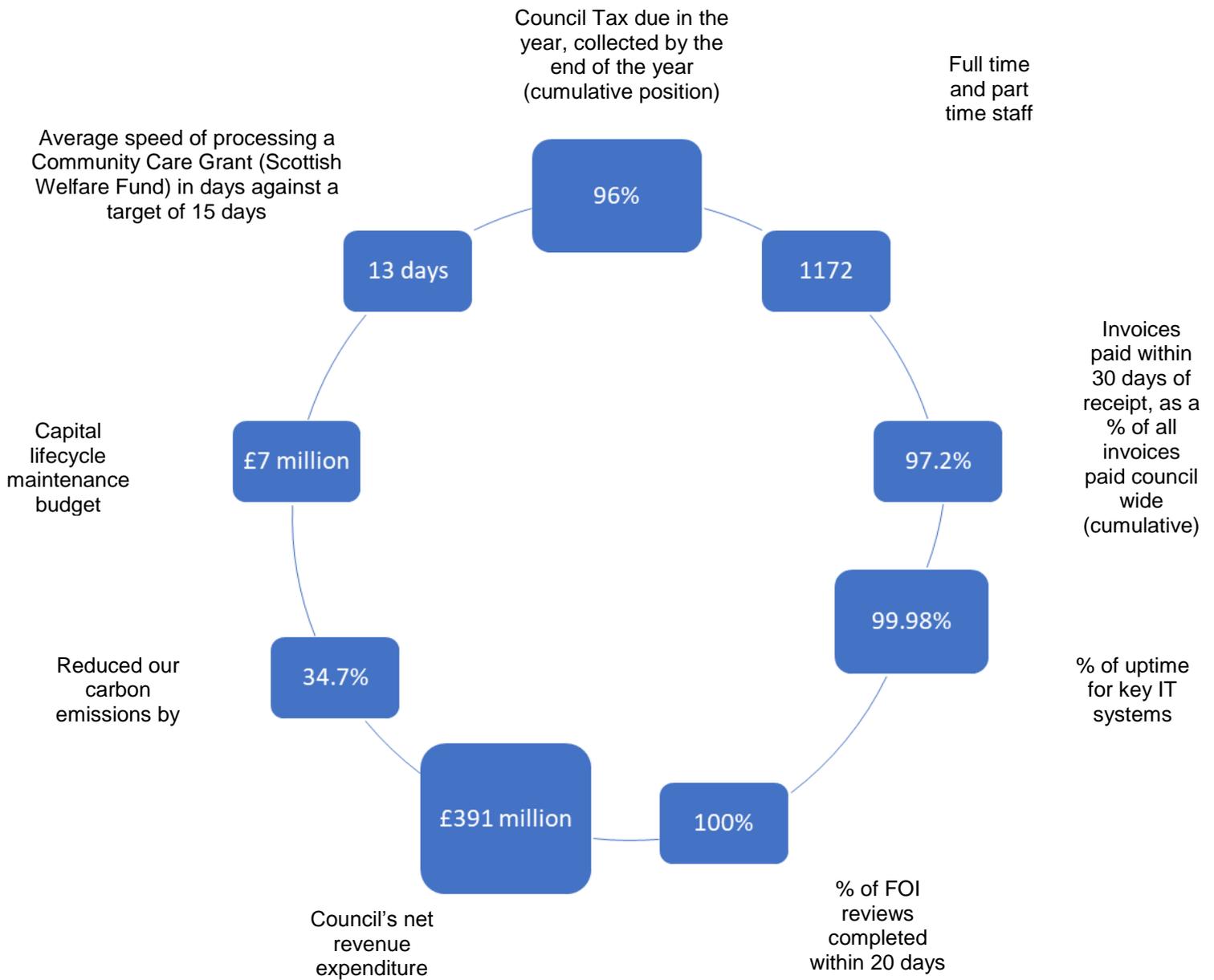
**Human Resources and Change Management,**

leads on Organisational Development, Strategic Workforce Planning, Transformational Change and Employee Relations advising on terms and conditions of employment for the workforce. It also provides Health and Safety expertise as well as delivering on workforce planning across the Council and designs and implements people management development activities.

**Internal Audit**

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

3.5 The key facts or activity of Finances and Resources services are (as at 31 December 2017)



## 4. Our Strategic Context

### 4.1 Renfrewshire

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

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

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

### 4.2 Financial Climate

The current economic climate in the UK and Scotland means that the Council, in common with the wider public sector, continues to face an increasing number of financial pressures and challenges in both the medium and long term.

Audit Scotland report, 'Local Government in Scotland: Performance and Challenges 2017' highlights the increasingly difficult financial challenges faced by councils in relation to reductions in public sector budgets and increased demand pressures. It noted that tough decisions will have to be made by Councils in order to balance their budgets. In addition, the single year local government financial settlements from the Scottish Government bring further uncertainty to the Council's financial position.

It is likely that changes in the national policy environment, arising from the European Union Referendum vote to leave the EU (or Brexit), will have potential implications for both the Council and Renfrewshire's communities and businesses. The full impact for Renfrewshire is likely to take several years to become fully apparent. This uncertainty will impact on the Council's financial outlook.

### 4.3 Local and National Context

The delivery of Council services is shaped by a wide range of internal and external factors. Finance and Resources, continue to respond to a wide and diverse array of current, new and emerging legislation to reduce any potential issues which will impact on service delivery. Listed below is a summation (although not exhaustive) of the main drivers which inform how we conduct our business.

#### a) Legislation and National Policy

- ***The Community Empowerment (Scotland) Act 2015*** - continues to be implemented in stages by the Scottish Government which impacts on the services the council provides. The Council will continue to ensure we support communities to engage and participate effectively, making it simpler for communities to request and manage public sector land and buildings, and improve the statutory base for community planning.
- ***Fairer Scotland Action Plan*** - has been developed following an extensive period of public engagement over 2015 and 2016. The plan also builds on Poverty and Fairness Commissions that have been set up by local authorities across Scotland. The Action Plan consists of five high-level ambitions and fifty actions. The five ambitions will be focused on in the period to 2030. The fifty actions are for this parliamentary term. Scottish Government will issue a progress report by the end of 2019.

- **Child Poverty (Scotland) Bill** – The Scottish Government introduced the Child Poverty (Scotland) Bill on 9 February 2017. The Bill establishes a framework for reducing child poverty and puts in place mechanisms to assess progress. The Bill establishes statutory targets to be met by Scottish Ministers relating to child poverty and a requirement to prepare delivery plans and annual progress reports. The Bill requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets.
- **Social Security (Scotland) Bill** – The Bill will take forward the Scottish government's priorities for the social security powers that are to be devolved and the establishment of a new Social Security Agency. The Bill will then define the types of social security assistance which the Government will give (e.g. assistance for people with disabilities, carers, maternity and funeral expenses, heating costs and so forth).
- **City Deal** – Providing support to our colleagues and partners via financial, legal and property services.
- **General Data Protection Regulations (GDPR)** - The GDPR is replacing the Data Protection Act (DPA) 1998 and will apply in the UK from 25 May 2018.
- **Licensing Policy changes** - Licensing Board is reviewing its Statement of Licensing Policy.
- **Historic Child Abuse Enquiry** – the withdrawal of the prescription period will likely result in an increase in enquiries placing an increase in demand on the legal advisory service. Sensitive navigation of highly emotive, complex issues and the provision of advice and counsel will be resource intensive and challenging for the Council across a number of service areas.
- **The expansion of Early Years and Childcare** - The Scottish Government aims to increase early learning and childcare entitlement from 600 to 1,140 hours per year by 2020. This will be for all 3 and 4 year olds and eligible 2 year olds. The aim of the increase is to provide children with the best start in life, provide a free lunch and to reduce the cost of childcare for parents. The expansion represents a major policy initiative that will require a wide range of professional support to Children's Service as well as direct implications for Customer and Business Support Services to ensure smooth administration support to the new expanded programme;
- **School Governance Review** - On 7 November 2017 the Deputy First Minister and Cabinet Secretary for Education and Skills, John Swinney, MSP launched 'Empowering Schools: A consultation on the provisions of the Education (Scotland) Bill'. The Bill will include a number of provisions reforming how schools are run and put schools in charge of key decisions about a child's education. It will have a number of potentially wide ranging implications around curriculum, improvement, and funding at school level; but specifically in relation to Finance and Resources school staff and management structures.

## b) Service Transformation

- **Better Council Change Programme** – The organisation has a strong track record of innovation and embracing new approaches to service delivery. Since 2011/12, the Council has managed a total of £127 million of savings and cost pressures. The Better Council Change Programme has been an important element of the Council's approach to transformation and supporting longer term financial sustainability.

Whilst we have already delivered very significant savings in the last few years and have started to transform our services, more work needs to be done to transform the council and change how we do business, embracing new ways of working to become more sustainable and deliver on the outcomes and priorities of our Council Plan 2017-2022. To enable this Better Council programme will focus on key themes including; Customer

Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change.

- **Business World** – the implementation of this new system represents the biggest single technology project ever undertaken by the Council and will provide the platform the transform how the Council approaches and delivers its key business and financial processes. It is anticipated that go-live of the system will happen in September 2018, representing a key milestone in this project, providing the technology solution from which to move forward the business process change across the organisation.
- **Customer Strategy** – Delivering on our objectives including the commitment to a whole Council approach to radical service redesign, through the Digital First programme, ensuring innovative technology is harnessed and the needs of our customers are understood and met through the delivery of accessible, efficient and simple end to end processes.

#### 4.4 Partners and Providers

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

#### 4.5 Best Value Audit

Following the Council's Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan, which was approved by Full Council on 28 September 2017. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the Service Improvement Planning process. The recommendations are listed below:

- Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in future;
- Councillors should take advantage of the training and development opportunities that the Council provides to ensure that they have the necessary skills and knowledge to perform their role effectively;
- The Council should review its governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public;
- The Council should develop a detailed medium and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided;
- The Council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The Council should prioritise how services need to be provided in the future to meet these savings;
- Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available;
- The Council and its partners need to involve communities and work together on joint priorities and to strengthen partnership working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented.

Finance and Resources will have a substantial role to play in contributing to all of the recommendations, and our Service Improvement Plan, related strategies and activity fully reflect our commitment to fulfilling these recommendations.

#### 4.6 Risk

The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny (ARS) Board, (strategic risks being more outward in nature, whereas corporate ones are more inward and often affect more than one service department.) Actions related to strategic or corporate risks, where we are owner or joint owners of the risks (shown below), are reflected in our Service Improvement Action Plan; this ensures an additional layer of monitoring in our management of these risks. Other risks, which may occur only for, or within our own service are contained within our service risk register that is reported to the ARS Policy Board. Our top service risks are also shown below for information and actions relating to these are further detailed in our Service Improvement Action Plan.

Risk	Evaluation Low/Moderate/High/Very High
<b>Our Strategic Risks</b>	
Poverty levels in Renfrewshire	Evaluation: Very High
Opportunity Management – Key Regeneration Outcomes	Evaluation: High
Opportunity Management – Key Cultural & Heritage Outcomes	Evaluation: High
Disrupting the pattern that exists between poverty and attainment	Evaluation: High
Community Safety & Public Protection	Evaluation: High
<b>Our Corporate Risks</b>	
Financial Sustainability	Evaluation: Very High
Asset Management	Evaluation: High
<b>Our TOP service-specific risks</b>	
Financial Sustainability	Evaluation: Very High
Asset Management	Evaluation: High
Delivering on Better Council Change Programme	Evaluation: High
Enterprise Resource Planning	Evaluation: High

#### 4.7 Continuous Improvement

Finance and Resources is committed to continuous improvement and undertakes a range of activities to assure the quality of our services and develop better ways of working. In addition, Renfrewshire Council has a strong history of self-evaluation which has been in place corporately since 2008, and is based on the Public Services Improvement Framework (PSIF). During 2018 the Council will introduce a new approach to self-evaluation, the Renfrewshire Continuous Improvement Model (RCIM). The model will be based around a checklist of statements across a number of key themes: Leadership, Service Planning, Workforce, Partnership and Resources, Processes and Services, and Results. Finance and Resources will use the model to help identify what is working well and what needs to improve within the service.

#### 4.8 Workforce Planning

The Council's Organisational Development Strategy will ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during a climate of financial and resource constraints.

The plan will take forward the following key objectives:

- **A Strategic Workforce** – to ensure Finance and Resources workforce can deliver key services within budgetary and service constraints. A strategic service needs analysis will be undertaken to inform the opportunities and risks 1 year, 3 years and 5 years into the future.
- **A Flexible Workforce** – to ensure employees are deployed to the right place with the right skills at the right time with the capacity and understanding to deliver generic working requirements across the service.
- **A Modernised Workforce** – to develop a sustainable long-term workforce plan for Finance and Resources that ensures that it has the capacity, resilience and skills to align with the Council, service, and team objectives. This includes recruitment strategies, employer branding and the workforce motivators to promote Finance and Resources as a workplace of choice.
- **A Skilled Workforce** – to identify key skills, gaps and opportunities for improved flexibility within Finances and Resources.
- **A Developing Workforce** – to identify career pathways within Finance and Resources that supports workforce supply, demand, retention, succession planning, flexibility and facilitate business continuity at all times, maximising the use of resources. The approach aligns with the Council's Organisational Development Strategy.
- **A Resilient Workforce** – to establish succession planning for key sections of Finance and Resources which reflects workforce availability and demand and is aligned to service planning priorities with appropriate training and support.

#### 4.9 Equalities

Every area of work within the council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.

The Council recognises that equality both needs to be integrated fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting. The Council has agreed that this is undertaken through departmental Service Improvement Plans. This will allow actions to be monitored on a quarterly basis.

The Council is committed to reporting progress to local equalities led community groups. It is recognised that circumstances for individuals and organisations can change over time and by establishing a clear reporting structure, the Council can demonstrate whether its equality actions and priorities are contributing to overall outcomes and can be reviewed and amended accordingly.

Finance and Resources will actively promote equality and diversity mainstreaming throughout this Service Improvement Plan and through the relevant Operational Plans. Finance and Resources will contribute to the development of the Council's 6 equality outcomes listed below:

- **Outcome 1: Public spaces improve access and promote dignity for disabled and older people** – Support the delivery of our Cultural Infrastructure Programme, which will be impact assess will enhance our public spaces for disabled and older people.
- **Outcome 2: Our staff and communities fully understand the causes and consequences of gender based violence and are equipped to respond** – Our policies on Equality and Diversity, Respect at Work and Code of Conduct provide support to staff in these circumstances.

- **Outcome 3: Equalities-led organisations are supported to become sustainable and influential partners** – Provide professional support and advice.
- **Outcome 4: Council services are responsive to the needs of equalities groups, with well-designed and flexible services** – the service will continue to be responsive to equalities groups through the development of our Digital First approach aligned to our Customer Strategy, which will consider and respond to accessibility requirements.
- **Outcome 5: Renfrewshire Council promotes itself as and becomes an employer of choice for disabled people** – the service will seek to contribute to this outcome by continuing to ensure Renfrewshire Council's accreditation as a Disability Confident Employer.
- **Outcome 6: Equalities implications are clearly and consistently considered in decision making** – the service will carry out equality impact assessments as appropriate, and raise awareness through development of case studies of the large projects it is undertaking.

## 5. How Finance and Resources Links to Council Plan and Community Plan

- 5.1 The Council Plan 'Thriving People, Connected Communities', clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.
- 5.2 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two Plans are closely aligned; focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire. The four Community Plan themes are:
1. Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable;
  2. Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities;
  3. Our Renfrewshire is fair: addressing the inequalities that limit life chances; and
  4. Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm.
- 5.3 The Service Improvement Plan also feeds directly into the Council Plan's strategic outcomes, many of the actions will also contribute to the Community Plan's objectives, reflecting the golden thread through these three strategic documents and showing the role Council services have in delivering the vision for Renfrewshire. To deliver the Council and Community Planning priorities, Finance and Resources has focused its work and activities to ensure alignment with these key strategic outcomes.
- 5.4 The Service Improvement Plan details how Finance and Resources will contribute to and deliver these outcomes. Section 7 of the plan provides an overview of how the service will contribute to four of the Council's strategic outcomes of the Council Plan. It does this by:
- Highlighting the service's achievements for the year up to 31 March 2018;
  - Outlining the key priorities the service aims to achieve over the duration of the Improvement Plan;
  - Identifying the key actions to be undertaken to meet the priorities; and
  - Setting out the performance indicators to be used to monitor progress.
- 5.5 All Scottish local authorities participate in comprehensive performance scrutiny through the LGBF. Local Government Benchmark Framework (LGBF) performance indicators related to Finance and Resources are also included within our suite of performance indicators listed in the sections below. This framework brings together performance indicators covering information about a wide range of key services, such as education, housing and social care.

## 6. Strategic Outcomes

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

#### 6.1 How we contribute to this Strategic Outcome

Finance and Resources contributes to this priority through its support provided to the delivery of major economic and heritage regeneration projects and strategies as well the delivery of the Council's Financial strategy, providing a stable basis on which the Council can move forward to deliver on its key priorities.

#### 6.2 Service Achievements 2017/18

During 2017/18, the service's achievements in relation to this priority included:

- Supported the Council to deliver a balanced budget for 2018/19 providing short term financial stability whilst investing in key priority areas and progressed the medium term financial plan, maintaining the commitment to deliver financial sustainability in the Council's medium to longer term financial outlook.
- Provided ongoing professional support across all the Council's key infrastructure and regeneration programmes and priorities.
- Supported the Council and partners to deliver a high quality Paisley 2021 bid for City of Culture.

#### 6.3 Service Priorities 2018/19

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

- **Financial Strategy & Planning** – the Service will continue to provide high quality advice and support to the Council to effectively develop and deliver its medium term financial strategy, supporting short term financial stability and budget setting whilst ensuring in the medium to longer term the Council is deploying increasingly limited resources in an effective and financially sustainable manner to supports the delivery of strategically key objectives and outcomes.
- **Economic Regeneration** – a full range of multi-disciplinary professional services and expertise to support the Council to drive forward the successful development and delivery of major economic and regeneration priorities including City Deal, Heritage led Regeneration Investment and the Cultural legacy programme post the 2021 bidding process;

#### 6.4 Service Priority Actions

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Delivery of Financial Strategy	Sustainable future	Director	31-Mar-2020
Deliver on major Infrastructure investment programmes.	Improved place	Senior Management Team	31-Mar-2020

#### 6.5 Service Performance Indicators

There are currently no performance indicators for this priority area.

## Strategic Outcome 2: Building strong, safe and resilient communities

### 6.6 How we contribute to this Strategic Outcome

Finance and Resources contributes to this priority through ongoing work to support the delivery of the Council's priority around the development of community empowerment, engagement and participation, supporting Community Asset Transfer applications in line with legislation as well as providing support to continue to deliver the existing Schools Estate Management Plan investment projects and the development of plans for the future priorities in this regard.

### 6.7 Service Achievements 2017/18

During 2017/18, the service's achievements in relation to this priority included:

- The transfer of Clippens School and Carbrook Street sites has been approved for Community Asset Transfer highlighting the Council's Commitment to Community Empowerment as set out in the Community Empowerment Action Plan (CEAP) published by the Scottish Government;
- Supported the development of the School Estates Management Plan (SEMP) in conjunction with our colleagues in Children's Services;
- Delivered the new flagship Riverbrae school in Linwood;
- Completed the project to refurbish and extend Mossvale and St James' Primary School shared campus;
- Delivered the new flagship St Fergus school in Ferguslie, Paisley;

### 6.8 Service Priorities 2018/19

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

- **Schools Estate Planning** - Supporting the Council to deliver the existing phase of our School Estates Management Plan and continue to develop a clear understanding of future strategic requirements, priorities and funding opportunities;
- **Community Empowerment** - Continuing to provide high quality professional support to take forward the implementation of the Community Empowerment (Scotland) Act 2015 and support the Council to develop and increase community engagement and participation in how Council services are delivered and resources deployed;

### 6.9 Service Priority Actions

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Progress Community Asset transfer applications.	Community empowerment	Head of Property	31-Mar-2020
Support the ongoing development of community engagement and participation	Community empowerment	Senior Management Team	31-Mar-2021

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Provide professional Finance and Property support to deliver the School Estate Management Plan.	The successful delivery of the School Estate Management Plan	Head of Property Services & Head of Finance	31-Mar-2020

## 6.10 Service Performance Indicators

There are currently no performance indicators for this priority area. There are statutory response periods for community asset transfer applications which will be responded to.

## Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

### 6.11 How we contribute to this Strategic Outcome

Finance and Resources contributes to this priority through pro-active planning for the impact of changes in national policy around welfare provision and its commitment to providing advice and support to those impacted by welfare reform and the rollout of Universal Credit across Renfrewshire. In addition, the Service provides a full range of professional support arrangements to support the early learning and childcare workforce to increase the number and proportion of funded placements by 2021.

### 6.12 Service Achievements 2017/18

During 2017/18, the service's achievements in relation to this priority included:

- The provision of advocacy services to mitigate the impact of fuel poverty within households in Renfrewshire;
- Overseeing and undertaking the planning and preparations for the full rollout of the Universal Credit across Renfrewshire, which based on DWP plans is this September 2018;
- An initial impact assessment of the Universal Credit on the Council was carried out to ensure that there is an action plan in place to mitigate and minimise the impact on the community, revenues and the workforce;
- Provision of advice from Claimant Support Officers across Renfrewshire's job centres. Since the start of 2017, 2,021 claimants have been supported on a number of issues including Council Tax Reduction, Housing Benefit Advice, and signposting to other Council Services such as Development and Housing;
- Completion of, and opening of the museum store on Paisley High Street;
- Supported our colleagues in Children's Services to plan to increase the number of funded early years placements;
- Successful delivery of counter fraud investigations resulting in cash savings and the recovery of property for the benefit of those citizens in the most need; and
- Programme management support to the delivery of the Tackling Poverty programme.

### 6.13 Service Priorities 2018/19

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

- Welfare Reform – Direct provision of money and benefit advice, supporting households to adapt to and respond to the changing social security landscape, including the rollout of Universal Credit Full Service;
- Early Years and Childcare - Continue to support the expansion of early learning and childcare via a range of professional advisory perspectives as well as the administrative support to ensure progression at the rapid rate required to ensure success;
- New Social Security powers – Continue to monitor, inform and respond to developments around the devolution of social security powers and consider the implications for local welfare support arising from the proposed 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 new social security arrangements in Scotland;
- Programme management support to the delivery of the new Tackling Poverty and Employability Programmes to be delivered across Renfrewshire over the next 5 years.
- Providing high quality professional support and advice across the Council to ensure the smooth and effective implementation of change arising from the national policy developments emerging from the School Governance Review;

### 6.14 Service Priority Actions

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Revise and enhance the anti-fraud and corruption governance arrangements to support organisational awareness and positive outcomes. <b>NEW ACTION</b>	Ensure fraudulent activity is identified at the earliest opportunity, investigated thoroughly, and dealt with consistently to protect the council's resources.	Chief Auditor	31-Mar-2019
Provide effective support to people affected by the introduction of Universal Credit Full Service by September 2018 onwards.	Ensure people are receiving the right support, at the right time to mitigate those impacted negatively as a consequence of Universal Credit.	Head of Customer and Business Services	31-Mar-2020
Monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts.	Ensure the Council is prepared for the impact of Welfare Reform.	Head of Customer and Business Services	31-Mar-2020

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Contribute to Scottish Government and CoSLA discussions on the delivery of the new social security powers in Scotland and consider the implications for services and wider welfare support arising from the emergence of proposed arrangements.	Ensure local arrangements for the delivery of the new social security benefits consider the needs of people in Renfrewshire and have effective links to local services.	Head of Customer and Business Services	31-Mar-2020
<b>NEW ACTION</b>			
Support the development and delivery of the early learning and Childcare expansion plans, including financial planning, delivery of workforce expansion and new facilities to provide increased placements by 2020/21.	Provide resource capacity to ensure that early learning and childcare funded placements are increased.	Head of Finance, Head of Property Services and Head of Customer and Business Services	31-Mar-2020
Provide the full range of required professional support the development and delivery of changes arising from the review of school governance.	Smooth implementation of changes to support better educational outcomes and the closing the attainment gap	Senior Management Team	31-Mar-2019

## 6.15 Service Performance Indicators

There is a number of performance indicators associated with the delivery of Strategic Outcome 4 and these include:

- Quarterly performance indicators as at Quarter 3, 2017/18 (unless otherwise stated).

Performance Indicators							
Code	Performance Indicator	Current Target	Current Value	Status	2018/19 Target	2019/20 Target	2020/21 Target
FCSKPI 05a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative).	24	24.04		23.53	23.53	23.53
FCSKPI 05c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative).	10	7.87		10	10	10
FCSKPI 010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days.	2	1		2	2	2

Performance Indicators							
Code	Performance Indicator	Current Target	Current Value	Status	2018/19 Target	2019/20 Target	2020/21 Target
FCSKPI 011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days.	15	13		15	15	15

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

### 6.16 How we contribute to this Strategic Outcome

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

### 6.17 Service Achievements 2017/18

During 2017/18, the service's achievements in relation to this priority included:

- Providing an ongoing, sector leading programme of work around Carbon Reduction across a range of council assets and activity; and
- An increased focus on carbon and financial standing through monitoring and targeting.

### 6.18 Service Priorities 2018/19

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

- Reduce Carbon Emissions – Continue to reduce carbon emissions across our public buildings, fleet, waste, street lighting and staff travel;
- Carbon Management Plan - Implement the key actions to increase energy efficiency and reduce energy consumption;
- Ensure 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; and
- Promoting reduction in energy usage and advising our employees and residents about energy efficiency.

### 6.19 Service Priority Actions

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Meet the Scottish Government's targets and expectation on Carbon Reduction Measures.	Highlight our corporate commitment to meeting Carbon Reduction Measures to protect the environment.	Head of Property Services	31-Mar-2020

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Increase the focus on Carbon and Financial standings through monitoring and targeting.	Increased corporate visibility and accountability on Carbon and Financial standings.	Head of Property Services	31-Mar-2020
Implement the key actions of the Carbon Management Plan.	A planned approach to carbon reduction.	Head of Property Services	31-Mar-2020

## 6.20 Service Performance Indicators

There is a number of performance indicators associated with the delivery of Strategic Outcome 4 and these include:

- Quarterly performance indicators as at Quarter 3, 2017/18 (unless otherwise stated).

Performance Indicators							
Code	Performance Indicator	Current Target	Current Value	Status	2018/19 Target	2019/20 Target	2020/21 Target
FRCMT 24	Total CO2 emissions (tonnes) from public buildings.	25,675	34,926		34,516	34,126	TBD*
FRSIP2 2	% Reduction in overall CO2 emissions for Renfrewshire Council (CMP 2014-2020).	10.1%	34.7%		35.5%	36.2%	TBD*

\* To be determined

The Council's Carbon Management Plan 2014/15 – 2019/20 will be superseded by a new Carbon Management Plan commencing in April 2020.

## Strategic Outcome 5: Working together to improve outcomes

### 6.21 How we contribute to this Strategic Outcome

The majority of actions and performance indicators for Finance and Resources are located under this priority. This is in part due to the overarching nature of the services we provide across the breadth and depth of the Council to support and facilitate the smooth running of services. Finance and Resources contributes to this priority through the provision of a full range of financial, property, legal, ICT, business support services, as well as human resources and organisational development.

### 6.22 Service Achievements 2017/18

During 2017/18, the service's achievements in relation to this priority included:

- Provided support to the Council to achieve a positive Best Value Assurance report.
- Successfully conducted and administered the General Election and Local Elections for Renfrewshire during 2017;

- An induction programme was successfully delivered to Councilors within the new Council Administration;
- Changes to governance structures were approved and implemented during May 2017;
- Developed the Corporate Council Workforce Plan and associated Action Plan which was approved by Board on 30 August 2017;
- Developed the new Customer Strategy for the Council, focusing on using innovative technology and developing services that are based upon the needs of our customers;
- Commenced the process of reviewing all Corporate People Development programmes and initiatives;
- Rollout of the ASPIRE, CMI and Leaders of the Future courses;
- Continuing our accreditation of the Disability Confident Level 2 Award;
- Delivered online access to over 28,000 customers in Renfrewshire through the MyAccount Online Customer Portal, and this continues to grow steadily with each passing week;
- Provided advice to those impacted by welfare reform and Universal Credit; and
- The planning and development of Business World continued apace, with major elements of the system testing underway.

### **6.23 Service Priorities 2018/19**

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

- Business World (Enterprise Resource Planning) – the implementation of this new system represents the biggest single technology project ever undertaken by the Council and will provide the platform to transform how the Council approaches and delivers its key business and financial processes. It is anticipated that go-live of the system will happen in September 2018, representing a key milestone in this project, providing the technology solution from which to move forward the business process change across the organisation.
- Telephony As A Service - ICT will be implementing a fully integrated telephony as a service solution (fixed and mobile calling; contact centre and non-geographic numbers) across the entire Council estate during 2018. The Contact Centre solution will be implemented first to satisfy compliance requirements by April 2018. This will be followed by a site by site rollout of fixed and mobile telephony services.
- Redesign of the ICT Operating Model - A key element of the ICT Strategy | 2017 – 2020 is to continually review how we deliver ICT services. In 2018, we will review services including end user support. This review process will consider the following:
  - Meets the business need (i.e. addressing service issues; defining and meeting SLA targets, etc.)
  - Exploiting modern technology (i.e. maximise remote fix; introduce self-service for call logging, etc.)
  - Deliver value for money for the Council (i.e. achieving a cost saving against current annual spend, etc.)
- Data Centres – these will move to an Infrastructure-as-a-Service (IaaS) model during 2018. The Council has partnered with an offsite data centre provider (Pulsant) who will provide data centre infrastructure at their 2 data centres in Edinburgh. A programme of work is

underway to redesign and migrate systems to the IaaS target environment and at the end of the programme only a small percentage of data centre hardware will be left in Renfrewshire House. This will modernise the infrastructure, provide a new, more effective model for provisioning infrastructure requirements going forward, and deliver an infrastructure Disaster Recovery solution not previously achievable with the on-premise data centres in Renfrewshire House;

- Better Council Change Programme – continue to lead on the transformation programme with a renewed focus on our priorities, our customers and our communities. This programme will provide a platform for innovation and change ensuring we meet the financial challenges ahead whilst transforming our services. We will do this through key themes including; Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change.
- Redevelop the Corporate Asset Strategy to ensure the Council maintains a medium to longer term planning horizon over what assets are required to support longer term strategic objectives of the Council and service delivery, protecting the long term condition and availability of assets and ensuring a strong link is maintained with financial and resource plans to support affordability and deliverability;
- Deliver our Customer Strategy objectives, including the commitment to a whole Council approach to radical service redesign, through the Digital First programme, ensuring innovative technology is harnessed and the needs of our customers are met and delivered through the delivery of accessible, efficient and simple end to end processes;
- Licensing – The Licensing Board is reviewing its Statement of Licensing Policy.
- General Data Protection Regulations (GDPR) – ensure Council services compliance with the regulations which go live on 25 May 2018;
- Election Planning – whilst there are no elections planned over the period, and the unlikely involvement in the 2019 European Elections given Brexit, the service's election team must remain ready to respond to any unscheduled elections or by-election given the 6 weeks to 3 months period of preparation involved;
- Records Management Plan (RMP) - Review of the Records Management Plan and first annual update to the Keeper;
- Business Classification Scheme (BCS) - Progress ICT arrangements and functionality in relation to the Business Classification Scheme;
- Workforce Planning – Continue to rollout the various strands of our workforce plan including expanding our ASPIRE and Leaders of the Future courses. Within this priority area a number of actions fall under the remit of the new Organisational Development strategy, therefore the main focus for the next three years is to implement the OD strategy to ensure that our workforce remains engaged, motivated, skilled, and supported during this period of significant change;
- Review our policy and guidance to support employees going through workplace change and ensure employees involved in delivering on BCCP projects are supported to do so;
- Design and implement a Council wide approach to succession planning and talent management via our People, Performance and Talent Strategy;
- Develop a new Health, Safety and Well-Being Strategy for 2018-21;
- Rollout basic digital skills training for staff; and

- Council is prepared to evaluate and deal with any implications in terms of developing Brexit negotiations.

## 6.24 Service Priority Actions

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Monitor the progress of the Corporate Workforce Plan and all service workforce plans for 2017/18 are implemented. <b>NEW ACTION</b>	A workforce equipped and supported to deliver the change required for the Better Council Change Programme (BCCP) and delivery of future services.	Head of HR and OD	31-Mar-2020
Develop a People, Performance and Talent Management Strategy	We nurture internal talent to ensure our employees progress and develop - assisting workforce planning and succession planning.	Head of HR and OD	31-Mar-2019
Introduce a new appraisal system to capture employee performance and continuous improvement.	We ensure that our staff are appropriately supported to achieve their work goals.	Head of HR and OD	31-Mar 2019
Improve learning and development opportunities.	We ensure that our staff are equipped to deliver on their roles and developed to encourage continuous professional development.	Head of HR and OD	31-Mar 2019
Strengthen our work as a Disability Confident Employer.	We are an equal opportunities employer.	Head of HR and OD	31-Jul-2018
Support staff who are involved in change projects to ensure resilience and capacity is at a suitable level.	We are ensuring that our BCC Project Management staff are supported and resilient to deliver change.	Head of HR and OD	31-Mar-2019
Review / identify opportunities to streamline current recruitment processes along with activity to promote Renfrewshire Council (including Finance and Resources) as an employer of choice.	We are an attractive employer.	Head of HR and OD	31-Mar-2020

Priority Actions			
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Develop and introduce a service succession planning approach to provide structure and focus and key actions to mitigate associated risks.	We have effective succession planning embedded in our policy and practice.	Head of HR and OD	31-Mar-2020
Undertake a skills profile exercise within Finance and Resources to identify skills gaps and opportunities for improved flexibility, and agile working within the service, and work towards improving the skills mix within these areas.	We have a highly skilled and agile workforce.	Head of HR and OD	31-Jul-2018
Develop career pathways and a learning and development plan for Finance and Resources.	We have clear career pathways for our workforce.	Head of HR and OD	31-Mar-2019
Implement Enterprise Resource Planning (ERP) / Business World.	We have robust employee and service information to ensure informed planning.	Head of ICT	Ongoing
Implement ERP/ Business World to agreed timescales and investigate the potential for future phases of the project to enhance service delivery and deliver efficiencies across the Council (note technology implementation go live to be achieved by September 2018)	Improved Financial and Service Planning.	Head of ICT	31-Mar-2022
Implement Digital-First services, where the channel of choice is digital, achieved and supported by end to end process re-design maximising the opportunity were appropriate to digitise, standardise and automate. <b>REVISED ACTION</b>	Improve customer accessibility to services and deliver efficiency savings.	Head of Customer and Business Services	31-Mar-2022

<b>Priority Actions</b>			
<b>What are we doing?</b>	<b>What difference will we make?</b>	<b>Who is leading this?</b>	<b>When will we do it by?</b>
Implement and deliver the Customer Strategy outcomes to agreed timescales, putting service users at the centre, ensuring equalities are considered when developing and designing services. <b>REVISED ACTION</b>	Improved Customer Satisfaction.	Head of Customer and Business Services	31-Mar-2022
Redevelop the Corporate Asset Strategy and ensuring effective with financial and resource plans to support affordability and deliverability;	Ensure our assets are fit for purpose	Head of Property Services and Head of Finance	31-Mar-2019
Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme.	We ensure our data is secure and appropriately handled.	Head of Corporate Governance	31-Mar-2019
Support implementation of new corporate approach to self-assessment.	We are committed to continuous improvement.	All	31-Mar-2020
Support the implementation of the recommendations from the Council's Best Value Assurance Report.	We are committed to achieving Best Value.	Director of Finance and Resources	31-Aug-2018
Implement ICT Strategy	We have a sound ICT infrastructure.	Head of ICT	31-Mar-2020
Lead and support the delivery of the Better Council Programme and projects.	We are committed to achieving a future proof Council.	Head of HR and OD	31-Mar- 2019
Monitor the impact of Brexit developments.	We are prepared for Brexit.	Director of Finance and Resources / Head of HR and OD	31-Mar-2020
Introduce NDR Revaluation appeals.	We ensure our non-domestic assets are efficient.	Head of Property Services	31-Oct-2020
Promote organisational awareness of fraud risks and investigate and reduce the fraudulent activity on Council services and comply with Audit Scotland's national fraud initiative.	We effectively manage our risks.	Chief Auditor	31-Mar-2020

<b>Priority Actions</b>			
<b>What are we doing?</b>	<b>What difference will we make?</b>	<b>Who is leading this?</b>	<b>When will we do it by?</b>
Deliver the 2017/18 planned programme of internal audit assurance.	We ensure our services are delivered effectively and meet our statutory obligations.	Chief Auditor	31-Jun-2018
Continue to assess and improve the suitability of office accommodation. <b>REVISED ACTION</b>	Our offices are modern and future proofed.	Head of Property Services	31-Mar-2021
Implement a consistent approach to equality impact assessment to support members in their decision making and scrutiny.	Our approach to Equality Impact Assessment is consistent.	Head of Corporate Governance	31-Mar-2020
Develop a new Corporate Asset Strategy. <b>NEW ACTION</b>	To ensure that assets are managed effectively and efficiently through the provision of relevant management and performance information.	Head of Property Services	31-Dec-2018
Successfully deliver of the Better Council Change programme.	We will deliver financial savings that will allow us to continue to deliver quality services to our customers in challenging economic times. We will modernise our infrastructure, our working practices and the ways we provide access to our services to improve our customers experience and staff satisfaction.	Head of HR and OD	31-Mar-2019

## 6.25 Service Performance Indicators

There is a number of performance indicators associated with the delivery of Strategic Outcome 5 and these include:

- LGBF performance indicators highlighting annual figures for the period 2016/17; and
- Quarterly performance indicators as at Quarter 3, 2017/18 (unless otherwise stated).

Performance Indicators							
Code	Performance Indicator	Current Target	Current Value	Status	2018/19 Target	2019/20 Target	2020/21 Target
FCSCOMPYP	Total % of Investigation (Stage 2) Complaints responded to within targets by Finance and Resources (cumulative to date).	100%	95.1%		100%	100%	100%
FCSCORP01	Central Support Services as a % of Council Running Costs (Total Gross Expenditure). <b>LGBF Indicator</b>		4.23%				
FCSCORP02	Cost of Democratic Core per 1,000 population. <b>LGBF Indicator – no longer collected.</b>		£47,055 (15/16)				
FCSABS01dii	Average number of work days lost through sickness absence per employee (F&R) (FTE).	6.4	2.2		TBC	TBC	TBC
FCSKPI003	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative).	96%	97.2%		96%	96%	96%
FCSKPI001	% of Council Tax due in the year, collected by the end of the year (cumulative position to date).	87.99%	88.32%		96%	96%	96%
FCSPE RSOD08	% of managers, in the 360 process, with completed reports.	100%	93%		100%	100%	100%
FCSPE RSOD09	% of employees having completed IDPs (from MDP/MTIPD)	100%	70%		100%	100%	100%
CSADIV35MS	Number of Councilors with a Personal Development Plan in place.	43	0		43	43	43
FCSCR EDFCS01f	% of invoices paid within 30 days – Finance and Resources	98%	99.47%		98%	98%	98%
FCSCS U03	% of calls answered by Customer Service Unit within target (40 seconds)	70%	74%		70%	70%	70%
FCSCS U07	Customer Service Unit - % of calls answered.	90%	97%		90%	90%	90%
FCSCS UENQ01c	% of customer enquiries resolved at first point of contact by Customer Services Advisor (cumulative).	90%	100%		90%	90%	90%
FCSCS USAT09	Average waiting time of customers in the Customer Service Centre (minutes).	20	12.33		20	20	20
FCSCS USAT10	Customer Satisfaction rating for services delivered by the Customer Service Unit.	90%	74.9% (16/17)		90%	90%	90%
FCSFOI7	% of FOI reviews completed within 20 days.	100%	100%		100%	100%	100%
FCSFOI8	% of Finance and Resources FOI requests completed within timescale.	100%	88.4%		100%	100%	100%
FCSICT001	% of IT incidents fixed within target fix time (annual cumulative to date figure).	85%	89.6% (Q2)		85%	85%	85%

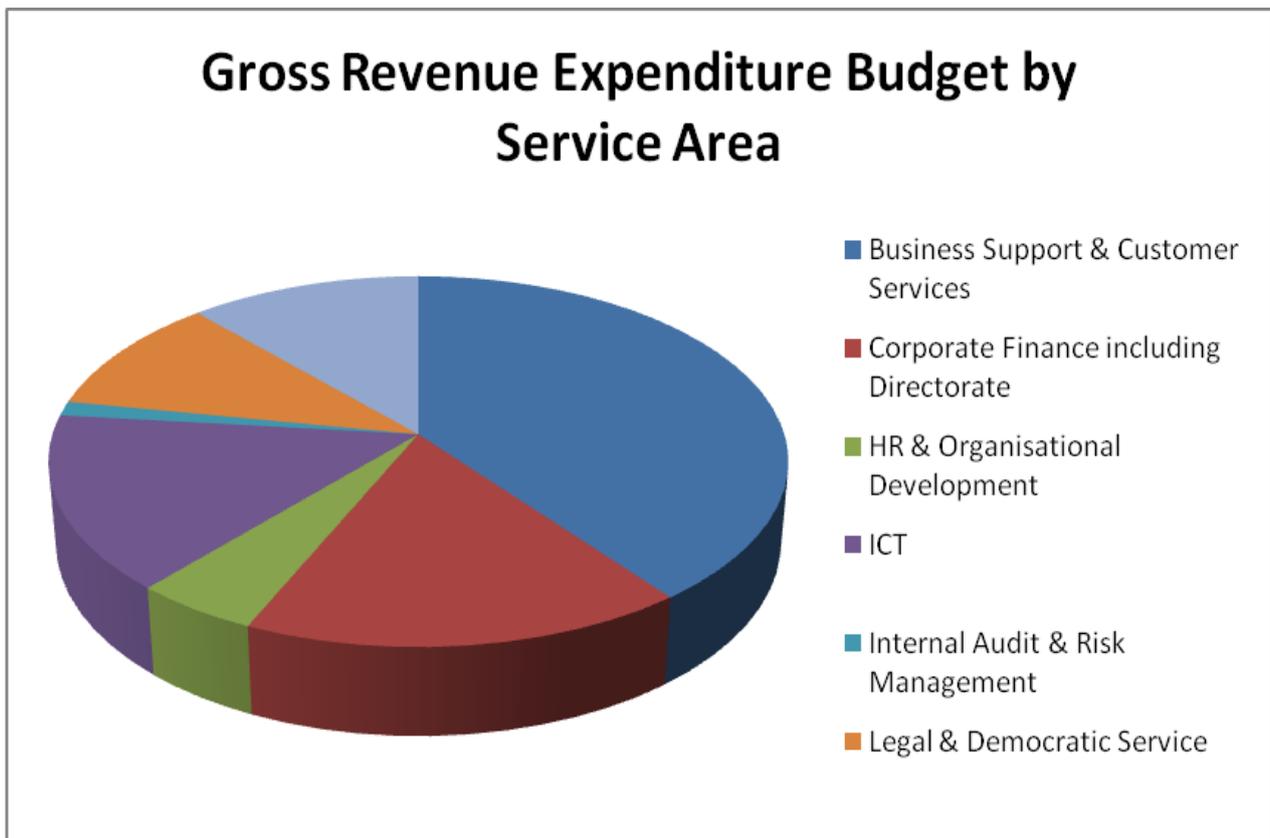
Performance Indicators							
Code	Performance Indicator	Current Target	Current Value	Status	2018/19 Target	2019/20 Target	2020/21 Target
FCSICT 002	% of IT service requests fulfilled within target fix time (annual cumulative figure).	85%	74.3% (Q2)		85%	85%	85%
FCSICT 004	% of uptime for key IT systems.	99%	99.98% (Q2)		99%	99%	99%
FCSKPI 002	% of income due from Council Tax for prior years (cumulative position to date).	97.27%	97.16%		97.27%	97.27%	97.27%
FCSKPI 004a	% of Non-Domestic Rates due in the year, collected by the end of the year (cumulative to date).	80.2%	78.26%		98%	98%	98%
FCSKPI 133	% of Audit Plan completed (cumulative).	85.5%	83.2%		95%	95%	95%
FRGPG 01	Councilwide - % gender pay gap between average hourly rate of pay for male and female employees. <b>LGBF Indicator</b>		4.86				
CSCMT 10	% of posts of the highest 5% of earners among employees (excluding Teachers) who are women (AS) <b>LGBF Indicator</b>		55.71%				
FRCMT 14a	The proportion of operational accommodation in satisfactory condition. <b>LGBF Indicator</b>	91%	89.7%		90%	91%	92%
FRCMT 14b	The proportion of operational accommodation that is suitable for its current use.* <b>LGBF Indicator</b>	94%	100%		90%	91%	92%
CSCMT 16	Working days lost per employee for teachers. <b>LGBF Indicator</b>		5.36				
CSCMT 17	Working days lost per employee for all employees (excluding teachers) <b>LGBF Indicator</b>		11.68				
FRLGB G	The cost per dwelling of collecting Council Tax. <b>LGBF Indicator</b>		£11.85				
FRLGB G	% of income due from Council Tax received by the end of the year. <b>LGBF Indicator</b>		95.96%				
FRLGB G	% of invoices sampled that were paid within 30 days. <b>LGBF Indicator</b>		97.01%		98%	98%	98%

## 7. Our Resources

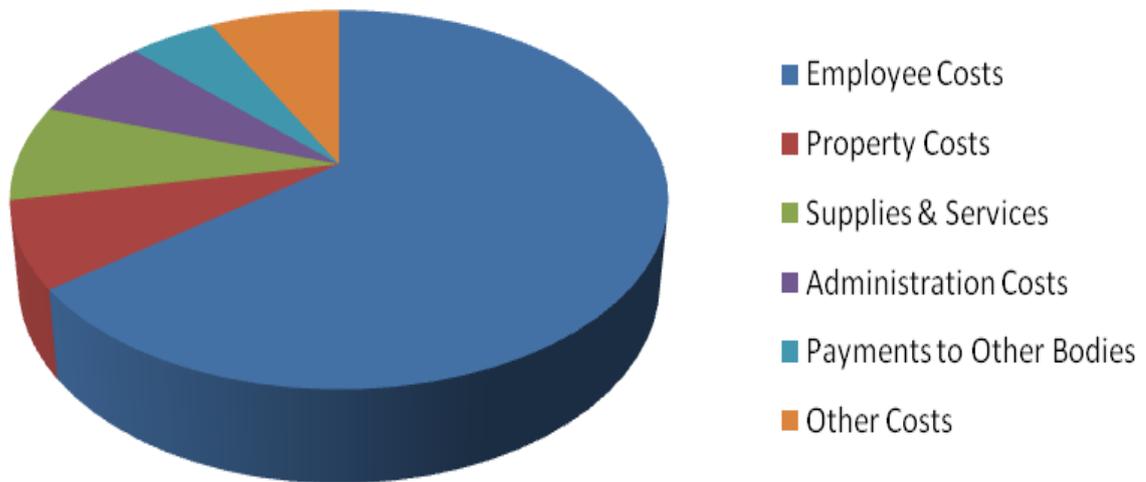
7.1 Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue to 2020 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. The Council is taking a long-term view of financial planning on the basis of:

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

7.2 The net expenditure budget agreed for the Finance and Resources in 2018/19 is £46,620,408. The charts below show how this is allocated across areas of service and different types of cost.



## Gross Revenue Expenditure Budget by Expenditure Type



For the capital finance figures for 2018/19 there are only 2 area of planned spend:

- Lifecycle maintenance £6.111 million; and
- ICT Infrastructure £0.900 million

7.3 Particular areas of resource pressure for Finance and Resources include:

- The resourcing of the design and implementation of Business World;
- Increased ICT maintenance costs and the move to hosted services; and
- Changing demand as a result of the rollout of Universal Credit full service impacting on the Benefit Service, Advice Services and Customer Service provision.

7.3 A variety of performance measures are applied across the service which includes external suites of indicators. Performance against selected indicators is reported quarterly to the Council's Corporate Management Team. Performance against all indicators in this Service Improvement Plan will be reported to elected members in November 2018 and May 2019.

## **8. Finance and Resources - Strategies, Policies and Plans Underpinning the SIP**

8.1 The Service Improvement Plan is a high level document setting out the priorities of Finance and Resources and links in to a plethora of strategies, policies and plans. For reference, these are highlighted in below:

- Customer Strategy;
- Better Council Change Programme;
- Strategic Workforce plan for F&R;
- People, Performance and Talent Strategy;
- OD Strategy 2016-19;
- CBS core objectives and operational plans;
- Medium Term Financial Outlook;
- Revenue and Capital budgets 2018/19;
- Risk Matters;
- Strategic Risk Management Development Plan;
- Strategy for the Prevention and Detection of Fraud and Corruption and Counter Fraud Business Plan;
- Audit Plan, 2018/19;
- ICT strategy;
- Information Governance Strategy;
- Records Management Plan Action Plan;
- Carbon Management Plan;
- Town Centre Action Plan;
- Community Asset Transfer Policy (subject to Community Empowerment Act);
- Corporate Asset Strategy;
- Corporate Office Accommodation; and
- Heat Strategy



**To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD**

**On: 28 MARCH 2018**

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**Report by: DIRECTOR OF ENVIRONMENT & COMMUNITIES**

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**Heading: SERVICE IMPROVEMENT PLAN FOR 2018/2019 TO 2020/2021**

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## **1. Summary**

- 1.1 The purpose of this report is to seek approval of the Environment & Communities Service Improvement Plan covering the 3 year period 2018/2019 to 2020/2021, attached as Appendix 1 and as specific to the areas of activity delegated to this Policy Board, highlighted in paragraph 4.6.
  - 1.2 Service Improvement Plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Service improvement plans are three year rolling documents which are reviewed and updated on an annual basis to ensure there is sufficient focus by services on improvement activity, and sufficient awareness of the key challenges and opportunities which have emerged for the service over the preceding period.
  - 1.3 Environment & Communities operates within a dynamic financial, demographic and policy environment, with a number of new and emerging developments or legislation at a national level having a significant impact at a local level.
  - 1.4 In light of these challenges, the service has reviewed its Service Improvement Plan for the period 2018/19 – 2020/21, and identified a range of actions, specific to each of the five Strategic Outcomes of the Council Plan, that will be undertaken to improve and develop service provision. Performance scorecards have been developed for each of the Strategic Outcomes and include specific performance indicators and associated targets which will be used to monitor and report service performance against.
  - 1.5 The Service Improvement Plan is one of the key mechanisms by which elected members scrutinise service performance across the Council. The first progress update on relevant actions and progress on the Service Improvement Plan 2018 to 2021 will be submitted to the Finance, Resources and Customer Services Policy Board in November 2018.
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## **2. Recommendations**

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

- 2.1 Approves the 2018/2019 to 2020/2021 Service Improvement Plan for Environment & Communities attached as Appendix 1 and as specific to the areas of activity delegated to this Policy Board, highlighted in paragraph 4.6;
  - 2.2 Agrees that progress in respect of areas of activity delegated to this Policy Board be reported to the Finance, Resources and Customer Services Policy Board in November 2018;
  - 2.3 Note that the attached Service Improvement Plan for Environment & Communities is also being presented to the Infrastructure, Land and Environment Policy Board and the Communities, Housing & Planning Policy Board to approve elements covered within that Board's remit.
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## **3. Role of Environment & Communities and Key Service Activities**

- 3.1 The principal role and purpose of Environment & Communities is to provide:
    - Amenity Services - Waste, StreetScene & Land Services, Roads & Transportation, Fleet & Transportation, Infrastructure.
    - Public Protection - Regulatory Services, Community Safety and Civil Contingencies.
    - Facilities Management (Hard & Soft Services) – including PPP & Compliance and Building Services.
  - 3.2 Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,700 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £70 million.
  - 3.3 These wide ranging and highly visible services are delivered at around 270 Council premises, to over 89,000 households and businesses with more than 845km of roads and transport structure being maintained across Renfrewshire. Environment & Communities also provides statutory enforcement and related advisory/educational activities. These activities ensure the safeguarding of public health, and the protection of the environment, consumers, workers and local communities within Renfrewshire.
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## **4. Service Improvement Plan 2018 to 2021**

- 4.1 The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans and links to financial, risk management and workforce planning processes.
- 4.2 The Service Improvement Plan provides a strategic assessment of the key challenges and changes which will face the service during the period of the delivery of this plan, including the challenging and uncertain financial environment and expected significant demographic changes that will impact on the demand for services.

- 4.3 The Council Plan, 'Thriving People, Connected Communities', clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.
- 4.4 The Service Improvement Plan details how Environment & Communities will contribute to and deliver these outcomes. It provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. Under each outcome the plan:
- 4.5 Highlights the service's achievements for the year up to 31 March 2018. This includes the investment in Renfrewshire's parks with a focus on 2 Flagship parks, Barshaw Park in Paisley & Robertson Park in Renfrew and 5 neighbourhood parks, and also including dedicated park development officers being used to support community and friends groups to pursue external funding opportunities.
- Outlines the key priorities the service aims to achieve over the duration of the improvement plan, taking forward key investment initiatives throughout Renfrewshire
  - Identifies the key actions to be undertaken to meet the priorities
  - Sets out the performance indicators to be used to monitor progress
- 4.5 The current strategic priorities identified for Environment & Communities reflect the key challenges and opportunities identified by the Service and can be summarised as:
- The Council's Budget for 2018/19 was approved on 2<sup>nd</sup> March 2018 and included a number of key service investment priorities across Renfrewshire for 2018/19, with some spread over the next 5 years until 2022/23. Environment & Communities will lead on the delivery of a number of these key investment priorities as set out below. Those specific to the remit of this Policy Board are detailed under Council Plan Strategic Outcome 5 at paragraph 4.6.
    - Investment in Environment & Place and Team Up to Clean Up through a budget commitment of £2.5 million over the next 5 years.
    - Revenue and capital investment of £1.87 million in green spaces and play parks and the establishment of a villages investment fund.
    - An ambitious £7.23 million roads capital investment programme.
    - Elements of tackling poverty including support for Streetstuff and Breakfast Clubs.
    - Development and implementation of a respectful funeral service and revenue investment of £1 million to deliver improvements in the Council's cemeteries estate.
  - The Council continues to face a number of financial pressures and challenges in both the medium and long term. Environment & Communities will help deliver, for the Council, significant financial efficiency savings over the medium term. In order to identify and deliver efficiencies, Environment & Communities will continue to review its services to help the Council manage this reduction in resources.
  - The Better Council Change Programme - Environment & Communities has supported the strategic development and delivery of the transformation programme during Phases 1 and 2 of the programme and will continue to play a lead role in the delivery of phase 3 of the programme. Phase 3 presents the most challenging circumstances to date and will impact on all service areas within Environment & Communities as well as requiring cross cutting work with other areas of the Council and key partner organisations.

- 4.6 During 2018/19, the key priority focus of activities delegated to this Board for Environment & Communities will be:

**Council Plan Strategic Outcome 1:  
Reshaping our place, our economy and our future**

- i) **Paisley 2021 Legacy** - Providing facilities management support across Paisley and wider Renfrewshire to the annual events programme in support of growing the evening and night time economy.
- ii) **Invest in Renfrewshire and Regeneration** - Actively being involved in the Invest in Renfrewshire scheme through modern apprenticeships, graduate internships and the Project SEARCH initiative.

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

- i) **Early Years Strategy (Families First)** – Delivering free meals for the most vulnerable children in early years establishments and morning clubs for our most vulnerable children. Free school meals and activities will also be provided during holiday periods.
- ii) **Equalities** - Promoting equality and diversity through all of its service provision and contributing to the development of the Council's six equality outcomes.
- iii) **Employment & Training** – Providing employment, training, apprenticeships and internships for young people and people with vulnerabilities to enhance their employment prospects and prepare them for the world of work.

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

- i) **Street Lighting Infrastructure** – Completion of the Street Lighting Investment Programme and replace conventional street lamps across Renfrewshire with more energy and cost efficient LED alternatives.
- ii) **Sustainable Food Strategy** - Leading on the development, design, implementation and awareness raising of a Sustainable Food Strategy for Renfrewshire in partnership with Engage Renfrewshire and the local Health & Social Care Partnership. The strategy will: tackle food poverty; improve access to healthy food; boost the local food sector; create employment opportunities; promote food growing; and community enterprise models around food.

**Council Plan Strategic Outcome 5:  
Working together to improve outcomes**

- i) **Service Investments 2018 onwards** – The Council at its budget meeting on 2 March 2018 approved a number of investment priorities across Renfrewshire, some of which will be led and delivered by Environment & Communities and are of relevance to this Policy Board, in particular elements of tackling poverty.
- ii) **Workforce Planning** - Implementing the Environment & Communities workforce plan which recognises the changing workforce profile over the last few years and the workforce profile and skills that will be required for future years. Focussed activities will address age profiling, learning & development, succession planning and skills development. The plan will deliver a flexible, skilled, modern workforce that will deliver for communities in Renfrewshire.
- iii) **Information Technology** - Information Technology will be used within Environment & Communities to modernise service delivery and support efficiency and productivity

improvements. The service will support the implementation of the corporate Enterprise Resource Planning system.

- 4.7 Priority actions and performance indicators are core elements of the Service Improvement Plan. The priority actions set out how each of the key priority outcomes will be addressed, the key tasks to be implemented, an implementation time-table, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.
- 4.8 Implementation of the Service Improvement Plan is monitored and relevant activities and progress will be reported to the Finance, Resources and Customer Services Policy Board on a six monthly basis. The first progress update on the Service Improvement Plan 2017 to 2020 will be submitted to the Finance, Resources and Customer Services Policy Board in November 2018.

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### **Implications of the Report**

1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital Estimates for 2018/19.
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Environment & Communities, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community & Council Planning**

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

**Building strong, safe and resilient communities** – leading on the public protection agenda and contributing to the development of a new Empowering Communities frontline service model, within the Renfrewshire Community Safety Partnership.

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

**Creating a sustainable Renfrewshire for all to enjoy** – working in partnership with the community to make Renfrewshire a cleaner place to live, visit or do business. The service delivers the Team Up to Clean Up campaign, promotes and encourages waste minimisation through reducing, reusing and recycling, and increasing the use of alternative fuels in the Council fleet.

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

4. **Legal** – None.

5. **Property/Assets** – Section 10.5 of the 2018/19 – 2020/21 plan sets out the asset management priorities for 2018/19.
6. **Information Technology** – The Service Improvement Plan supports the implementation of the Enterprise Resource Planning System.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – The Service Improvement Plan supports Environment & Communities commitment to ensuring effective Health & Safety management.
9. **Procurement** – None.
10. **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Environment & Communities Risk Register.
11. **Privacy Impact** – None.
12. **CoSLA Policy Position** - none

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**List of Background Papers:** None

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# Environment & Communities

## Service Improvement Plan 2018-2021





## Environment & Communities Service Improvement Plan 2018-2021

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## Executive Summary

- I.1 This Service Improvement Plan sets out the strategic direction for Environment & Communities over the next three years and outlines key priorities, actions and improvements which the service intends to deliver based on the financial and employee resources available.
- I.2 The plan sets out the key priorities the service aims to achieve over the duration of the improvement plan, identifies the key actions to be undertaken to meet these priorities and sets out the performance indicators to be used to monitor progress.
- I.3 The key priorities for Environment & Communities over the period 2018 to 2021 include:
- **Service Investments 2018/19 onwards** – The Council at its budget meeting on 2 March 2018 approved a number of investment priorities some of which will be led and delivered by Environment & Communities. In particular:
    - Investment in Environment & Place and Team Up to Clean Up through a budget commitment of £2.5 million over the next 5 years.
    - Revenue and capital investment in green spaces and play parks and the establishment of a villages investment fund.
    - An ambitious roads capital investment programme.
    - Elements of tackling poverty.
    - Development and implementation of a respectful funeral service and revenue investment to deliver improvements in the Council's cemeteries estate.
  - **Financial & Better Council Change Programme Phase 3** – To help address the Council's future financial challenges, including service redesign and change projects to deliver further workforce integration and make better use of the Council's assets.
  - **Improving the Environment in Renfrewshire** – Delivering the Team Up To Clean Up campaign through engaging communities in the delivery of environmental improvements in their neighbourhood. Playing a lead role in creating a sustainable Renfrewshire by working towards increased recycling levels, reduction in waste sent to landfill and increased use of alternative fuel in the Council fleet.
  - **Empowering Communities** - Contributing to a Council wide change process that will transform the relationship of the Council with the communities it serves. This will include the development of a new Empowering Communities service model, incorporating the Renfrewshire Community Safety Partnership.
  - **Strategic Asset & Transportation Management** – Efficient and effective management of all assets including open space, roads infrastructure, fleet assets and maintenance of property and Housing Revenue Account assets.
  - **Paisley 2021, The Bidding Legacy** – Leading on the delivery of public realm and transport infrastructure improvements with a focus on working with stakeholders including the business and local communities to promote a clean, safe and welcoming Paisley. The service will also support major events and the development of the evening and night-time economy in town centres.
  - **Leading on the Public Protection agenda** – With a focus on combatting terrorism and serious organised crime, protecting vulnerable members of the community and integrating additional services and activities into the Renfrewshire Community Safety Partnership Hub.
  - **Workforce Planning** – Implement the Environment & Communities workforce plan which recognises the changing workforce profile over the last few years and the workforce profile and skills that will be required for future years. Focussed activities will address age profiling, learning & development, succession planning and skills development.

- **Tackling Inequality** - Promoting and supporting equality and diversity in our communities through the provision of a range of frontline services that target inequalities and support vulnerable people including: Morning Clubs; healthy meals; diversionary youth programmes; enhanced enforcement activities in the private housing sector; and employment opportunities to assist young people with positive destinations.

## **I. Introduction to the Service Improvement Plan**

- I.1 The Service Improvement Plan for Environment & Communities covers a 3 year period from 2018/19 to 2020/21. The plan outlines what the service intends to achieve based on the financial and employee resources available. The plan assists in shaping the strategic direction for the service and outlines key programmes, actions and improvements which we will deliver during the next three years.
- I.2 The major factors that this Service Improvement Plan responds to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The Service Improvement Plan sets out the likely impact that these issues will have on the service and our actions to address them.
- I.3 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. Environment & Communities will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- Reshaping our place, our economy and our future
  - Building strong, safe and resilient communities
  - Tackling inequality, ensuring opportunities for all
  - Creating a sustainable Renfrewshire for all to enjoy
  - Working together to improve outcomes
- I.4 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two Plans are closely aligned; focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire. The four community plan themes are:
- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
  - Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
  - Our Renfrewshire is fair: addressing the inequalities that limit life chances.
  - Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm
- I.5 The Service Improvement Plan feeds directly into meeting Council Plan strategic outcomes and many of the actions also contribute to Community Plan objectives and actions. This creates a golden thread through these three strategic documents and shows the role that Environment & Communities services have in delivering the strategic vision for Renfrewshire. Service level workforce, financial and risk plans are also closely aligned to the Service Improvement Plan, and translate into team and individual development plans.
- I.6 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy context. In turn, the outcomes of the budget process shape the final content of the Service Improvement Plan. Integration of the budget and the service planning process supports elected members in arriving at budget decisions in the full knowledge of how these will impact at a service level.

## 2. What We Do

2.1 Environment & Communities' services are provided directly to the public of Renfrewshire, to other services within the Council and to community planning partners. These services are delivered by approximately 1,700 employees, employed on a full-time or part-time basis, with a gross expenditure budget of approximately £70 million. Frontline services are delivered at around 270 Council premises, to over 89,000 households and businesses and support more than 845km of roads and transport infrastructure.

2.2 Environment & Communities has three main service areas/groupings:

### **Amenity Services:**

#### **Waste, StreetScene & Land Services, Roads & Transportation, Fleet and Transportation, Infrastructure**

2.3 The key responsibilities for Amenity Services include:

- The management and delivery of waste and recycling services, including kerbside collections and strategic waste management activities
- Ensuring Renfrewshire's streets, town centres and communities are clean, safe and welcoming
- Maintaining and developing Renfrewshire's roads, pavements, parks, play areas, open spaces and cemetery infrastructure
- Working with local community groups to enhance local play areas and parks
- Managing and developing a road network to sustain economic growth across Renfrewshire
- Maintaining the Council vehicle fleet (approximately 450 vehicles, both heavy and light fleet) and providing a social transport service to vulnerable clients (adults and children)
- Procuring the Council's vehicle replacement programme through the capital programme;
- Providing a transport infrastructure & network which delivers strategic and local connectivity in support of social and economic development
- Flood prevention and the maintenance of infrastructure, including; bridges, rivers and water courses
- Facilitating road safety programmes, cycling and green travel planning in partnership with schools, community groups and partners
- Working in partnership with Strathclyde Partnership for Transport to support regional transport policy and strategy, including required improvements to local bus services and infrastructure

### **Public Protection:**

#### **Regulatory Services, Community Safety and Civil Contingencies**

2.4 The key responsibilities of Public Protection include:

- Protecting and supporting vulnerable members of the community
- Preventing and addressing violence and criminal behaviour and patterns of anti-social behaviour
- Understanding and addressing risks and threats of exploitation
- Building community capacity
- Providing effective regulatory services that support businesses, protect consumers, protect public health and maintain food standards
- Understanding and responding to key legislative and environmental changes
- Combating terrorism and serious and organised crime
- Developing the Renfrewshire Community Safety Partnership, Hub and CCTV
- Providing consumer protection and business advice through Trading Standards
- Providing occupational Health & Safety enforcement and food regulation inspections in relevant work places to protect employees, workers and the general public across Renfrewshire
- Providing environmental protection support to improve private sector rented housing standards, implementation of the Council's contaminated land strategy and the maintenance of air quality
- Delivering diversionary programmes including Street Stuff
- Delivering comprehensive civil contingencies capability across the communities of Renfrewshire, Inverclyde, East Renfrewshire and West Dunbartonshire.

**Facilities Management:  
Hard & Soft Services**

2.5 The key responsibilities of Facilities Management (FM) include:

- Providing Soft FM services including; janitorial, caretaking, cleaning, catering, housekeeping and school crossing patrol services at Council and Health and Social Care Partnership premises
- Provision of healthy meals in nursery, primary, secondary and additional support needs schools
- Managing Hard FM services for all Council properties, including Council housing, delivering repairs, maintenance and compliance with statutory legislation
- Providing building services operations for repairs maintenance and capital works
- Carrying out repairs and maintenance on street lighting
- Providing integrated Hard & Soft FM activities for Renfrewshire House
- Strategic lead of the Schools' PPP contract with responsibility for monitoring and compliance
- Carrying out repairs and maintenance for Renfrewshire Leisure premises

### 3. Our strategic context

- 3.1 The Service Improvement Plan takes account of key national reviews and policies which have clear implications for the future delivery of public services. The main policy, economic, social and technological changes and challenges which will affect service delivery over the next three years are listed below and reflect the key issues which Environment & Communities will be focussing on in the first year of this Service Improvement Plan.
- 3.2 **Demographic Change** - The population of Renfrewshire is 175,930 and accounts for 3.2% of the total population of Scotland. Although Renfrewshire's total population is projected to remain stable, deprivation and vulnerability is a factor in some communities. Also, overall people are living longer and living in smaller households and this will impact on service delivery.
- 3.3 **Financial Climate** - Environment & Communities will continue to deliver significant financial efficiency savings over the medium term and will manage this reduction in ways that have the minimum adverse impact on the communities of Renfrewshire.
- 3.4 **Brexit** - Changes in the political and national policy environment arising from the European Union Referendum vote to leave the EU, will have implications for both the Council and Renfrewshire's communities and businesses. The full impact for Renfrewshire is likely to take several years to become fully apparent. However, this uncertainty will impact on the Council's financial outlook. In addition there will be implications for the way Environment & Communities does business in terms of the European legislative framework of key environmental, health, safety and technical policies and standards, e.g. Air Quality, Food Regulation, and product safety via Glasgow Airport.
- 3.5 **Best Value Assurance Audit** - Following the Council's Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and Environment & Communities will make a significant contribution to the corporate actions particularly around empowering communities, partnership working and workforce planning.
- 3.6 **Better Council Change Programme** - Environment & Communities has supported the strategic development and delivery of the transformation programme during Phases 1 and 2 of the programme and will continue to play a lead role in the delivery of phase 3 of the programme. Phase 3 presents the most challenging circumstances to date and will impact on all service areas within Environment & Communities as well as requiring cross cutting work with other areas of the Council and key partner organisations. Effective governance of the programme will be ensured by the Strategic Change and Service Review Board which will provide the strategic direction for the change programme across the service, ensuring integration with this Service Improvement Plan and the Environment & Communities Risk Management Plan.
- 3.7 **Community Empowerment & Engagement** – The Community Empowerment (Scotland) Act 2015 empowers community bodies, supports them in taking ownership or control of land and buildings, and strengthens their voices in decisions about public services. This legislative change has implications for Environment & Communities as a result of the move towards community ownership and the rights of communities to apply to take over the ownership of land and buildings owned by Councils and other public bodies. Communities of place or interest also have new rights under the Community Empowerment (Scotland) Act 2015 to request participation in the planning and delivery of services, which has implications for all Council and other public services.

The Empowering Communities approach will be delivered over the next 2 years in a change journey that will continue and further develop over a 5-year period with the following key objectives identified:

- Strengthen the Council's ability to act as an effective partner for communities
- Build community capacity in all of Renfrewshire's communities
- Increase community ownership of service delivery and assets
- Improve Council support for communities: providing resources & specialist skills; grant funding; decentralised budgets and participatory budgeting
- Share power more equally between communities, individuals and professionals

- Invest in and develop community potential, community assets and social networks.

Service specific consultations will be used to gather feedback from service users to determine future direction and service improvement activities. Consultations including Public Service Panel, service specific satisfaction surveys and residents meetings all provide platforms for community insight to be developed and monitored.

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

- Scottish Government & CoSLA
- Police Scotland,
- Scottish Fire & Rescue Service
- Health
- Food Standards Scotland,
- SEPA,
- Zero Waste Scotland
- Scottish Water
- Community Councils and tenants forums

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

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

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

- Property
- Open space
- Road infrastructure
- Fleet
- Housing Revenue Account assets
- Information and Communication Technology

Facilities Management maintain the property and Housing Revenue Account assets with Amenity Services responsible for the maintenance and development of open space, roads infrastructure and fleet assets.

**3.12 Risk Management** - The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny Policy Board. (Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department). Actions related to strategic or corporate risks, where Environment & Communities is the owner or joint owners of the risks (shown below), are reflected in the service improvement plan; this ensures an additional layer or scrutiny in the management of these risks. Other risks, which may occur only for or within the service, are contained in the Environment & Communities risk register reported to the Audit, Risk & Scrutiny Policy Board. The service's top risks are shown below for information.

Risks	Evaluations
<b>Our strategic risks</b>	
Community Safety & Public Protection (co-owner with Children's Services)	Evaluation: High
Serious organised crime (owner)	Evaluation: High
<b>Our corporate risks</b>	
Asset Management (co-owner with Finance & Resources)	Evaluation: High
Insider threat & Corporate Fraud (co-owner with Finance & Resources)	Evaluation: High
Organisational Resilience (owner)	Evaluation: Moderate
Climate Change Sustainability and Adaptability (co-owner with Finance & Resources)	Evaluation: Moderate
<b>Our TOP service-specific risks</b>	
Roads and footway maintenance	Evaluation: High
Public protection	Evaluation: High
Maintaining assets/financial pressures	Evaluation: High

- 3.13 **Self Evaluation** - During 2018 the Council will introduce the Renfrewshire Continuous Improvement Model. This will be based around a checklist of statements across a number of key themes: Leadership; Service Planning; Workforce; Partnership and Resources; Processes and Services and Results.

Environment & Communities will use the model to help identify what is working well and what needs to improve within the service and to drive employee involvement, particularly in terms of putting forward suggestions for improvements to services.

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

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

- 3.14 **Workforce Planning** - The Council's Organisational Development Strategy will ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during a climate of financial and resource constraints. A workforce plan, as specific to Environment & Communities has been developed and an associated action plan with key outcomes is now in place to address key issues such as age profiling, learning & development, succession planning and skills development. The plan will deliver a flexible, skilled, modern workforce that will deliver for communities in Renfrewshire.

- 3.15 **Equalities** - Environment & Communities actively promotes equality and diversity and will contribute to the development of the Council's six equality outcomes. The service will ensure compliance with equality law (The Equality Act), protect people from unfair treatment and make a positive difference to equality groups through its provision of services.

#### **4. Environment & Communities - Delivering the Council Plan**

- 4.1 The Council Plan, 'Thriving People, Connected Communities', clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.
- 4.2 The Service Improvement Plan details how Environment & Communities will contribute to and deliver these outcomes. It provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. Under each outcome the plan:
- Highlights the service's achievements for the year up to 31 March 2018
  - Outlines the key priorities the service aims to achieve over the duration of the improvement plan
  - Identifies the key actions to be undertaken to meet the priorities
  - Sets out the performance indicators to be used to monitor progress

## Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future

### 5. Strategic Outcome Overview

5.1 Environment & Communities has a key role to play in maintaining and improving strategic road, rail and transport connections developing the Public Realm, creating transport strategies, supporting major events and developing the evening and night-time economy in our town centres. The service is also committed to the provision of employment training and job opportunities for Renfrewshire's young people and vulnerable people, actively preparing them for the world of work.

#### Achievements 2017/18

5.2 The main achievements during 2017/18 that are of particular relevance to Strategic Outcome 1 include:

- **Roads Investment Programme** - A total of £6.7million was invested in roads and footpaths infrastructure during 2017/18 with over 100 schemes completed, delivering real improvements to both strategic and local roads.
- **Support for Events and Town Centre Activities** - Providing operational support for events in Renfrewshire including: Fireworks display; The Spree; Sma' Shot Day; Hallowe'en Festival; Winter Fest; Remembrance events; Christmas Lights switch-ons; and the historic Monte Carlo Rally. These events play an important role in supporting the evening and night-time economy in our town centres. Paisley town centre received Purple Flag renewal status in January 2018, one of only four towns in Scotland, recognising the growing strength of Paisley's evening and night-time economy and strong local partnership.
- **UK City of Culture 2021** - As part of the preparation of the bid for UK City of Culture 2021 Environment & Communities led on the development of Public Realm and Transport Strategies for Paisley Town Centre. These strategies have highlighted key areas for potential improvements to the public realm and transport infrastructure in the Paisley town centre which would improve accessibility and connectivity, supporting economic growth and stimulate visitor numbers.
- **Glasgow City Region/City Deal** - Environment & Communities contributes to joint working, supporting the Glasgow City Region/ City Deal and the £1.13bn Glasgow and Clyde Valley Infrastructure Fund – in particular delivering the roads, transportation & cycling aspects of the Renfrewshire projects.
- **Supporting Employment Opportunities** - Environment & Communities has offered employment opportunities across a number of service areas:
  - Facilities Management Building Services
  - Facilities Management Soft Services
  - Provided training for young people as part of Project Search Initiative
  - Provided work experience for school pupils and West College Scotland students
  - Provided work placements through Invest in Renfrewshire employment programmes

## Council Plan Strategic Outcome 1: Reshaping our place, our economy and our future

### Priorities 2018/19

5.3 The key priorities the service aims to achieve are:

- **Roads Infrastructure** – Maintaining and improving strategic road, rail and transport connections and maintain the road network based on the most efficient whole life costs and delivery of the 2018/19 roads and footways increased capital investment programme - £7.239 million.
- **Economic Framework and Paisley Town Centre Action Plan** – Supporting the delivery of the 10 strategic priorities of the Economic Framework with particular focus on the following two priorities:
  - **Regenerating and investing in Paisley Town Centre** – Investment in the public realm, in particular walking, cycling and civic space and the creation of improved connections to the wider Glasgow City Region.
  - **Strengthening the transport infrastructure** – Achieving a behavioural shift to more sustainable modes of transport; an improved road network; walking and cycling provision; and the development of an enhanced transport infrastructure.
- **Paisley 2021, The Bidding Legacy** – Leading on the delivery of public realm and transport infrastructure improvements. This will focus on working with stakeholders including the business and local communities to promote a clean, safe and welcoming Paisley. Infrastructure, transportation and service delivery improvement will support the annual events programme and growing evening and night time economy.
- **Invest in Renfrewshire and Regeneration** – Creating job opportunities for Renfrewshire's young people and vulnerable people and actively preparing them for the world of work. The service will deliver modern apprenticeships, graduate internships and also support the Project SEARCH initiative to help young people with autism and learning disabilities move from education into employment.
- **Glasgow City Region/City Deal** - Delivering the strategic roads & transport schemes contained within the Renfrewshire Glasgow City Region/City Deal projects.

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

### 5.4 Priority Actions

Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Deliver the 2018/19 increased roads and footways capital investment programme - £7.239 million	Improvements to the condition of roads and footways infrastructure	Head of Amenity Services	31-Mar-2019
02	Invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes <b>(Council Plan Action)</b>	Improvements to accessibility and connectivity of the town centre and transport networks prioritising modal transport changes	Head of Amenity Services	31-Mar-2022
03	Deliver City Deal initiatives	Improve transport infrastructure in Renfrewshire, offering more diverse employment opportunities through improved connectivity	Senior Leadership Team	31-Mar-2021
04	Lead on the works to improve the public realm and transport infrastructure in Paisley Town Centre	Deliver agreed outcomes within the Public Realm and Transport Strategies for Paisley Town Centre	Senior Leadership Team	31-Mar-2021
05	Support economic regeneration and job creation through the regeneration and revitalisation of town centres	Deliver better transport networks and improve public transport infrastructure	Senior Leadership Team	31-Mar-2021
06	Participate in the Invest in Renfrewshire strategy to support young people into work	Increase employability and employment opportunities for young people in Renfrewshire	Senior Leadership Team	31-Mar-2021

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

5.5 Performance Indicators Only							(PI Status:  Alert,  Warning,  OK,  Data)		
Code	Performance Indicator	Frequency of monitoring	Date last updated	2016/17 Value	2016/17 Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target
01	(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall	Years	2016/17	34.8%	35%		35%	35%	35%
02	(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads (LGBF Indicator <sup>1</sup> )	Years	2016/17	22.4%	25%		25%	25%	25%
03	(Maintenance) Carriageway Condition: % of road network considered for treatment (ii) B Class Roads (LGBF Indicator)	Years	2016/17	27.5%	25%		25%	25%	25%
04	(Maintenance) Carriageway Condition: % of road network considered for treatment (iii) C Class Roads (LGBF Indicator)	Years	2016/17	36.9%	35%		35%	35%	35%
05	(Maintenance) Carriageway Condition: % of road network considered for treatment (iv) Unclassified Roads (LGBF Indicator)	Years	2016/17	36.6%	36%		36%	36%	36%

<sup>1</sup>The most recent Local Government Benchmarking Framework (LGBF) data relates to financial year 2016/17. Data for 2017/18 will not be published until February 2019. The 2017/18 target for each performance indicator is as follows:

<b>01</b> (Maintenance) Carriageway Condition: % of road network considered for treatment (v) Roads Overall	<b>35%</b>
<b>02</b> (Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads	<b>25%</b>
<b>03</b> (Maintenance) Carriageway Condition: % of road network considered for treatment (ii) B Class Roads	<b>25%</b>
<b>04</b> (Maintenance) Carriageway Condition: % of road network considered for treatment (iii) C Class Roads	<b>35%</b>
<b>05</b> (Maintenance) Carriageway Condition: % of road network considered for treatment (iv) Unclassified Roads	<b>36%</b>

## Council Plan Strategic Outcome 2: Building strong, safe and resilient communities

### 6. Strategic Outcome Overview

- 6.1 There has been a 3% reduction in crime since 2013/14, with a 65% reduction in the number of incidents of antisocial behaviour sustained over the last 5 years. Initiatives such as the Renfrewshire Community Safety Partnership Hub and daily tasking have been recognised as best practice nationally. Challenges remain in relation to levels of gender based violence and drug-related crime. Partnership work in relation to counter-terrorism and civil contingencies is a key priority and Environment & Communities will work to ensure that Renfrewshire is able to respond effectively to challenges that emerge.
- 6.2 There is a thriving network of community groups, organisations and expertise locally. Environment & Communities will support them to involve communities and work together on joint priorities that will transform the relationship the Council has with the communities it serves and will play a lead role in developing a new Empowering Communities frontline service model.

### Achievements 2017/18

- 6.3 The main achievements during 2017/18 that are of particular relevance to Strategic Outcome 2 include:
- **Serious Organised Crime/Counter Corruption** - An Organisational Vulnerability Assessment was carried out with the assistance of Police Scotland Counter Corruption Unit which identified over 50 improvement actions that could be taken to strengthen the Council and its core systems and protect against the threat posed by Serious Organised Crime. These are now being addressed through the Council's Integrity Group.
  - **Counter Terrorism Strategy – CONTEST/Prevent** - Significant efforts have been put into developing consistent and appropriate response arrangements in the event that the UK terrorist threat level is increased to critical. This included the training and development of key staff and the development of an innovative Grey Space Community Tensions Group and close working with key partners including Police Scotland.
  - **MARAC – Multi Agency Risk Assessment Conference for Domestic Abuse** - During 2017/18 the MARAC annual report was developed, the primary purpose being to highlight the success of the local approach to date and to identify further areas around safeguarding vulnerable victims of domestic abuse. Awareness training has been provided to over 100 family nurses, health visitors and community mental health practitioners.
  - **Community Safety Hub & Integrated Control Room** - The £1.5m Renfrewshire Community Safety Hub has been a success with an integrated multi-agency approach and the CCTV operations centre now running 24 hours per day. Out of hours winter maintenance and key holding services for flood prevention systems are now also located and operate out of the Hub. Some key successes include identification of missing persons, increased awareness of homelessness within Paisley Town Centre, and support for operations such as "Operation Winter Shield", essential to deterring and disrupting knife crime in Renfrewshire.
  - **Street Stuff** - During 2017/18 the Street Stuff programme had over 30,000 attendances delivering football, dance, clubbercise, boxercise and multi-media activities in communities across Renfrewshire on 6 out of 7 days. Holiday camps including festive programmes and weekend activities also provided healthy food. Street Stuff won the Community Champion award at Renfrewshire Chamber of Commerce ROCCO Business Awards, the Community Engagement category at the Scottish Public Sector Awards and the COSLA Excellence Awards in the 'Local matters' category.

## Council Plan Strategic Outcome 2: Building strong, safe and resilient communities

### Priorities 2018/19

6.4 The key priorities the service aims to achieve are:

- **Empowering Communities** – Over the next five years Environment & Communities will contribute to a Council wide change process that will transform the relationship of the Council with the communities it serves. This will include the development of a new Empowering Communities frontline service model, including the Renfrewshire Community Safety Partnership.
- **Combating Terrorism and Serious Organised Crime** – Developing a divisional multi-agency Serious Organised Crime/Counter Terrorism group for Renfrewshire and Inverclyde, improving the sharing and use of intelligence and ensuring effective links with national strategies and groups.
- **Protecting Vulnerable Members of the Community** – Reducing victims of unintended harm, targeting hate crime, developing the Renfrewshire Multi-Agency Risk Assessment Conference (MARAC) process and updating the Information Sharing Protocol for the Renfrewshire Public Protection Partnership.
- **Renfrewshire Community Safety Partnership Hub Phase 2** – Increasing resilience and improving the Council's response to out of hours incidents using the Community Safety Hub & Integrated CCTV Control Room. Using the Hub as a Joint Agency Command Centre to support events and activities. Integrating additional services and activities into the Hub in order to maximise its effectiveness and usefulness to the Council and the Renfrewshire Community Safety Partnership.
- **Wireless CCTV** – over the next two years Environment & Communities will contribute to the Council's digital strategy with the use of improved technologies in relation to the operation of public space CCTV, reducing hard fibre where possible.

## Council Plan Strategic Outcome 2: Building strong, safe and resilient communities

### 6.5 Priority Actions

Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Lead on the development of an Empowering Communities model for the Council	Communities will be better engaged and involved in the development of their community assets	Senior Leadership Team	31-Mar-2021
02	Lead on the public protection agenda incorporating requirements from national legislation	Renfrewshire's residents, communities, workers and visitors will live/visit/work in a safer environment	Head of Public Protection	31-Mar-2021
03	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub ( <b>Council Plan Action</b> )	The Renfrewshire Community Safety Partnership hub will be manned and active 24 hours a day to ensure we can respond to residents of Renfrewshire.	Head of Public Protection	31-Mar-2022
04	Develop community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities	<p>Safer and stronger communities delivered through provision of the Building Safer &amp; Greener Communities programme.</p> <p>Tailored interventions to meet the needs of communities and:</p> <ul style="list-style-type: none"> <li>• Reduce the number of victims of crime and victims of unintentional harm.</li> <li>• Improve perceptions of safety and wellbeing</li> <li>• Deliver the Streetstuff Programme</li> </ul>	Head of Public Protection	31-Mar-2021
05	Develop and deliver strategies for how the Council will respond locally to the risks posed by serious organised crime and terrorism ( <b>Council Plan Action</b> )	Better understanding of Renfrewshire's potential risks in terms of serious and organised crime, and the identification of resources to mitigate areas of greatest vulnerability	Head of Public Protection	31-Mar-2022
06	Develop the Renfrewshire Multi Agency Risk Assessment Conference (MARAC) to support high risk victims of domestic abuse and raise awareness of the issue in Renfrewshire	Ongoing development of the MARAC process in Renfrewshire to ensure interventions are in place and effective for the highest risk victims of domestic abuse	Head of Public Protection	31-Mar-2021
07	Work with key partners to develop a multi-agency counter terrorism strategy	Officers and partners confident in understanding the risks posed by terrorism and aware of threat levels and current guidance	Head of Public Protection	31-Mar-2021
08	Carry out repairs and maintenance on Renfrewshire Council buildings and monitor actions through the Risk Register	Renfrewshire Council buildings are compliant with statutory responsibilities	Head of Facilities Management	31-Mar-2019
09	Expand the use of wireless technology across public space CCTV	Renfrewshire's residents, communities, workers and visitors will live/visit/work in a safer environment	Head of Public Protection	31-Mar-2020

## Council Plan Strategic Outcome 2: Building strong, safe and resilient communities

### 6.6 Performance Indicators Only)

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

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
							Annual Target	Annual Target	Annual Target
01	Percentage of adults who agree that Renfrewshire is a safe place to live. (Council Plan Indicator)	Years	2017/18	84.6%	84%		85%	85%	85%
02	% of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live". (Council Plan Indicator)	Years	2017/18	83.5%	87%		88%	88%	88%
03	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service (Council Plan Indicator)	Quarters	Q3 2017/18	1,512	1,750		1,800	1,800	1,800
04	Number of recorded attendances at Street Stuff activities (Council Plan Indicator)	Quarters	Q3 2017/18	21,915	32,000		25,000	25,000	25,000
05	Number of complaints regarding youth disorder (Council Plan Indicator)	Quarters	Q3 2017/18	305	740		650	650	650

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

### 7. Strategic Outcome Overview

7.1 Environment & Communities promotes and supports equality and diversity through all of its service provision. It has a strong track record in providing frontline services that target inequalities and support vulnerable people. A range of services and frontline projects are delivered that tackle inequality in our communities including: Morning Clubs; healthy meals; diversionary youth programmes; enhanced enforcement activities in the private housing sector; and employment opportunities to assist young people with positive destinations.

#### Achievements 2017/18

7.2 The main achievements during 2017/18 that are of particular relevance to Strategic Outcome 3 include:

- **Morning Clubs** - Delivered in 9 primary schools and 1 secondary school, providing pupils with a healthy breakfast and a programme of activities, with around 2,000 breakfasts being served each week. The morning clubs received a positive evaluation by the University of West of Scotland where the research highlighted a number of benefits linked to supporting attainment, including better eating, improved attitude to food, increased levels of concentration in class and a more positive outlook about school.
- **Families First Clubs** - Operated in 12 locations throughout Renfrewshire during the school summer and October holiday periods, providing activities and healthy meals to pupils in P1-P4 who were eligible for a free school meal, children who attended additional support needs schools and also to children under five who attended Council pre-five centres during school holidays. Two nurseries were open during the Christmas and New Year period to provide free hot food for all eligible children.
- **Enhanced Enforcement Activity** - Undertaken within the private housing sector to tackle unregistered landlords and poor standards of accommodation within Renfrewshire. It ensured that below standard properties and landlords were removed from the private rented market; driving up standards within a sector which often affects the most vulnerable and disadvantaged citizens. Since the service was introduced, 450 unregistered landlords have been investigated and inspections of 85 private rented properties have been carried out. This has resulted in 147 Rent Penalty Notices being issued and 4 applications to the Housing and Property Chamber First Tier Tribunal for Scotland, respectively.
- **Street Stuff** - Delivered activities in targeted areas across Renfrewshire during school holiday periods. This included a festive and holiday programme and weekend activities with the provision of healthy food. Street Stuff was one of the key youth community engagement partners supporting Paisley's City of Culture Bid.

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

### Priorities 2018/19

7.3 The key priorities the service aims to achieve are:

- **Respectful Funeral Service** – Developing and delivering arrangements for the provision of an affordable Respectful Funeral Service
- **Tackling Inequality** – Delivering and leading on three programmes: Street Stuff, Morning Clubs and Enhanced Enforcement Activity in the private rented housing sector, to have a positive impact on individuals and communities experiencing or vulnerable to inequality in Renfrewshire.
- **Early Years Strategy (Families First)** – Delivering free meals for the most vulnerable children in early years establishments and morning clubs for our most vulnerable children. Free school meals and activities will also be provided during holiday periods.
- **Equalities** – Promoting equality and diversity through all of its service provision and contribute to the development of the Council's six equality outcomes.
- **Enhanced Enforcement Activity** – Promoting improvements within the private rented housing sector, tackling unregistered landlords and poor standards of accommodation affecting the most vulnerable and disadvantaged citizens within Renfrewshire.
- **Employment & Training** – Providing employment, training, apprenticeships and internships for young people and people with vulnerabilities to enhance their employment prospects and prepare them for the world of work.

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

### 7.4 Priority Actions

Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Develop and deliver a Respectful Funeral Service	There will be opportunities for an affordable respectful funeral service	Head of Amenity Services	31-Mar-2019
02	Promote equality and diversity through all services	Equality outcomes embedded in service priorities	Senior Leadership Team	31-Mar-2021
03	Provide healthy hot meals during designated holiday periods through the Families First project	Children will be fed during holiday periods and return to school ready to learn	Head of Facilities Management	31-Mar-2019
04	Deliver morning clubs in targeted areas	Children will receive a healthy breakfast and start the school day ready to learn	Head of Facilities Management	31-Mar-2019
05	Deliver the Street Stuff programme including activities and meals	Anti-social behaviour and offending will be maintained at a low level across Renfrewshire	Head of Public Protection	31-Mar-2019
06	Provide employment and training opportunities for identified groups of young people in Renfrewshire.	Young people and people with vulnerabilities will have opportunities to enhance their chances of employment	Head of Public Protection	31-Mar-2019
07	Deliver enhanced enforcement activity in the private rented sector	The standard of housing provided through private landlords in Renfrewshire will be improved	Head of Public Protection	31-Mar-2019

### 7.5 Performance Indicators (Only)

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

Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
							Annual Target	Annual Target	Annual Target
01	% uptake of free school meals in primary and secondary schools	Years	Q3 2017/18	73%	75%		75%	75%	75%

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

### 8. Strategic Outcome Overview

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

#### Achievements 2017/18

8.2 The main achievements during 2017/18 that are of particular relevance to Strategic Outcome 4 include:

- **Environment & Place Investment, £250,000** – Delivered enhanced operational activities and support to communities, including:
  - Additional and targeted Streetscene and Roads activities, including mechanical street cleaning and the cleaning of gullies
  - Litter clean ups and targeted dog fouling activities and enforcement
  - Removal of old and redundant street furniture and roads infrastructure (signage, poles, barriers etc)
  - Supporting community and volunteer participation
  - A highly visible marketing campaign, including Team Up to Clean Up
- **Team Up to Clean Up** - Launched in November 2017 with enhanced operational activities focussing on street cleaning, gully maintenance, rapid response services and road infrastructure improvements. The campaign has engaged with communities and has involved volunteer participation.
- **LED Street Lighting Investment Programme** - Renfrewshire's Street Lighting Investment Strategy has been substantially completed, with 97% of Renfrewshire's 30,756 street lights converted to LED Lanterns (to be fully completed April/May 2018). The programme is on course to deliver the estimated gross revenue savings of £1.391m and the agreed net revenue saving of £750,000 per annum through reduced energy and carbon consumption and reduced maintenance costs.
- **Clyde Valley Residual Waste Treatment & Proposal** – A contractor was appointed during 2017 and the project remains on target to be commissioned during 2019 and be fully operational for the planned contract commencement in December 2019.
- **Renfrewshire Air Quality Action Plan** - The draft Renfrewshire Air Quality Action Plan containing action measures aimed at improving air quality within the three Renfrewshire Air Quality Management Areas was prepared and submitted to the Scottish Government starting the formal consultation process.
- **Flood Management** – Delivered as part of the Clyde and Loch Lomond District Flood Risk Management partnership, taking forward the requirements of the Flood Risk Management Act through a series of collaborative flood and water catchment studies and developing surface water management plans for areas of Renfrewshire and surrounding local authorities.

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

### Priorities 2018/19

8.3 The key priorities the service aims to achieve are:

- **Environment & Place** – Reflecting the Council’s decision of 2 March 2018 to invest £2.5million for the next 5 years in enhanced environmental cleaning, development of delivery plan for 2018/19. This will incorporate the key priorities of 2017/18 but also expand on the original key priorities reflecting the level of investment.
- **Team Up to Clean Up** – Continuation of the campaign to engage communities in delivering environmental improvements in their neighbourhood. The service will provide support for litter picks, gully cleaning, dog fouling, street cleaning and road infrastructure improvements. The service will also support communities and build their capacity with communications, training, equipment and skills development.
- **Green Spaces & Play Parks and Villages Investment** – Reflecting the Council’s decision of 2 March 2018 to invest Capital and Revenue resources, to support the development of parks & green spaces, £1.5million and community led projects, £0.370million respectfully.
- **Clyde Valley Shared Service Residual Waste Project** – Delivering the shared service residual waste project to ensure compliance with the landfill ban to be introduced in January 2020 and to contribute to the National Zero Waste targets. The project will be commissioned by East Dunbartonshire, East Renfrewshire, North Ayrshire, North Lanarkshire and Renfrewshire Councils mid to end 2019 and be fully operational by December 2019.
- **Waste Strategy** – Implementing a Waste Strategy taking into account the legislative obligations for reducing waste being sent to landfill and the Scottish Household Recycling Charter and associated Code of Practice.
- **Fleet Vehicles** – Rationalising and delivering improvements in fleet utilisation and efficiency, expand the use of alternative fuels, improve maintenance and procurement processes.
- **Air Quality Action Plan** - Delivering the Renfrewshire Air Quality Action Plan and implement action measures to improve air quality across Renfrewshire.
- **Flood Management** – Undertaking actions in the Clyde and Loch Lomond Local Plan District Flood Risk Management Strategy to mitigate and reduce flooding in identified risk areas.
- **Sustainable Food Strategy** – Leading on the development, design, implementation and awareness raising of a Sustainable Food Strategy for Renfrewshire in partnership with Engage Renfrewshire and the local Health & Social Care Partnership. The strategy will: tackle food poverty; improve access to healthy food; boost the local food sector; create employment opportunities; promote food growing; and community enterprise models around food.

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

### 8.4 Priority Actions

Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Deliver a programme of enhanced operational environmental and community support activities for environment and place	Improved Streetscene and roads activities, including mechanical and gully cleaning, litter clean ups, targeted dog fouling & enforcement, removal of old and redundant street signage, poles, barriers etc and support for community and volunteer participation	Senior Leadership Team	31-Mar-2023
02	Develop and invest in parks and green spaces	Improved use and amenity in parks and play areas with improved community involvement	Senior Leadership Team	31-Mar-2023
03	Develop action plans to address flooding risk in Renfrewshire	Awareness raised of flood risk areas and measures identified that reduce risk.	Head of Amenity Services	31-Mar-2021
04	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy ( <b>Council Plan Action</b> )	Contribution to achieving the Council's carbon management reduction targets.	Head of Amenity Services	31-Mar-2022
05	Ensure a residual waste treatment and disposal facility is fully operational by end of 2019 as part of the Clyde Valley Waste Management solution ( <b>Council Plan Action</b> )	Compliance with legislation on zero waste to landfill by 2021 with consequent positive environmental implications.	Head of Amenity Services	Dec-2019
06	Deliver the requirements of the Scottish Household recycling charter and related service changes ( <b>Council Plan Action</b> )	The quality and quantity of recyclate will be improved and levels of residual waste reduced.	Head of Amenity Services	31-Mar-2021
07	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status ( <b>Council Plan Action</b> )	Healthy eating will be promoted and food poverty tackled.	Head of Facilities Management	31-Mar-2022
08	Deliver the Team Up, To Clean Up campaign throughout Renfrewshire, involving local communities ( <b>Council Plan Action</b> )	Renfrewshire will be a cleaner place to live work and visit. Communities will be engaged and participating in Team Up To Clean Up activities.	Head of Amenity Services	31-Mar-2022
09	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently ( <b>Council Plan Action</b> )	Legitimate businesses in Renfrewshire will flourish and be assisted and offered advice when they are starting up. All enforcement will comply with the 5 principles of better regulation to ensure it is transparent, accountable, proportionate, consistent and targeted.	Head of Public Protection	31-Mar-2022
10	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire ( <b>Council Plan Action</b> )	Fuel consumption & emissions will be reduced and improvements made to traffic management in town centres, improving air quality.	Head of Public Protection	30-Sept-2018
11	Develop and implement a long term sustainable leachate and surface water management plan for Linwood Moss	The requirement for leachate treatment at Linwood Moss will be reduced in accordance with its waste management licence.	Head of Amenity Services	31-Mar-2020

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

8.5 Performance Indicators									
(PI Status:  Alert,  Warning,  OK,  Data Only)									
Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19	2019/20	2020/21
01	Street Cleanliness Score - % of areas assessed as clean (Council Plan Indicator)	Years	2016/17	91.3%	90%		90%	90%	90%
02	Amount of CO <sub>2</sub> emitted by the public vehicle fleet (Council Plan Indicator)	Years	2016/17	3,109	3,060		2,840	2,730	2,620
03	Air Quality - Annual average PM10 value across all continuous monitoring sites (Council Plan Indicator)	Years	2016/17	13.7	18		18	18	18
04	Air quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits (Council Plan Indicator)	Years	2016/17	0	45		43	42	41
05	% of the vehicle fleet which uses alternative fuels, such as electricity (Council Plan Indicator)	Quarters	Q3 2017/18	6.9%	7%		9%	14%	16%
06	Reduce the amount of CO <sub>2</sub> emitted from public space lighting (Council Plan Indicator)	Years	2016/17	5,191	6,451		3,000	1,800	1,800
07	% of street lighting lanterns in Renfrewshire which are LED	Quarters	Q3 2017/18	97%	98.5%		1.5%	Complete	
08	Food Hygiene Information Scheme - % of premises which currently achieve a Pass rating	Quarters	Q3 2017/18	98%	97%		97%	97%	97%
Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018 Annual Target	2019 Annual Target	2020 Annual Target
09	% of Household Waste Recycled (Calendar year data) (LGBF Indicator)	Quarters	Q3 2017	48.6%	50%		50%	53%	55%
10	% of Household waste collected which is landfilled (Calendar year data)	Years	2017	33.1%	34%		33%	32%	31%

## Council Plan Strategic Outcome 5: Working together to improve outcomes

### 9. Strategic Outcome Overview

9.1 Environment & Communities has supported the strategic development and delivery of the Better Council Change Programme during Phases 1 and 2 and will play a lead role in the delivery of phase 3 which will impact on all service areas and require cross cutting work with other areas of the Council and partners. The Environment & Communities Workforce Plan ensures employees are provided with the skills, training and opportunities for learning and development they require to enable them to contribute positively as the service modernises and develops.

#### Achievements 2017/18

- 9.2 The main achievements during 2017/18 that are of particular relevance to Strategic Outcome 5 include:
- **Better Council Change Programme** - Implementing the Better Council Change Programme to support delivery of revenue savings. This included: the review of facilities management (hard and soft FM), catering; transportation, fleet and roads infrastructure; and the rationalisation of depots.
  - **Investment in Renfrewshire Parks** – With a focus on 2 Flagship parks, Barshaw Park in Paisley & Robertson Park in Renfrew.
  - **Depot Rationalisation/Infrastructure Investment of £2.5m** - Upgrading of Underwood Road depot, moving from 3 depots (Underwood Road, Scotts Road & Clark Street) to one integrated depot.
  - **Vehicle Replacement Programme** – Maximising the effectiveness of the Council's heavy & light fleet, over 450 vehicles, through efficient use of a £1.5m capital investment programme.

## Council Plan Strategic Outcome 5: Working together to improve outcomes

### Priorities 2018/19

9.3 The key priorities the service aims to achieve are:

- **Service Investments 2018 onwards** – The Council’s Budget for 2018/19 was approved on 2 March 2018 and included a number of key service investment priorities for 2018/19, with some spread over the next 5 years until 2022/23. Environment & Communities will lead on the delivery of a number of these key investment priorities as set out below.
  - Investment in enhanced environmental cleaning, namely Environment & Place and Team Up to Clean Up through a budget commitment of £2.5 million over the next 5 years.
  - Revenue and capital investment in green spaces and play parks of £1.5 million and the establishment of a villages investment fund of £0.370 million.
  - An increased roads capital investment programme for 2018/19 of £7.239 million.
  - Elements of tackling poverty including support for Streetstuff and Breakfast Clubs.
  - Investment of £0.050 million for the development and implementation of arrangements for the provision of an affordable respectful funeral service. Also an investment of £1 million to deliver improvements in the Council’s cemeteries.
- **Better Council Change Programme** – Environment & Communities has committed to the delivery of an ambitious programme throughout 2018/19 and 2019/20 to deliver change that will enhance the relationship the Council has with its communities, deliver workforce integration and make better use of the Council’s assets. This change will ensure that our services continue to deliver for the communities of Renfrewshire, whilst increasing productivity and reducing cost.
- **Workforce Planning** – Implement the Environment & Communities workforce plan which recognises the changing workforce profile over the last few years and the workforce profile and skills that will be required for future years. Focussed activities will address age profiling, learning & development, succession planning and skills development. The plan will deliver a flexible, skilled, modern workforce that will deliver for communities in Renfrewshire.
- **Information Technology** – Information Technology will be used within Environment & Communities to modernise service delivery and support efficiency and productivity improvements. The service will support the implementation of the corporate Enterprise Resource Planning system.

## Council Plan Strategic Outcome 5: Working together to improve outcomes

### 9.4 Priority Actions

Action Code	What we will do	The difference we will make	Lead Officer(s)	Target Date
01	Provide our employees with the appropriate support to manage their attendance	Sickness absence levels and costs will be minimised.	Senior Leadership Team	31-Mar-2022
02	Ensure effective management of overtime	Overtime costs will be reduced	Senior Leadership Team	31-Mar-2021
03	Implement the Council's new Organisational Development Strategy	Employees will be equipped with the skills, training and development required to deliver services effectively.	Senior Leadership Team	31-Mar-2021
04	A strategic planning approach to future skills and service requirements will be implemented	Staff will be developed and equipped with the skills and knowledge to fulfil their roles and responsibilities	Senior Leadership Team	31-Mar-2021
05	Active participation in phase 3 of the Better Council Change Programme	The service will play its role in delivering cross cutting change	Senior Leadership Team	31-Mar-2020
06	Deliver agreed operational efficiencies through fleet utilisation and rationalisation	The cost to operate, maintain and manage the Council's fleet will be reduced and its effectiveness maximised	Head of Amenity Services	31-Mar-2020
07	Undertake an impact assessment of car parking within Johnstone and Renfrew Town Centres and invest in modern parking meters	Car parking will support the development of town centres and be available and easy to use for residents and visitors	Head of Amenity Services	31-Mar-2019
08	Deliver agreed changes to waste collection services and introduce a permit scheme at Household Waste Recycling Centres	The quality and quantity of recycle will be improved and levels of residual waste reduced	Head of Amenity Services	31-Jan-2019
09	Deliver improvements in the Council's Cemeteries estate	The condition of cemetery infrastructure will be improved	Head of Amenity Services	31-Mar-2023
10	Embed an integrated FM approach for housing repairs and maintenance and stores provision	A commissioning approach to service provision will be delivered, improving customer service and efficiency	Head of Facilities Management	31-Mar-2020
11	Support the Council to implement the Enterprise Resource Planning system	Ensure the full benefits of the Enterprise Resource Planning system are realised	Senior Leadership Team	31-Mar-2019
12	Develop customer engagement plans to actively seek their buy-in and support for service provision	Communities will be more engaged and actively involved in the delivery of services	Senior Leadership Team	31-Mar-2019
13	Develop a strategic approach to asset management	Assets including roads, infrastructure and fleet, parks, cemeteries and play areas will be managed efficiently and effectively	Senior Leadership Team	31-Mar-2019
14	Progress the schools PPP contract and finalise the benchmarking of cleaning and catering services	Improved service delivery arrangements will be in place delivering value for money	Head of Facilities Management	31-Mar-2019
15	Ensure robust and up to date business continuity arrangements are in place	Services will be able to identify critical functions and the resources required to recover from disruptive events.	Senior Leadership Team	31-Mar-2019
16	Review and maintain continuous improvement frameworks	Quality assurance will be undertaken; actions from the Best Value Audit report delivered, and health & safety, staff and customer service accreditations maintained	Senior Leadership Team	31-Mar-2019

9.5 Performance Indicators							(PI Status:  Alert,  Warning,  OK,  Data Only)		
Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target
01	% of E&C managers in the 360 process with a completed 360 report	Quarters	Q3 2017/18	88%	100%		100%	100%	100%
02	% of E&C employees having completed IDPs (from MDP/MTIPD)	Quarters	Q3 2017/18	84%	100%		100%	100%	100%
03	Improve SVQ levels across the front-line workforce - number of staff obtaining SVQ qualifications	Quarters	Q3 2017/18	0	50		50	50	50
04	Environment & Communities - Absence %	Quarters	Q3 2017/18	6.9%	4%		4%	4%	4%
05	(Traffic & Transportation) Traffic Light Failure % of Traffic Light Repairs completed within 48 hrs	Quarters	Q3 2017/18	87.4%	95%		95%	95%	95%
06	% of reported street lighting faults which were repaired within the 7-day timescale	Quarters	Q3 2017/18	96.4%	95%		95%	95%	95%
07	Environment & Communities - Overtime as a % of total employee costs (cumulative)	Quarters	Q3 2017/18	7%	6%		5%	5%	5%
08	% of pothole repairs completed within timescales	Quarters	Q3 2017/18	66%	75%		80%	80%	80%
09	% of FOI requests completed within timescale by Environment & Communities	Quarters	Q3 2017/18	100%	100%		100%	100%	100%
10	% of front line resolutions dealt with within timescale by Environment & Communities	Quarters	Q3 2017/18	84%	100%		100%	100%	100%
11	% of complaint investigations completed within timescale by Environment & Communities	Quarters	Q3 2017/18	76%	100%		100%	100%	100%
12	Building Services - % of overall housing repairs completed within target	Quarters	Q3 2017/18	95%	95%		95%	95%	95%
13	Cost of Maintenance per Kilometre of roads (LGBF Indicator)	Years	2016/17	£19,280	n/a		n/a	n/a	n/a
14	% of adults satisfied with parks and open spaces (LGBF Indicator)	Years	2016/17	85%	n/a		n/a	n/a	n/a
15	Cost of parks and open spaces per 1,000 of the population (LGBF Indicator)	Years	2016/17	£22,088	n/a		n/a	n/a	n/a
16	% of adults satisfied with refuse collection (LGBF Indicator)	Years	2016/17	85.7%	n/a		n/a	n/a	n/a
17	Net cost of waste collection per premise (LGBF Indicator)	Years	2016/17	£58.19	n/a		n/a	n/a	n/a
18	Net cost of waste disposal per premise (LGBF Indicator)	Years	2016/17	£116.73	n/a		n/a	n/a	n/a
19	% of adults satisfied with street cleaning (LGBF Indicator)	Years	2016/17	62.7%	n/a		n/a	n/a	n/a
20	Net cost of street cleaning per 1,000 of the population (LGBF Indicator)	Years	2016/17	£8,117	n/a		n/a	n/a	n/a
21	Cost of Trading Standards per 1,000 of population (LGBF Indicator)	Years	2016/17	£1,466	n/a		n/a	n/a	n/a
22	Cost of Environmental Health per 1,000 of population (LGBF Indicator)	Years	2016/17	£6,378	n/a		n/a	n/a	n/a

Please note that there is a time lag in publication of Local Government Benchmarking Framework (LGBF) data. The most recent LGBF publication relates to financial year 2016/17. Data for 2017/18 will not be published until February 2019.

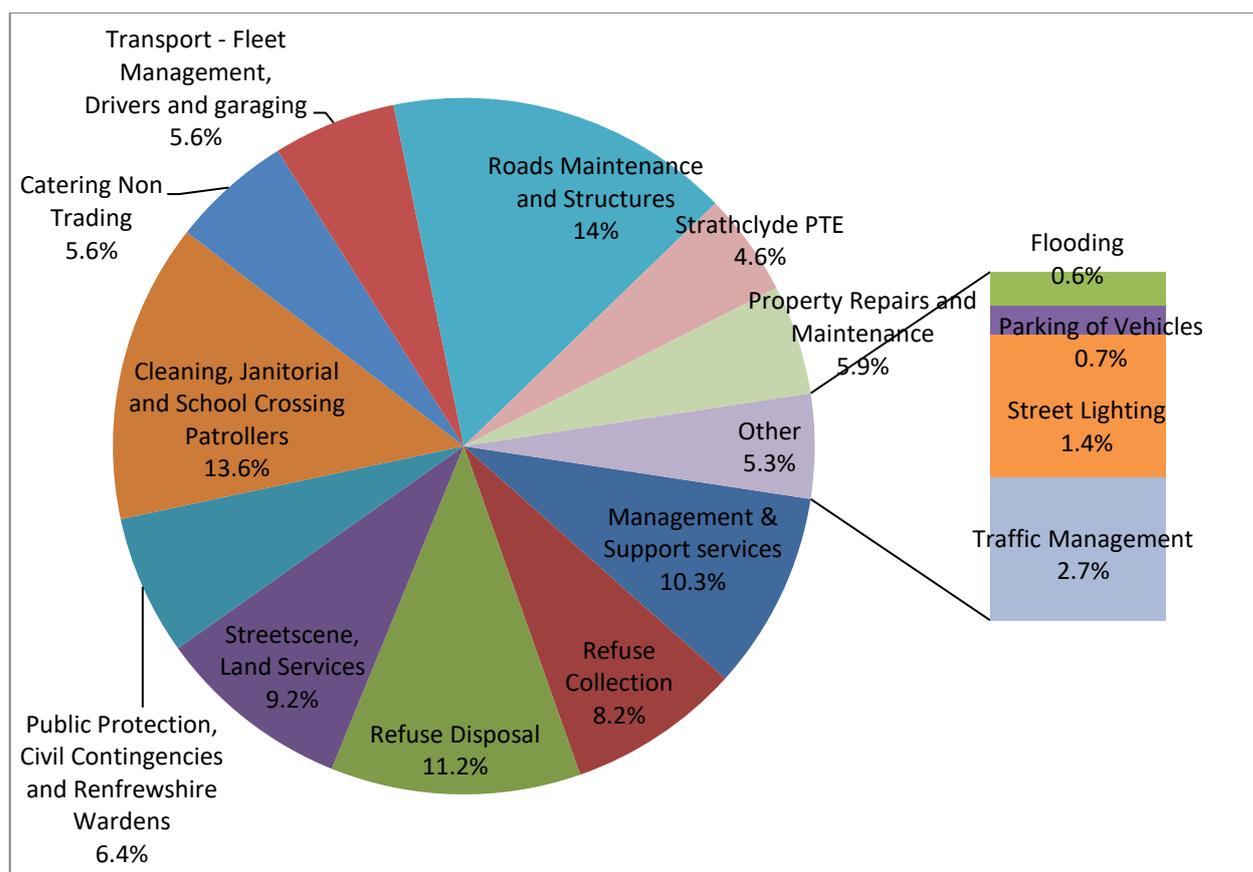
## 10. Resource Analysis

10.1 The table and chart below illustrates the Environment & Communities Revenue Estimates for 2018/19 across each service area.

**Table 1: Gross Revenue Estimates 2018/19**

Service Activity	Budgeted Gross Revenue Expenditure 2018/19	
	£000	%
Management & Support services	7,260	10.3%
Refuse Collection	5,730	8.2%
Refuse Disposal	7,883	11.2%
StreetScene, Land Services	6,466	9.2%
Public Protection, Civil Contingencies and Renfrewshire Wardens	4,571	6.5%
Cleaning and Janitorial School Crossing Patrollers	9,545	13.6%
Catering Non Trading	3,921	5.6%
Transport – Fleet Management, Drivers and Garaging	3,953	5.6%
Flooding	408	0.6%
Parking of Vehicles	474	0.7%
Roads Maintenance Roads Structures	9,867	14%
Street Lighting	987	1.4%
Traffic Management	1,878	2.7%
Strathclyde PTE	3,228	4.6%
Property Repairs and Maintenance	4,115	5.9%
<b>Total</b>	<b>70,286</b>	<b>100%</b>

**Chart 1: Gross Revenue Estimates 2018/19**



10.2 The following table illustrates the Environment & Communities Revenue Estimates for 2018/19 in terms of the type of expenditure.

**Table 2: Gross Revenue Estimates by type of expenditure 2018/19**

Area of Activity	Gross Revenue Estimates 2018/19	
	£000	%
Employee Costs	25,634	36.5%
Property Costs	4,225	6.0%
Supplies and Services	3,104	4.4%
Contractors	15,314	21.8%
Transport and Plant	5,006	7.1%
Administrative Costs	5,248	7.5%
Payments to Other Bodies	3,915	5.6%
Capital Charges	7,840	11.2%
<b>Total</b>	<b>70,286</b>	<b>100.0%</b>

**10.3 Resource Implications**

The service issues to be addressed within the Environment & Communities Action Plan will be met from the agreed Revenue Estimates and from funding allocated through the Capital Investment Plan. The information in Tables 1 and 2 reflect decisions taken by the Council over the course of 2017/18 in respect of the 2018/19 base budget, but do not include the investment decisions of the Budget Motion as agreed at the Council meeting on 2 March 2018 in setting the full Council budget. The tables also exclude funding for the 2018/19 pay award which is still under negotiation.

10.4 The Capital Investment Programme for the period 2018/19 agreed by the Council on the 2 March 2018, and led by Environment & Communities includes:

**Table 3: Capital Investment Programme 2018/19**

<b>Project Title</b>	<b>Programme 2018/19 £000s</b>
Vehicle Replacement Programme	1,500
Roads and Footways Upgrade Programme	7,239
Bridge Assessment/Strengthening	500
LED Street Lighting Strategy and Lighting Columns Replacement	250
Green Spaces and Parks Investment	1,000
<b>TOTAL</b>	<b>10,489</b>

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

**On:** 28 March 2018

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

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**Heading:** Better Council Change Programme Update

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1. **Summary**

1.1 This report provides the Board with an update on progress with the Better Council Change Programme.

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2. **Recommendations**

2.1 It is recommended the Board notes this report, and agrees that financial provision is drawn from existing revenue resources transferred to the Investment Programme Capital Fund in closing the 2017/18 financial year in order to address the additional costs associated with the Business World implementation from projected in-year underspends as outlined in section 4.2.7 in the report.

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3. **Background**

3.1 The Better Council Change Programme has been important element of the Council's approach to transformation and supporting longer term financial sustainability.

- 3.2 In the Council's financial outlook reports, most recently presented to the Board on 30th January 2018, it has been highlighted the need for the Council to appropriately plan to sustainably address significant anticipated budget gaps that are expected to emerge over the medium term. In this context, the importance of the Council continuing to proactively progress the Better Council Change Programme has been reinforced as a key strategic challenge to support the delivery of sustainable changes in service delivery and associated savings.
- 3.3 This report provides the regular update for Elected Members of the progress being achieved across the key projects forming part of the existing Better Council Programme.

## **4 Update on Current Projects**

### **4.1 Customer Experience Digital Projects**

The Customer Experience and Digital theme of the Better Council Change Programme includes projects focussed on developing the customer experience and delivering digital services. A number of these projects also support the delivery of the Council's Customer Strategy 2017 – 2022, approved at the Finance Resources & Customer Services Board on 8 November 2018.

#### **Digital First**

- 4.1.1 A key enabler for delivery of the Customer Strategy and the ambition of the Better Council programme is an integrated self-service customer portal (MyAccount) and Customer Relationship Management (CRM) solution that improves the service delivered to customers whilst reducing the cost of customer transactions.
- 4.1.2 With over 28,000 Renfrewshire citizens signed up for MyAccount and over 200 new users joining each week, development of these services has been a crucial step for the Council in delivering the capability to provide a wider range of secure digital services for Renfrewshire's citizens. In addition to the online services now available to make payments for council services, access and transact in relation to council tax, view rent accounts and make benefit applications, over recent months work has progressed to develop a fully end to end digital solution for Special Uplifts.
- 4.1.3 Aligned to the Customer Strategy, the new Special Uplift process has been designed with and for customers; customers have directly shaped

the new process and have provided positive feedback during the testing phase. Delays caused by the need to divert resources to respond to the recent disruptive weather mean that the start date for new service has been revised and will commence in the coming few weeks.

4.1.4 It is recognised that creating a digital front end will not deliver any substantial efficiencies unless business processes are redesigned on an end to end basis and from a customer perspective. This has successfully been piloted in redesign of the Special Uplift process.

4.1.5 The Digital First project proposes to embrace service design principles outlined in the Council's Customer Strategy to improve the customer experience and enable a reduction in non-essential contacts from customers. The project will start in areas with high levels of customer processes to ensure greatest opportunity to deliver the anticipated benefits:

- Increased choice for customers wishing to access our services through the introduction of digital service delivery
- Greater customer satisfaction by implementing more efficient and streamlined services
- Reduced cost of service delivery by redesigning and streamlined business processes, removing manual intervention where possible

Plans are in place to track customer uptake of all the digital services as they go live, measure the impact and realise the benefits of digital services, both from a customer experience and efficiency perspective.

### **Robotic Process Automation**

4.1.6 Software licences have been purchased to pilot and establish Robotic Process Automation (RPA) capability within the Council. A small team has been established and trained on the use of the software, initially in the Revenues and Benefits service area. The team have developed and deployed the software across four standard processes, and have also targeted two processes in support of year end activity and a one-off update of business rates accounts. It is expected that the number of automated processes will be extended over time and that the capability will also be widened to take in rule based processes in other service areas.

4.1.7 While it is still early days, the newly automated processes are demonstrably more efficient than the existing manual processes. It is anticipated that efficiencies will be realised if the Council is able to

create the capability to fully optimise the licenses, leading to increased benefits for the Council and customers.

### **Digital for staff**

4.1.8 This project is focussed on taking advantage of the electronic and digital tools the Council now has available to enable and support paperless working. The objectives are to create an ethos of paperless working and paperless contact both internally and externally with our staff and citizens with exemption only to those who specifically opt out. Agreement has been reached to move towards digital Corporate Management Meetings from July 2018 and following agreement with the full agreement of the Convener, plans are also being developed to pilot paperless Board meetings, initially with the Finance, Resources and Customer Service Policy Board, after the summer recess.

4.1.9 Work is underway to plan for and support the new ways of working and recognises the changes in culture and working practice required if benefits are to be delivered.

### **Ongoing Review of support functions - Support model in Schools**

4.1.10 With the national focus on attainment, the demands on Renfrewshire's schools are increasing. While the focus is on the learning and teaching, it is recognised that teachers are supported in this by office staff based across the school estate.

4.1.11 There is now an opportunity to more effectively manage administrative tasks and by standardise processes by deploying digital technology to reduce the administrative overheads in schools and provide better support for teachers, parents and pupils. The projects currently being progressed to support this are noted below:

- Redesign of administrative processes – A review of the administrative activities carried out in schools has been undertaken to better understand the nature and catalogue the administrative tasks. This has highlighted that many of the administrative tasks office staff carry out rely on longstanding, paper based processes. This project is focussed on introducing standard, consistent administrative processes, supported wherever possible by technology leading to a more flexible use of management and administrative resources across the school estate.
- On line school payments and cashless catering - This project will implement an integrated online payment, school fund management and cashless catering solution across the school

estate that allows parents/guardians to pay online for school services. The project seeks to significantly reduce, and where possible eliminate cash handling and processing in all schools. A tender exercise is currently being concluded and detailed implementation plans are being developed.

### **One Stop Shop Regulatory Services**

4.1.12 Renfrewshire Council currently processes separate applications for Planning, Building Regulation and Roads Construction Consent. This project looks to consolidate Planning, Building Standards and Roads Construction Consent through a single front door to these services which will deliver online access for customers, an improved experience for customers as well as offering opportunities to rationalise systems and standardise processes.

4.1.13 A phased approach to implementation is being planned with the project expected to be delivered over three phases. Timescales are still being finalised, with Phase 1 expected to identify process efficiencies between Planning, Building Standards and Roads Consent. Phase 2 will support the implementation of a new standard ICT system and Phase 3 will consider the relationship between Roads Consent staff and Development Services as well as the opportunities that may arise linked to utilisation of the Scottish Government e-Development Portal.

### 4.2 Business World (ERP)

4.2.1 The Business World ERP (Enterprise Resource Planning) project will replace the Council's existing Finance, HR, Payroll and Procurement systems with a single, online, fully integrated software application which will:

- Significantly improve efficiency across the Council's financial, HR, Payroll and Procurement processes and deliver associated financial savings;
- improve the availability and accuracy of the budgetary, staffing and service information available to support managers plan and run their service more efficiently and effectively;
- allow managers and staff to self-serve across a range of processes such as expense claims, booking leave, receiving payslips, updating personal information, producing budget and staffing reports etc; allow staff and managers more flexible access to information and services wherever they are via different devices (laptop, tablet, smart phone) and,

- improve service resilience and reduce risk of major systems failure.

4.2.2 Implementation of the chosen ERP solution (“Business World” from Unit 4) commenced in July 2016 and is being undertaken by a joint staff team from the Council and Agilisys, the Council’s chosen implementation partner. The Business World programme had been targeting a December 2017 go-live for all functionality (HR, Payroll, Procurement and Core Financials).

4.2.3 Following a go-live readiness assessment carried out as the planned go-live date approached, several areas of concern were flagged. These key areas included the condition and quality of the data held within existing legacy systems, system build and configuration issues, skills and knowledge of Council staff to support the implementation of the system, and key learning taken from other go-live sites.

4.2.4 As previously reported to the Board, the project has been in a managed pause while the issues experienced to date were fully explored. Several key areas of concern have been worked through with the system supplier which have resulted in some changes to the configuration of the system. These areas have been informed by the experience of implementations which have taken place in other organisations and for which a number of issues have required to be remedied post go-live. The approach of a managed pause has allowed the Council to address these issues prior to the system going live.

4.2.5 While these issues have been progressed, all non-essential resource from both the Council and the supplier has been stepped down from the project in order to mitigate cost. However, this needs to be balanced with ensuring adequate resource is available to continue to move the project on apace in order to meet a revised go-live date now targeted for September 2018. Following the assessment work which has been undertaken over the managed pause period, the project is back in full delivery mode with work progressing to address the concerns highlighted as a result of the readiness assessment along with the revised implementation plan.

4.2.6 As part of managing the revised implementation programme the core functions of the new system are planned to go live in September with the existing procurement systems transitioning over in early 2019, along with specific aspects of accounting functionality linked to commitment accounting. This approach will support effective management and mitigation of the risks associated with cutting over to

the new system whilst allowing users to gain experience in a managed and phased manner, providing a staged opportunity to fully train staff in different elements of the new system.

4.2.7 As outlined in the previous update report to the Board, given the time delay incurred, the project budget is under significant pressure and it is anticipated that the current budget and contingencies within it will not be sufficient to address the additional costs of the delay. The revised project plan has identified the need for both internal and external resource in excess of that which was included within the agreed budget for the project, with additional resources of £0.8 million estimated to be required. In this context it is recommended that the Council earmarks provision for this level of funding in closing the 2017/18 financial year from the existing projected revenue underspend being transferred to the Investment Programme Capital Fund.

#### 4.3 Energy Efficiency

4.3.1 As previously reported to the Board, further opportunities for improvement and savings have been identified through the ongoing energy efficiency improvement programme that aim to reduce energy consumption and carbon emissions, whilst reducing spend on energy. This will be delivered through various measures listed below. It is estimated that the ongoing programme will support the release of a further £0.2 million of efficiencies between now and the end of 2017/18. Progress on delivering the identified projects is detailed below.

Property	Project Title	Expected Completion Date	Status	Total Estimated Saving
Linwood ON-X	CHP Upgrade Works	31/03/2018	Complete	£33,928
Lagoon	CHP Relocation from ON-X	21/05/2018	Ongoing	£11,605
Renfrew Sports Centre	PV	31/03/2018	Ongoing	£4,303
Bridgewater Sports Centre	PV	31/03/2018	Ongoing	£3,993
Johnstone Sports Hub Pool	PV	31/03/2018	Ongoing	£4,678
Lagoon	Variable Speed Drives	31/03/2018	Complete	£9,182
Inchinnan PS	PV	14/04/2018	Ongoing	£3,869
Bridge of Weir PS	LED Internal Replacement	Complete	Complete	£4,776

Property	Project Title	Expected Completion Date	Status	Total Estimated Saving
East Fulton PS	LED Internal Replacement	Complete	Complete	£4,776
St Catherines PS	LED Internal Replacement	Complete	Complete	£1,929
St Annes PS	LED Internal Replacement	Complete	Complete	£1,891
Underwood Rd Depot	Oil Boiler Replacement	Ongoing	Ongoing	£26,460
Our Lady of Peace PS	Boiler Replacement	Complete	Complete	£975
Auchenlodment PS	Boiler Replacement	Complete	Complete	£1,492
Houston PS	Boiler Replacement	Complete	Complete	£2,223
Anchor Centre	Boiler Replacement	Complete	Complete	£3,613
St Fergus PS	Biomass RHI	Complete	Complete	£23,027
Mossvale/St James	Gas Boilers	Complete	Complete	£ 1,393
Riverbrae ASN	Biomass RHI	Complete	Complete	£17,000
Bargarran/St John Bosco	Biomass RHI	01/06/2018	Ongoing	£12,000
St Pauls PS	Biomass RHI	01/06/2018	Ongoing	£10,000
Various	Anglian Water Payment in Advance	31/03/2018	Complete	£18,000
<b>Total</b>				<b>£201,113</b>

#### 4.4 Workforce Planning and Development

4.4.1 The Council Workforce Plan approved in August 2017 by the Finance, Resources and Customer Service Policy Board and was developed to ensure that our workforce is supported, equipped with the right knowledge and skills and capable to deliver on the Council's future workforce priorities. The plan has five key themes which summarise the workforce planning priorities and emerged through engagement with services and trade unions. These five workforce planning themes will support the Council to address future workforce challenges whilst supporting organisational change, and are as follows:

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

- A Partnering Workforce.

4.4.2 Each Service has its own workforce plan and associated priorities which are aligned to the above key themes. In addition, all services have embedded workforce planning into their Service Improvement Plan which is monitored through the Council's Pentana Performance System ensuring the robust monitoring of progress. A monitoring report is due to be presented to next cycle of the Finance, Resources and Customer Services Policy Board outlining the progress the Council has made since the plans approval, along with the priorities for the following 6 month period.

4.4.3 The Renfrewshire Health and Social Care Partnership (HSCP) also has its own Workforce Plan, which encompasses the workforce planning requirements and priorities of both NHS Greater Glasgow and Clyde (NHSGGC) and Council provided services. The HSCP Workforce Plan was developed using the same six step workforce planning methodology implemented by the Council, and makes clear links to the Council Workforce Plan. The HSCP workforce planning priorities are summarised under the following 3 key themes:

- Establishing a sustainable workforce;
- Maintaining a capable workforce; and
- Developing an integrated workforce.

Progress with the HSCP Workforce Plan will be reported separately to the Integrated Joint Board (IJB) in June 2018.

4.4.4 The new Strategic Organisational Development and Workforce Planning Board continues to meet to progress and monitor the implementation and progress of the agreed Council OD and workforce planning objectives. All services, the RHSCP and Renfrewshire Leisure Limited (RLL) continue to have senior management representation on this Board.

4.4.5 HR & OD meet regularly with Senior Management Teams in all services to provide support on workforce planning whilst agreeing progress to date and prioritising the actions to be progressed over the next 6 months. Engagement with our stakeholders, the Trade Unions and Staff Panels on OD and Workforce Planning progress continues on a regular basis.

4.4.6 During early 2018, an Internal Audit review of the Council's workforce planning approach commenced which will support the monitoring and effectiveness of the implementation and governance of the Council Workforce Plan. The audit is scheduled to be complete by the end of March 2018.

4.4.7 Since September 2017, new Management and Leadership Development Programmes have been launched. 14 Cohorts with 82

workshops have been delivered so far to approximately 233 managers from across services who participate in Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Development programmes. These programmes are targeted at developing our managers around the key themes of managing and leading change, developing a high performing culture, embedding workforce planning and creating innovation to enhance service and business opportunities. Positive feedback from managers attending these programmes have highlighted that the delivery style, course content, Head of Service endorsement/engagement and peer networking opportunities are all key benefits of participating. 1 cohort of ASPIRE and 1 cohort of CMI have completed the programmes. Some services are also delivering leadership and management development activity/programmes at a local level including the Education Aspiring Leaders Programme of which 131 employees have been participating in.

- 4.4.8 For the past year Children's Services have also been running a Step Back Leadership Programme delivered in partnership with Drummond International. The service has now implemented and facilitated Head Teacher learning sets based on the co-coaching methodology which is developed in the retreat programme. This programme is now open to all Senior Leaders in the Council, as this group have a role to play in understanding and ensuring equity for all children in the authority. In addition, Children's Services are developing a strategy around leadership/ management for middle managers. It is intended that this strategy will complement the corporate programmes and build on this work by addressing professional issues for manager; managing professional risk/supervision of professionals/ managing caseloads etc.
- 4.4.9 The Corporate People Development provision is progressing well with an anticipated completion date of March 2018. All corporate people development activities, the contract for e-learning provision and how to support our female workforce into management or leadership roles are in scope of the review. The future delivery model aims to provide services with accessible on-demand, targeted development which are modern and fit for purpose. All future people development provided will be aligned to the priorities of service workforce plans and will reinforce a culture of engagement and high performance across the Council.
- 4.4.10 Engagement sessions have taken place with all services, Trade Unions and Staff Panels which has provided valuable feedback on the current content provision and delivery models. An employee survey 'Your Development, Our Future' will be issued during March 2018 seeking views current and future development provision. Benchmarking information from other Council's is also currently being compiled which is exploring alternative provisions and best practice in place at other Councils. In the meantime, services continue to utilise the current development available through the Corporate Course Planner or seek team development through a one off customised request i.e. coaching and teambuilding etc.

- 4.4.11 The HR Policy Plan Review is progressing positively with the Trade Unions and a new Flexible Retirement Policy and Carers Leave Policy is included on this agenda cycle of the Finance, Resources and Customer Services Policy Board for approval.
- 4.4.12 Following the successful bid to secure £10k from the Flexible Working Development Fund and Unison's £5k contribution towards this project, the Council is working with West College, the Trade Unions and Services to deliver basic digital skills training to frontline employees across services, with an anticipated go live date of end of April 2018. In addition, the Council is also represented on the Scottish Local Government Digital Partnership Project being led by Aberdeenshire Council and East Dunbartonshire Council.
- 4.4.13 The Council and NHS Greater Glasgow and Clyde previously ran a successful Cross Organisational Mentoring Scheme between 2013 and 2015. The re-launch of this joint initiative from May 2018 is being explored. New partners who are in discussions to join the Mentoring Scheme include Glasgow City, Inverclyde, South Lanarkshire and West Dunbartonshire Councils.

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### Implications of the Report

1. **Financial** – the report sets out savings associated with the delivery of projects, and also additional implementation costs which will require to be funded from currently projected underspends which will be realised in the 2017/18 financial year.
2. **HR & Organisational Development** – the report provides an update in relation to workforce planning, training and organisational development.
3. **Community/Council Planning** – none
4. **Legal** - none
5. **Property/Assets** - none

6. **Information Technology** – the report outlines improvements in the Council’s current systems which will deliver process improvements.
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** – the report outlines risks in relation to the delivery of the Business World system, which will be managed and mitigated through a phased delivery approach and a robust revised project plan with key milestones.
11. **Privacy Impact** - none
12. **Cosla Policy Position** – none

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**Author:** Alan Russell – Director of Finance & Resources



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**To:** Finance & Resources & Customer Services Policy Board

**On:** 28 March 2018

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

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**Heading:** Data Protection Policy

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1. **Summary**

1.1 The Data Protection Act 1998 (“DPA”) has regulated the processing of personal data and imposed obligations on the Council, as a data controller, since 1 March 2000. In response to this, the Council first introduced a Data Protection Policy in June 2001, outlining roles and responsibilities for data protection compliance. The policy is subject to two –yearly review. Although the most recent revisals were approved by the Finance & Resources Policy Board on 24 August 2016, a review is required in advance of 25 May 2018 when the EU General Data Protection Regulation (“GDPR”) comes into force. The revisals reflect the changes to data protection law made by GDPR.

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2. **Recommendations**

2.1 It is recommended that the Council approve the revised Data Protection Policy, which forms Appendix 1 to this report, and agree that the revisals come into force on 25 May 2018 and continues to be reviewed on a two yearly basis.

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### 3. **Background**

- 3.1 The Council is committed to data protection compliance and first approved a Data Protection Policy in June 2001. The purpose of a Data Protection Policy is to outline roles and responsibilities for Data Protection compliance. The Director of Finance and Resources is the Senior Information Risk Owner (SIRO) for the Council. GDPR requires the Council to have a statutory officer, known as the Data Protection Officer. This role is discharged by the Managing Solicitor (DPO). Finance and Resources therefore take the overall lead in Data Protection and wider Information Governance matters. However, each Service and its senior management are obliged to retain a responsibility for data protection compliance. Given this devolved responsibility, each Service has a nominated data protection officer or officers. Service data protection officers are members of the Council's Data Protection Working Group, which meets quarterly. The role of the Service data protection officer is to ensure data protection compliance within their Service, albeit advice can be obtained from the Information Governance team, at any time.
- 3.2 Although the policy continues to devolve responsibility to Services for departmental compliance, it also reflects the statutory role of the Managing Solicitor (DPO) and provides that the post-holder will support the Director of Finance and Resources, in the role of SIRO, by assuming everyday responsibility for information governance.
- 3.3 Data protection is not new. Although it is a complex area of law, its ethos is simple – it protects people's personal information. Compliance with the DPA is a good foundation for GDPR compliance. There were eight data protection principles, which formed the core of the DPA and regulate how and when personal data should be processed by data controllers, such as the Council. These principles cover the collection, maintenance and security of personal data. GDPR contains six principles, which are similar.
- 3.4 GDPR does, however, introduce a number of important changes. It introduces some new rights for individuals and enhances some existing rights, which are reflected in the revised policy. For example, the £10 fee for subject access requests is abolished and the Council must comply with any such request within one calendar month, rather than 40 calendar days. Notifying serious information security breaches to the Information Commissioner becomes mandatory, rather than voluntary. Notably, the maximum penalty for getting data protection wrong increases from £500,000 to 20 million Euros.

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### **Implications of the Report**

1. **Financial** – none.

2. **HR & Organisational Development** – HR & OD are assisting with training in and awareness of GDPR, by facilitating the launch of a GDPR specific iLearn module.
3. **Community Planning** – N/A
4. **Legal** – this Policy ensures compliance with the provisions of the EU GDPR, which is the most significant change to data protection legislation in twenty years..
5. **Property/Assets** – none.
6. **Information Technology** – ICT are essential to the successful implementation of GDPR, given their information management function and their lead role in relation to the Council's Information Asset Register.
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. This policy seeks to ensure compliance with individuals' information rights. 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** – this Policy supports the management of information risk, such as a potential breach of GDPR. Compliance is addressed on the Council's corporate risk register to ensure that key milestones are met and the Council is fully compliant.
11. **Privacy Impact** – the Council has conducted Privacy Impact Assessments (PIAs) for some time, as good practice in relation to projects or initiatives which involve processing personal information in new ways and have a potential privacy impact. GDPR makes PIAs,

which will be known as Data Protection Impact Assessments (DPIAs) mandatory.

12. **Cosla Policy Position**

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**List of Background Papers**

N/A

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**Renfrewshire Council**

**Data Protection Policy**

## Document History

Version	Date	Author	Reason for Issue/Change
1	June 2001	Craig Geddes, Archivist	
2	June 2012	Allison Black, Assistant Managing Solicitor	New governance arrangements
3	August 2014	Heather Semple Solicitor (Information Governance)	2-yearly update
4	August 2016	Heather Syme, Senior Solicitor (Information Governance)	2-yearly update

## Document Review and Approval

Name	Action	Date	Communication
Andrew Connor, Records Manager	Consulted	March 2018	Email
Data Protection Working Group	Consulted	March 2018	Email

## Related Documents

Ref	Document Name/ Version	Document Location
1	Guidance on Responsible Use of Personal Data and Confidential Information	

2	Records Management Policy	
3	Freedom of Information Policy	
4	Data Protection Guidelines	
5	Subject Access Request Guidelines	
6	Information Security Policy	
7	ICT Acceptable Use Policy	
8	Information Handling Policy	

<b>Title</b>	Data Protection Policy
<b>Author</b>	Allison Black
<b>Issue Date</b>	May 2018
<b>Subject</b>	Data Protection
<b>Description</b>	Renfrewshire Council's policy on data protection and issues surrounding data protection to ensure compliance with GDPR
<b>Version</b>	5.0
<b>Source</b>	Version 2 of the Data Protection Policy by Allison Black in August 2012
<b>Updating Frequency</b>	Two Yearly unless required earlier due to legislative change
<b>Right</b>	Not Protectively Marked.
<b>Category</b>	Data Protection

## 1. Introduction

- 1.1 The Council needs to collect and use information about people to discharge its functions. This Personal Data must be handled properly and lawfully and the Council is committed to data protection compliance and has signed the Information Commissioner's 'Information Promise'.
- 1.2 Although data protection legislation is complex, its ethos is simple. It does what its title suggests and protects people's Personal Data by regulating the way in which organisations, such as the Council, handle this. In other words, it is legislation to regulate the processing of Personal Data.
- 1.3 The Data Protection Act 1998 ("DPA") has imposed obligations on the Council, as a data controller, since 1 March 2000. However, as of 25 May 2018, the EU General Data Protection Regulation ("GDPR") is in force and is the biggest change to data protection law in twenty years.
- 1.4 GDPR introduces a number of key changes, which are reflected in this Policy.
- 1.5 It is impossible to understand data protection without an awareness of some of the key definitions. Some definitions in GDPR are slightly different to those in the DPA. These are as follows:-

**"Controller"**, previously known as "Data Controller" means the organisation who determines the purposes and means of processing

**"Processor"**, previously known as "Data Processor" is anyone, other than an employee of the controller, who processes Personal Data on the data controller's behalf.

**"Processing"** still covers anything which can be done with Personal Data, from simply collecting or storing, recording, altering, to actively disclosing this and includes verbal, as well as written exchanges, information left on desks or in confidential waste bags.

**“Personal Data”** is information relating to a living individual who can be identified directly or indirectly from this. This means that even just an address can be Personal Data if it can indirectly identify someone.

**“Special Category Data”** is an additional category of personal data, replacing “Sensitive Personal Data” and includes information on racial or ethnic origin, religion, political opinions, religious beliefs, details of physical or mental health or condition, sexual life or details of any offence. Like sensitive personal data and the DPA, there are some stricter rules in the GDPR for lawful processing of Special Category Data.

**“Personal Data Breach”** means a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data transmitted, stored or processed.

## 1.6 The Data Protection Principles

There were eight data protection principles, which were at the core of the DPA, and regulated when and how Personal Data should be processed. Under GDPR, there are six such principles, which are similar and like the DPA principles, cover rules for the maintenance, collection and security of personal data. The Council is committed to complying with the Data Protection Principles.

As such, the Council undertakes that Personal Data will:

1. Be processed fairly and lawfully and transparently.
2. Be collected and processed only for one or more specified, explicit and legitimate purpose(s).
3. Be adequate, relevant and limited to what is necessary.
4. Be accurate and kept up to date and that inaccurate data will be erased or rectified without delay.
5. Be kept for no longer than is necessary.

6. Be processed with appropriate security and use adequate technical and organisational measures to prevent unauthorised or unlawful processing or accidental loss, destruction of, or damage to Personal Data.

In addition, under GDPR, the Council now needs to be able to demonstrate compliance with the principles. This is referred to as “accountability”.

- 1.7 The Council, in recognition of its data protection obligations, first approved a Data Protection Policy in June, 2001. Since then, a range of policies, procedures and guidelines promoting compliance and best practice, have been developed.

In addition to the Data Protection Policy, key Council documents include:

- Guidance on Responsible Use of Personal Data and Confidential Information,
- Information Handling Policy
- Records Management Policy,
- Freedom of Information Policy,
- Data Protection Guidelines,
- Subject Access Request Guidelines,
- Information Security Policy; and
- ICT Acceptable Use Policy.

This list is not exhaustive and all relevant data protection and wider information governance guidance can be obtained from the information governance section on the Council’s intranet.

## 2. Scope

This policy applies to all Services, employees and Elected Members of Renfrewshire Council and its Joint Committees and covers all Personal Data and Special Category Data which they process. It may, however, be read

alongside other Council policies and guidelines on use of non-personal data and wider information governance issues.

### 3. Data Protection Governance Arrangements

#### 3.1 Corporate Responsibility

The Council has a corporate responsibility for data protection, and is defined as a “Controller” under GDPR.

#### 3.2 Corporate Management Team and SIRO

The Director of Finance and Resources is the Senior Information Risk Owner (“SIRO”) for the Council. The SIRO is supported in this role by the Managing Solicitor (DPO). The Managing Solicitor (DPO) reports to the Director of Finance and Resources, as SIRO, on information governance issues, including data protection, on at least a monthly basis, and more regularly, as necessary. The SIRO reports to the CMT on at least a six monthly basis.

#### 3.3 Statutory DPO

The GDPR obliges the Council to designate a statutory Data Protection Officer (DPO) on the basis of professional qualities and, in particular, expert knowledge of data protection law and practices. The key tasks of the DPO are prescribed and are to:-

- Inform and advise the Council on GDPR compliance;
- Monitor compliance;
- Advise on Data Protection Impact Assessments;
- Train staff and
- Conduct internal audits
- Be the first point of contact for the regulator and
- Have due regard to the risk associated with the Council’s processing operations.

### 3.4 SMTs

3.4.1 Each Service and its senior management will retain a departmental responsibility for ensuring compliance with the provisions of the DPA.

3.4.2 All Services are required to nominate a departmental data protection officer or officers of appropriate seniority and a depute.

### 3.5. Employees

3.5.1 All employees and Elected Members are individually responsible for ensuring that the processing of Personal Data is in accordance with GDPR and should familiarise themselves and comply with Council data protection guidance. Advice can be obtained at any time from Information Governance Team.

3.5.2 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 (DPO).

3.5.3 The main role of the Service data protection officer will be to ensure compliance within his/her Service, by dealing with Service specific subject access requests, passing on advice and training and maintaining the accuracy of the Service's entries into the Council's Information Asset Register, detailed in paragraph 5.1. The Records Manager will maintain an up to date list of Service data protection officers.

3.5.4 The Records Manager will have a co-ordinating role in relation to Subject Access Requests and will process any cross departmental subject access requests and any Finance and Resources 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 oversight of all subject access requests.

3.5.5 The Information Governance Team will offer ad hoc advice on data protection issues.

- 3.5.6 The Senior Solicitor (Information Governance) has a key role in ensuring compliance with the sixth principle relating to data security by providing advice and guidance to Services on information security, maintaining the Council's Information Security log and leading on information security incident management..
- 3.5.7. Cyber security and technical information security issues, including compliance with industry standards, are dealt with by the Council's Cyber Security Architect and Cyber Security officer, within the Enterprise Architecture Team in ICT Services. Responsibility for information management, which promotes efficiency when the Council processes information and extends beyond the processing of Personal Data, also lies with the Enterprise Architecture Team within ICT Services will promote good information management by the provision of advice and guidance to Services.

### 3.6 Governance Groups and Working Groups

- 3.6.1 Each Service data protection officer is a member of the Data Protection Working Group ("DPWG"), which meets quarterly and is chaired by the Records Manager. The members of the DPWG each have the responsibility for dealing with data protection issues within their department and disseminating training and good data protection practice throughout their department. The remit of the DPWG is for each of these officers to discuss compliance within their department, pass on advice and training, and the processing of subject access requests which relate to records from their departments.
- 3.6..2 The DPWG operates as a sub group of the Information Management Governance Group ("IMGG"), which is jointly chaired by the Enterprise Architect and Managing Solicitor (DPO). The Records Manager and Senior Solicitor (Information Governance) are also members 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 (DPO), as co-chair, on behalf of the SIRO, will have the opportunity to manage and direct the agenda of IMGG to promote and progress the Council's information governance agenda. The Records Manager shall provide regular updates to the IMGG on the work of the DPWG.

- 3.6.3 The Information Security Group ("ISG"), which is chaired by the Chief Auditor and attended by the Managing Solicitor (DPO) and Senior Solicitor (Information Governance), also operates as a sub-group of the IMGG. The remit of the ISG is to support IMGG to ensure that information security is appropriate, proportionate, measured and embedded into business as usual. Membership of the ISG includes appropriate representation from ICT and Internal Audit.

#### 4. Notification

- 4.1 The DPA required all Data Controllers who are processing Personal Data to notify the Information Commissioner of this. The Information Commissioner maintained a public register of Data Controllers who have notified. Each register entry includes the name and address of the Data Controller and a general description of how they process Personal Data and for what purposes. Individuals could consult the register to find out what Personal Data a particular Data Controller processes. Failure to notify was a criminal offence.
- 4.2 GDPR changes this and removes the requirement to notify. However, a provision in the Digital Economy Act means that Controllers still need to pay the ICO a fee, dependent on the size of the organisation. The ICO has produced guidance on the new fee structure, which was laid before Parliament at the end of February 2018..

#### 5. Documentation of Processing Activities

- 5.1 Although there is no longer a notification requirement, Controllers are obliged to document their processing activities under GDPR. There are some similarities between this new obligation and the information previously

provided to the ICO for notification. The Council's notification and the updated Information Asset Register will form the basis of the Council's documentation of processing activities.

- 5.2 The Enterprise Architecture Team within ICT Services maintain the Council's Information Asset Register (IAR). This contains details of the Council's information assets, how those were obtained, how they are being used and who they are shared with. It is the responsibility of Service data protection officers to update the IAR and ensure that the entry for his/her Service is accurate at all times.

## 6. Data Subject Rights

- 6.1 Data subjects have several significant rights under GDPR, which are as follows:-

- Right to be informed;
- Right of access;
- Right to rectification of inaccurate data;
- Right to erasure in certain circumstances;
- Right to object to certain processing, including the right to prevent processing for direct marketing;
- Right to prevent automated decision-making;
- Right to data portability and
- Right to claim compensation for damages caused by a breach

- 6.2 Further information on those rights is available in the Council's Data Protection Guidelines and intranet and advice can be obtained at any time from the Information Governance Team. The right most frequently used by Council service users is likely to be the right of access, i.e. the right of an individual to access his/her own Personal Data. Under GDPR, the Council has one a

maximum of one calendar month instead of 40 calendar days to comply with subject access requests. The maximum £10 fee which was chargeable under the DPA has been abolished by GDPR and so, this is now free of charge. Further information on compliance with all data subject rights, particularly subject access rights, can be obtained from the Council's Subject Access Request guidelines, available on the Council's intranet, or from the Records Manager.

- 6.3 The Information Governance Team has responsibility for maintaining the Council's subject access request guidelines.

## 7. Training and Guidance

- 7.1 The Information Governance Team will continue to prepare and revise detailed guidelines on the practicalities of dealing with GDPR and oversee the implementation of 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.

The existing guidelines, available from the Information Governance Team, or on the information governance section of the Council's intranet, familiarise officers with data protection compliance and the importance of information security and take account of guidance issued by the Information Commissioner, who enforces data protection.

## 8. Data Retention

- 8.1 The fifth data principle states that Personal Data should not be held for longer than is necessary. What is necessary can vary, depending on the nature of the information and why it is held. Each Service has a responsibility to ensure that appropriate retention schedules are in place for records which

they hold, and to arrange for the secure destruction of data, in accordance with such schedules.

8.2 The Records Manager, as outlined in the Council's Records Management Policy, provides advice on records management and retention issues.

8.3 In accordance with its obligations under the Public Records (Scotland) Act 2011, the Council has adopted a Records Management Plan containing appropriate retention and disposal schedules. This will ensure compliance with the fifth data protection principle.

## 9. Information Security

9.1 The sixth data protection principle provides that appropriate technical and organisational measures should be taken to ensure that all Personal Data is secure.

9.2 All employees and Elected Members have responsibility for keeping the Personal Data to which they have access, in the course of their work, safe and secure.

9.3 By adopting recognised information security practices, the Council can demonstrate, to customers, partners and stakeholders that it can be trusted to protect the confidentiality, integrity and accessibility of the information it holds.

9.4 Information Security is not purely a technical issue. Information security principles apply to all information held by the Council, whether this is held in electronic or non-electronic format, even extending to conversations between individuals.

9.5 Employees and Elected Members who become aware of a potential breach of information security, such as a loss of data, must immediately report this to the Information Governance Team, in line with the Information Security Incident Reporting Procedures.

9.6 Further information and advice on information security can be obtained from the Information Governance Team at any time and from the Council's Information Handling Policy and regular 'Think Twice' bulletins.

## 10. Data Processors

If someone, other than an employee of the Council, is processing Personal Data on the Council's behalf, for example, a contractor, the Council, as Controller, is obliged to have a written agreement with the Processor. Under the DPA, the main purpose of this was to ensure that the data processor would comply with the seventh principle by keeping that information as secure as the Council would. In other words, there should be a written agreement that appropriate technical and organisational measures would be taken by the contractor to keep the Personal Data adequately secure. Under GDPR, there are some additional requirements and the Council's contract documentation has been updated to reflect those. Further information on Data Processor Agreements can be obtained from the Information Governance Team.

## 11. Information Sharing

Although processing of Personal Data must always be fair and lawful, data protection should not be perceived as a barrier to effective inter-agency and inter-departmental information sharing. There are many situations where information can, and indeed, must be shared, for example, to protect individuals. Detailed guidance on information sharing is available in the Council's Data Sharing Code and advice can be obtained, at any time, from the Information Governance Solicitors. Consideration should, however, be given to the following:

- What information needs to be shared?
- With whom?
- Why?
- How?
- What are the risks of not sharing the information?

- Could the same aim be achieved without sharing the data or by anonymising it?

## 12. Data Protection Impact Assessments

12.1 The Council have conducted Privacy Impact Assessments (PIAs) under the DPA for some time, as a matter of good practice. PIAs are carried out for any new initiatives or changes of business practice involving Personal Data.

12.2 The Corporate Management Team (CMT) have instructed, for some time, that where policies and decisions have implications for the use of Personal Data held by the Council then all Services must conduct a PIA as an integral part of any project planning process rather than an add-on. Its purpose is to:

- Identify any potential and likely impact on privacy; and
- Minimise and manage the identified impact and privacy risks.

12.3 GDPR replaces PIAs with Data Protection Impact Assessments (DPIAs) and makes them mandatory, rather than just good practice. Like PIAs, this is a process which enables the Council to address the potential privacy risk and impact from the collection, use and disclosure of Personal Data as a result of new initiatives and to ensure means are in place to make sure data protection compliance and privacy concerns are addressed appropriately.

12.2 Advice on and assistance with carrying out DPIAs can be obtained from the Information Governance Team.

## 13. Relationship with Other Legislation

### 13.1 **Human Rights Act 1998**

Public authorities, such as the Council, must comply with the Human Rights Act 1998 (“HRA”) in the performance of their functions. Section 6 HRA obliges public authorities to act in a manner which is compatible with the rights contained in the European Convention of Human Rights (“ECHR”). Article 8 ECHR affords everyone the right to respect for private and family life,

including home and correspondence. Although this right is not absolute, any interference must be justified on the basis that it is lawful, necessary to pursue a legitimate aim and proportionate. This means that the interference should not be greater than is necessary to achieve the legitimate aim.

HRA is therefore a consideration when considering whether there is a justification for sharing information. Whilst data protection compliance may render an interference lawful, the Council must also consider whether information sharing exercises are necessary in the public interest or whether the same ends can be achieved by a less intrusive means before an interference with Article 8 privacy rights can be justified. If there is a less intrusive alternative, the interference will be disproportionate.

### 13.2 **Freedom of Information (Scotland) Act 2002**

The interface between the data protection and the Freedom of Information (Scotland) Act 2002 (“FOISA”) is complex. FOISA obliges the Council to be open and transparent, whereas data protection and HRA protect people’s information and personal privacy. Although FOISA provides the public with a right of access to all information held, unless this is covered by one of a number of fairly narrow exemptions, there is an absolute exemption from disclosure for information, disclosure of which would breach the data protection principles. Further information on the Personal Data exemption under FOISA and how to deal with freedom of information requests without breaching data protection, can be obtained from the Freedom of Information Guidance Manual, available from the Council’s intranet, or the Records Manager and legal advice can be obtained at any time from the Information Governance Solicitors.

## 14. **Breach**

- 14.1 Breach of this policy may be regarded as a serious act of misconduct and may lead to disciplinary action. Employees must therefore make every effort to ensure that they understand their responsibilities under this policy.

14.2 It is a criminal offence under the DPA to knowingly or recklessly obtain, disclose or procure Personal Data without the consent of the Data Controller. The Council reserves the right to report any such offence to the Police, as well as the Information Commissioner.

15. **Audit**

Data protection procedures are subject to routine internal and external audit and recommendations implemented accordingly.

16. **Review**

This policy will be reviewed on a two yearly basis, unless earlier review is required due to legislative changes. However, to ensure ongoing data protection compliance, any developments, significant cases, guidance from the ICO, or other lessons learned in this area, will be used to inform best practice.






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**To: Finance, Resources and Customer Services Policy board**  
**On: 28 March, 2018**

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

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**Heading: Revised Corporate Health and Safety Policy 2018**

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## 1. Summary

1.1 The Council recognises the importance of effective identification, evaluation and control of, any risks which employees and others affected by the Council's undertakings may be exposed to. It is therefore necessary to ensure the continued application of an effective Health and Safety Management system within the Council. The Corporate Health and Safety Policy has been revised to reflect legislative changes and best practice and to continue to meet the requirements of the Health and Safety at Work etc. Act 1974.

1.2 The aim of this revised policy is to continue to provide a health and safety framework which defines corporate responsibilities and assists directors to:

- control the risks to employees and others who may be affected by their Service's undertakings;
- comply with current legislation;
- promote best practice; and
- continually improve on health, safety and well-being.

1.3 In line with the Councils' health and safety system review process, this policy updates and replaces the Renfrewshire Council Health and Safety Policy approved and adopted in February 2015.

1.4 The health and safety policy continues to promote the Council's approach towards a management-led health and safety culture that embraces and complements the Council and Community plans and also promotes and encourages Service ownership of health and safety.

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## 2. Recommendations

- 2.1 It is recommended that the Board notes the content of the policy and approves it.
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## 3. Background

- 3.1 The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 (as amended) place duties on the Council to ensure, so far as is reasonably practicable, the health, safety and welfare of their employees at work.

- 3.2 The Health and Safety at Work etc. Act 1974:

- Section 2(1) states "It shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all of his employees"
- Section 2(3) requires that an employer with five or more employees must prepare, and revise as appropriate, a written health and safety policy statement, together with the organisation and arrangements for carrying it out, and bring this to the notice of the employees.

- 3.3 The Management of Health and safety at Work Regulations 1999 (as amended):

- Employers are required to manage the health and safety aspects of their activities in a systematic and responsible way. The Regulations include requirements for risk assessment, the availability of competent health and safety advice and emergency procedures.

- 3.4 Important elements in the Council's management of health and safety are:

- the operation of Services Health and Safety Planning Groups which effectively monitor, plan and implement health and safety management systems throughout their respective Service;
- having in place Service Health and Safety Policies in line with the obligations of the Corporate Health and Safety Policy;
- annual Service health and safety reports and action plans, which include safety performance indicators developed and

approved by the respective Council boards.

## Key Changes

4.0

4.1

The Corporate health and safety policy continues to promote the Council's approach towards a management-led health and safety culture that reflects and complements the Council and Community plans and also promotes and encourages Service ownership of health and safety. Salient points are:

1. The revised policy reflects the ethos of continuous improvement which is a fundamental principle of BS OHSAS 18001:2007 and the recently revised Health and safety Executive's guidance document "Managing for Health and Safety" (HSG 65).
2. There are no significant changes to individual roles and health and safety responsibilities.
3. The changed language within the policy reflect the mature health and safety system within the council, points to note in particular are:
  - Part 2, health and safety assistance: reaffirming who the competent persons are, including a stronger reference to the health and safety team as well as occupational health.
  - Part 3, Risk Identification 2.5.1; revised wording and list of potential risks.
  - Part 3, the addition of the plan, do, check, act model.

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## Implications of the Report

1. **Financial** - *None*
2. **HR & Organisational Development** - *This report supports the Council's commitment to the health, safety and wellbeing of employees*
3. **Community/Council Planning** –
  - *Our Renfrewshire is well – This policy supports the wellbeing of our employees.*

- *Our Renfrewshire is safe – This policy provides arrangements to ensure the safe delivery of our services*
4. **Legal** – *This policy ensures legal compliance with The Health and Safety at Work etc. Act 1974 and all subsequent legislation*
  5. **Property/Assets** – *This policy will ensure that statutory compliance will be achieved at all Council controlled properties.*
  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 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** – *This policy sets out fully the arrangements to which the corporate health and safety governance model will be applied.*
  9. **Procurement** – *This policy supports the arrangements for the appointment and control of contracted services through the procurement team.*
  10. **Risk** – *This policy supports the arrangements for identification and control of risks arising from the councils' undertakings.*
  11. **Privacy Impact** – *No impacts were identified.*
  12. **Cosla Policy Position** – *not applicable.*

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### List of Background Papers

- (a) Background Paper - none

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# Corporate Policy on Health and Safety

Finance and Resources  
HR and Organisational Development  
Health and Safety

## **FOREWORD**

This Health and Safety policy is designed to contribute to the business performance of Renfrewshire Council as part of a demonstrative commitment to the continuous improvement in health and safety performance.

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

This document requires the commitment, support and action from everyone working within Renfrewshire Council and will be central to the ongoing effective management of health and safety.

To this end, I commend this document to you.

Chief Executive  
Renfrewshire Council

19<sup>th</sup> **March 2018**

## **INTRODUCTION**

**This policy updates and replaces the Renfrewshire Council Health and Safety Policy approved and issued February 2015**

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

It is supported by Service Health and Safety Policies. These Service policies detail the organisation and arrangements in force and the procedures in place for its successful implementation at a local level.

The enforcement authority for Health and Safety legislation for Renfrewshire Council lies with the Health and Safety Executive (HSE).

## **PART 1**

### **RENFREWSHIRE COUNCIL**

#### **GENERAL STATEMENT OF HEALTH AND SAFETY POLICY**

Renfrewshire Council will take all reasonably practicable steps to ensure the health, safety and well being at work of its employees and all other persons who may be affected by its undertakings.

The Council is committed to the objective of continually improving health and safety performance in the delivery of its Services.

This standard will be achieved by:

- a) Creating and maintaining a positive health and safety culture which ensures the commitment and participation of all employees;
- b) Meeting its responsibilities to employees, other persons and to the environment in a way which recognises that legal requirements are the minimum standard;
- c) Adopting a planned and systematic approach to the implementation of the Council's Health and Safety Policy to ensure:
  - i) The provision and maintenance of plant and systems of work that are, so far as reasonably practicable, safe and without risks to health;
  - ii) Arrangements for ensuring, so far as is reasonably practicable, safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
  - iii) The provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of its employees and other persons;
  - iv) Any place of work under the Council's control must provide safe access and egress, without risks to health, so far as is reasonably practicable; and
  - v) The provision and maintenance of a working environment for employees that is, so far as is reasonably practicable, safe, without risks to health, and adequate as regards facilities and arrangements for their well being at work.
- d) Identifying and assessing the risks associated with all undertakings of the Council with the aim of eliminating or controlling the risks, so far as is reasonably practicable;

- e) Allocating resources to meet the requirements of the Council's Health and Safety Policy;
- f) Planning for health and safety including the setting of realistic short and long term objectives, deciding priorities and establishing adequate performance standards;
- g) Monitoring and reviewing performance on a regular basis to ensure that high standards are maintained; and
- h) Maintaining an effective system of joint consultation with trade union appointed safety representatives and, where elected, non trade union representatives of employee safety, as appropriate, and providing safety representatives with appropriate resources to enable them to carry out their functions.

The effectiveness of this policy relies on all employees accepting responsibility for its implementation and adhering to the relevant policies, procedures and standards.

Signed:

(Chief Executive)

Date: 19<sup>th</sup> March 2018

## **PART 2**

### **THE ORGANISATION AND RESPONSIBILITIES FOR HEALTH AND SAFETY**

This Health and Safety Policy is supported by Service Health and Safety Policies. Safe systems of work will be implemented across the Council as a result of an effective health, safety and strategic risk management process.

#### **Health and Safety Assistance/Advice**

The Director of Finance and Resources (FAR) and Head of HR and Organisational Development (HR and OD) have overall responsibility to ensure that advice on matters relating to health, safety and well being at work is provided throughout the Council.

The FAR, HR and OD, Health and Safety Section and Occupational Health Professionals, as competent persons, will provide support through the Head of HR and OD in order to achieve this.

#### **Organisational Responsibilities**

An outline of the responsibilities of the Chief Executive, Directors and Employees are set out below.

##### **Chief Executive**

The Chief Executive, so far as is reasonably practicable, is responsible for ensuring the health, safety and well being at work of Council employees and others who may be affected by Renfrewshire Council's undertakings. This will be achieved by:

- a) Detailing the organisation in the Council through which the policy will be implemented and delegating the duty for implementation of the policy to the Directors of each Service;
- b) Ensuring adequate resources are available to enable the Council's Health and Safety Policy to be implemented;
- c) Visibly demonstrating management's commitment towards **maintaining** a positive health and safety culture by promoting and encouraging high standards of health and safety performance;
- d) Appointing competent persons to assist the Council in overseeing the application and provision of health and safety legislation. Under the Management of Health and Safety at Work Regulations 1999 (as amended), the FAR Health and Safety Section will provide such advice, guidance and assistance to Services with regard to the implementation of this policy.

- e) Ensuring the maintenance of effective health, safety and wellbeing management systems within Services to reduce and control risks: and
- f) Monitoring and reviewing health, safety and wellbeing performance on a regular basis to ensure that high standards are maintained.
- g) Demonstrate a visible commitment to health and safety leadership by setting a good personal example to employees, service users and others.
- h) The Chief Executive gives executive authority to authorised Health and Safety Officers (in the event of an imminent risk or danger to the health and safety of employees, contractors or others including members of the public) to prohibit any such work activity undertaken on or on behalf of the council. Any such action must be notified to the Chief Executive and Head of Service.

## **Directors**

Directors are, so far as is reasonably practicable, responsible for ensuring the health, safety and well being at work of employees and others who may be affected by the undertakings in their respective Services. In particular, they will:

- a) Prepare and revise, in accordance with legislative requirements, their Service Health and Safety Policy, which identifies the key risks related to Service undertakings;
- b) Set out the organisational responsibilities within their Service through which the Policy will be implemented;
- c) Set out the arrangements which will assist to control Service risks, as outlined in the Service Health and Safety Policy;
- d) Ensure adequate resources are available to enable the Service Health and Safety Policy to be implemented;
- e) Implement and introduce measures to achieve and continually improve standards of health and safety performance within their Services in order to develop a positive attitude to health and safety amongst employees, contractors and service users;
- f) Implement and maintain an effective health and safety management system, which will include assessing, planning, organising, monitoring and reviewing the measures required to eliminate, reduce or control service risks;
- g) Monitor and review health and safety performance on a regular basis to ensure that high standards are maintained and compile reports on a quarterly basis to the Corporate Health and Safety Committee (CHSC).

- h) Prepare an annual report in accordance with the Council's Health and Safety Plan, evaluating the health, safety and wellbeing at work performance of their Service and setting future objectives and measurable targets including performance indicators;
- i) Demonstrate a visible commitment to health and safety leadership by setting a good personal example to employees, Services users and others; and
- j) Bring to the attention of Heads of Service, Managers and Supervisors that health, safety and well being is a shared responsibility, and that they will be accountable for the health safety and well being of employees or others who may be affected by the work of the Service.

## **Employees**

All employees are reminded that health, safety and wellbeing is everyone's responsibility and that co-operation is required to implement Council and Services' Health and Safety Policies, procedures and safe systems of work by:

- a) Acting in the course of their employment with due care for their own safety and that of others who may be affected by their acts or omissions at work;
- b) Co-operating, so far as is necessary, to enable the Council to perform any duty or to comply with any arrangement, as a result of health and safety legislation which may be in force (for example correct use of personal protective equipment or attending health surveillance);
- c) Using work equipment correctly, safely and in accordance with appropriate training and instruction; and
- d) Bringing to the attention of their manager or supervisor, any situation they would reasonably consider, that represents a concern about health, safety and wellbeing whilst at work.

**PART 3  
ARRANGEMENTS**

The following arrangements will be incorporated into Service’s own Health and Safety Policies where necessary. They should be expanded or altered to meet the specific requirements of the Service concerned, and developed with the support of the FAR Health and Safety Section.

Arrangements will be based on the HSE publication ‘**Successful Health and Safety Management (HSG65)**’ **Plan – Do – Check – Act** methodology (illustrated below). The HSE states that “The Plan, Do, Check, Act approach achieves a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system”.



Services will pursue progressive improvements which should lead to reduction of injury and ill health. This will be achieved by the implementation and management of an effective health and safety management system.

## **1.0 Health and Safety Culture**

### **1.1 Leadership, Commitment and Involvement**

Leadership and commitment are critical to the success of the health and safety management system within the Council and requires the involvement of everyone. Visible leadership and commitment of management at all levels is an essential component to create the required positive health and safety culture. Managers must:

- set a personal example;
- communicate the importance of health, safety and wellbeing considerations into business decisions;
- openly discuss health, safety and wellbeing matters and include this as a standard item on meeting agendas;
- encourage employees to suggest health, safety and wellbeing performance improvement measures;
- reward positive behaviours and the achievement of health, safety and wellbeing objectives; and
- take disciplinary action where considered appropriate for breaches of health, safety and wellbeing guidelines, procedures and rules.

### **1.2 Commitment**

Council services recognise that employees have an important contribution to make to the overall organisational health, safety and wellbeing culture. The Council will ensure that health and safety remains to be an integral part of the management system. The Council will drive to maintain a positive attitude to health, safety and wellbeing amongst employees by:

- visibly demonstrating a clear commitment to improving health, safety and welfare performance by setting and monitoring measurable objectives;
- promoting co-operation and consultation across Services by identifying common work interfaces and sharing and agreeing best practice;
- ensuring the communication and dissemination of necessary health, safety and wellbeing information throughout the Council and confirming understanding and acceptance of the information;
- ensuring and encouraging participation of employees at health and safety groups and meetings; and
- securing the competence of employees by including health, safety and wellbeing information within the recruitment process and systematically identifying and providing appropriate training.

### 1.3 Health and Safety advice

The Health and Safety Section will provide guidance, advice and support to assist in ensuring the health, safety and well being of employees and anyone who may be affected by the Council's undertakings.

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

### 1.4 Health and Safety Training

Health and safety training is an important factor in the reduction of accidents and prevention of ill health. Services will actively support training by providing the necessary resources and organisation to carry out such training. All new employees will receive a service in-house induction course and, in addition, be offered the opportunity to access online the ilearn course 'First Impressions' developed by FAR, HR and OD. Where health and safety training needs are identified by a Service, suitable training can be arranged through Organisation and Development. Health and safety training courses available are included within the FAR Training Course Planner, which is available from Organisational Development and on the Council's intranet site, Renfo.

The Health and Safety Section may provide bespoke health and safety training on request, at times and locations suitable to the Services' requests.

### 1.5 Service Health and Safety Co-ordinators

The Service Health and Safety Co-ordinator is not a Health and Safety Officer but supports their own service internally.

The purpose of a Health and Safety Co-ordinator is to:

- co-ordinate health, safety and wellbeing issues within each service;
- represent their service at the Corporate Health and Safety Committee;
- champion health, safety and wellbeing across their service.

Further guidance on the role is available from the Health and Safety Section.

### 1.6 Safety Representatives

Safety Representatives appointed by recognised Trade Unions are entitled to inspect work places every three months and if necessary more frequently. These inspections can be accompanied by an appropriate management representative.

Safety Representatives appointed by recognised Trade Unions will be allowed to inspect any statutory document which the Service is required to maintain. On request, they will also be given information necessary to carry out their functions as defined under the Safety Representatives and Safety Committees Regulations 1977.

Services will consult the relevant Safety Representatives in accordance with the current Council policy as it relates to staff, health, safety and wellbeing.

## 1.7 Raising Health and Safety Concerns

Should an employee feel that they need to raise a health, safety and welfare concern, the procedure detailed below should be followed in line with service procedures:

- STAGE 1. Raise concern with their Supervisor. If not resolved;**
- STAGE 2. Raise concern with the Supervisor's Manager. If not resolved:**
- STAGE 3. Raise the concern with the Safety Representative. If not resolved;**
- STAGE 4. Safety Representative can raise concerns at the relevant Service's health and safety management forums. If not resolved;**
- STAGE 5. Raise the concern at the Corporate Health and Safety Committee.**

At any stage during this process, **or if there is an immediate concern**, any employee/safety representative can contact **FAR** Health and Safety Section for further advice and guidance.

## 2.0 Planning and Implementation

### 2.1 Corporate Health and Safety Plan

The Chief Executive will ensure, through the Head of HR and OD, that a Corporate Health and Safety Plan is in place which will achieve and support effective health and safety management systems across the Council.

Services will prepare a Health and Safety Plan outlining specific service health and safety objectives, which are measurable, with realistic timescales for their accomplishment. These objectives will be developed in consultation with the health and safety section.

All health and safety plans must be regularly monitored by the Service health and safety planning groups and reviewed on a regular basis at planning group meetings. Health and safety plans for the coming year must form part of the annual Service health and safety report.

## 2.2 Annual Health and Safety Reports

Services will prepare an annual health and safety report that evaluates their health, safety and wellbeing performance for the previous year. Such reports should include information on the following issues:

- A brief profile of the Service and its main functions and undertakings.
- Management of Health and Safety within the Service. This should include a report detailing the progress of the health and safety plan objectives from the previous year.
- Risk management, planning and progress including percentage of risk assessments reviewed.
- Number of employees attending IOSH accredited health and safety training courses.
- Number and type of service specific health and safety training courses undertaken.
- Percentage of total number of establishments carrying out joint management/trade union health and safety inspections and percentage of satisfactory remedial actions completed.
- Service accident/incident statistics and identified causes for lost time.
- Issues identified by BS OHSAS 18001; 2007 audits and recommendations completed.
- A brief outline of the results of any internal health and safety audits and, where appropriate, recommendations completed.
- Service Health and Safety objectives for the coming year.

Services' annual reports must be submitted to the FAR Health and Safety Section in advance of submitting them to the appropriate Council Boards.

Guidance on preparing an annual health and safety report is available from the Health and Safety Section and on the Council's intranet site.

## 2.3 Health and Safety Planning Groups

The Director and nominated Head of Service requires to retain, at Service level, a health and safety planning group to assist in the formulation and implementation of the service health and safety policy and plan. Planning for health and safety is also suitable for inclusion as a standing agenda item within the remit of senior management team meetings.

The Service group should identify and prioritise actions, and agree key performance indicators including achievable targets that are measurable for implementation of the various elements of the health and safety plan. The group should also monitor implementation of the health and safety plan.

The operational planning group is not an alternative or substitute for service liaison meetings, safety groups or health and safety committees involving employee representation.

For further clarification on Health and Safety planning groups refer to the current Corporate Health and Safety Plan.

## 2.4 Significant Risks

The Council recognise that Service health and safety planning groups require to implement an effective risk control strategy to minimise employees and service users' exposure to significant risks. Detailed below is a list of risks (not in order of priority and not exhaustive) that, by the very nature of service provision, may be encountered:

- Musculoskeletal disorders
- Slips, Trips and Falls
- Working at heights
- Traffic management
- Lone working
- Hand Arm Vibration
- Occupational driving
- Violence and aggression (including acts relating to a physical or psychological conditions)
- Contractors working on Council premises
- Work related stress (this can be influenced by non work related stress)
- Council managed public events

Services must identify all significant service related health and safety risks in addition to those listed above.

## 2.5 Emergency Procedures

The following issues should also be given due consideration by Service health and safety planning groups as part of their ongoing management of health and safety.

- a) Fire Safety and emergency evacuation procedures
- b) First Aid provision
- c) Security measures
- d) Welfare arrangements

For further guidance contact the FAR, HR and OD, Health and Safety Section or the Civil Contingencies Service.

### **3.0 Active Monitoring**

#### **3.1 Audits**

An audit is a systematic examination of the health and safety management systems in place, including implementation of policies, procedures, training and safety awareness of staff.

The Health and Safety Section will actively monitor the implementation of the Council's Health and Safety Policy and Plan. This will be achieved by auditing the health and safety management systems within Services over a 3 year period, relevant to their risk profile, and on a timescale agreed with their respective health and safety planning groups.

The Council is externally audited to ensure our standards meet those required to retain accreditation to BS OHSAS 18001: 2007. A corporate wide sampling plan is compiled every 3 years. All Services will be audited on a rolling programme relevant to their risk profile.

#### **3.2 Inspections**

A safety inspection is the physical examination of the workplace including tools and equipment.

Safety inspections, preferably joint management and union safety representative's inspections shall be undertaken within all Services as part of their service health and safety plan and to support the audit programme.

A corporate wide health and safety inspection programme has been developed over a rolling 3 year period. All premises within the Services have been assigned a risk rating. This will determine the inspection frequency undertaken by the health and safety section.

To ensure health and safety standards are maintained, Services should have arrangements in place to undertake inspections of their premises, on an annual basis, utilising the Workplace Observation Inspection Report (WOIR) inspection template which can be found within intranet or from the FAR Health and Safety Section.

### **4.0 Re-active monitoring**

#### **4.1 Accident and Incident Analysis**

Accidents and incidents at the following levels of severity will be analysed by service management, FAR health and safety section, service planning groups, safety groups and safety committees involving employee representation, with a view to determining and where possible eliminating the causes of:

- Major injury/dangerous occurrence;
- Lost time accidents of 7 days or more; and

- Work related ill health and diseases.

#### 4.2 Accident Investigation and Reporting Investigation

Every accident, incident or near miss must be investigated by the injured person's supervisor or line manager to the degree required to prevent a recurrence. A report completed on the Accident Incident Reporting Database (AIRD) shall contain outlined recommendations to prevent a recurrence; however, further investigation may be carried out by the FAR Health and Safety Section.

Guidance on accident and incident (including violence) reporting procedures is available on the intranet. Further advice can be obtained from the FAR Health and Safety Section as required.

#### 4.3 Reporting of Incidents, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013

Every employee who suffers personal injury at work must give notice to their supervisor of any accidents or incident, as soon thereafter as is practicable. The injured employee must ensure that details of the incident are entered on the AIRD system or in line with Service's local procedures. The FAR Health and Safety Section will be responsible for reporting any relevant incidents to the Health and Safety Executive (HSE) under RIDDOR.

### **5.0 Statutory Compliance of Domestic and Non-Domestic Properties**

Services that manage and maintain domestic and non-domestic properties, are the first point of contact in providing advice and guidance, prior to any works carried out for individual property users and services. They must ensure, so far as is reasonably practicable, that statutory compliance is met in accordance with Corporate Guidance and appropriate records are available for inspection. Relevant guidance is available on the intranet. Further advice can be obtained from the FAR Health and Safety Section as required.

### **6.0 Contractors**

When appointing a contractor the health and safety risks should be considered. Services should follow corporate guidance. Further advice can be obtained from the FAR Health and Safety Section as required.

All contractors shall be assessed in terms of health and safety at procurement stages by the employing service. Only contractors who can demonstrate their ability to meet the standards set by the Council will be employed.

The undertakings of any contractor should be monitored to ensure that any risks presented to employees, members of the public, service users or visitors are minimised.

Commissioning officers must monitor contractor's activities throughout the duration of the contract, heavily scrutinising areas of high risk. Any contractor's activities that cause Health and Safety concerns may require the commissioning officer's intervention although immediate action may be necessary by the responsible person for the premises. Works should be discussed with the responsible person for premises.

## **7.0 Supplementary Policies and Guidance**

This Health and Safety Policy is supplemented by specific policies and related guidance, such as Accident and Incident Reporting, Risk Assessments, Statutory Inspection and Maintenance, Asbestos, Legionella, Stress as well as additional health, safety and wellbeing topics.

All supplementary corporate health and safety policies and guidance are available on the intranet. Further advice can be obtained from the FAR Health and Safety Section as required.

## **8.0 Policy Review**

The Health and Safety Section shall monitor this policy for its effectiveness.

This policy and accompanying documentation contained within will be reviewed and where necessary revised on a three yearly cycle, unless an earlier revision is prompted by significant changes in legislation, procedures or best practice.

Any changes or amendments to this policy will be done in consultation with the trade unions and employees where appropriate.

This policy and any revision of it will be drawn to the attention of every employee of the Council.



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

**On: 28 March 2018**

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

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**Heading: Carers Leave and Flexible Retirement HR Policies**

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## **1. Summary**

- 1.1 This report presents to the Board Carers Leave and Flexible Retirement Policies for approval. The Carers Leave Policy applies to all Local Government Employees, Craft Operatives and Chief Officers (excluding Teachers) and the Flexible Retirement Policy applies to all Local Government Employees, Craft Operatives and Chief Officers (excluding the Chief Executive and Teachers). The Carers Leave Policy is attached at **Appendix 1** and Flexible Retirement **Appendix 2**.
- 1.2 **The Carers Leave Policy** demonstrates the Council's commitment to supporting employees who have primary caring responsibilities with paid time off work to provide caring support to an ill, frail or disabled relative or partner, subject to meeting specific criteria. Under the proposed policy, Carers leave can be taken in hours, half or full days or a block of a week. The policy will complement existing policies and assist the Council to identify and positively engage with employees who are carers to better understand their daily challenges and seek to remove any barriers to attending work.
- 1.3 The Council will establish a new Carers Support Network Group for employees as part of the implementation of this policy. This peer to peer group will provide an opportunity for employees to meet and share experiences of their caring responsibilities and support provisions available. The Council will invite local carers support organisations within Renfrewshire to participate.

- 1.4 **Flexible Retirement** is an employer discretion under the Local Government Pension Scheme Regulations. The policy enables an active member of the Local Government Pension Scheme (LGPS), who is 55 years or over, has met the 2 years vesting period in the scheme and who agrees to a reduction in working hours or grade with the Council's consent, to elect to receive immediate payment of all or part of the retirement pension to which they are entitled to in respect of that employment. Under the terms of the policy, any agreement to a flexible retirement request would be on the basis of there being no cost to the Council, with the employee's pension entitlement being subject to an actuarial reduction to meet the pension fund strain costs arising from the employee accessing their pension benefits earlier than the normal retirement age. The policy will be applied only in appropriate circumstances that meet the needs of both the employee and the Council and in such circumstances, will support employees with the transition into retirement whilst helping the Council with its workforce planning and wider needs to retain key skills and experience.
- 1.5 Consultation on both these policies has taken place with the Trade Unions and Legal colleagues and appropriate feedback has informed the development of this policy
- 1.6 Following approval from Board, both policies will be communicated to all managers and employees within the Council via the normal channels.
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## **2. Recommendations**

- 2.1 To approve the proposed Carers Leave and Flexible Retirement Policies.
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## **3. Background**

### **3.1 Carers Leave Policy**

- 3.2 The Council recognises that the population is ageing. As people care for older relatives and friends, caring will increasingly become part of more people's everyday lives, impacting on those in and out of work. In addition, it is recognised that will attain caring responsibilities and demands for temporary periods or will be the primary support to a family member going through a key life event and potential transitions in an out of care arrangements.
- 3.3 It is recognised that managing work and caring responsibilities can be challenging and stressful. Research carried out by the Scottish Government indicates that over 3 million people in the UK combine paid work with caring responsibilities. In Scotland this figure is 270,000 and equates to 1 in 8 of the Scottish workforce having caring responsibilities, with this likely to increase as the population gets older and people remain in the work for longer.

Supporting carers to remain in employment can bring considerable benefits to carers themselves, the Council and the community.

- 3.4 The policy defines a carer as someone who provides unpaid care to an ill, frail or disabled relative or partner. The person is the primary carer and this is not the same as someone who provides care professionally or through a voluntary organisation.
- 3.5 The Council already has a range of existing policies and arrangements which are aimed at supporting employees with, amongst other things, long term caring responsibilities, as well emergency situations. To complement the existing suite of policies and arrangements, the proposed Carer Policy looks to provide an additional layer of support for the Council's employees. The Council's existing arrangements provides Flexible Working and Special Leave Policy provisions, the opportunity to purchase additional annual leave as well as Services also having in place local arrangements to support carers such as unpaid leave or working the time back at another suitable time.
- 3.6 The new policy will enable employees who are primary carers to request paid carers leave (up to a maximum of 1 week pro-rated) to help care for an ill, frail or disabled relative or partner, in times of need, subject to meeting certain criteria.
- 3.7 Some examples of when carers leave can be requested include:
  - To manage an unplanned or temporary caring emergency assisting a relative or partner who is ill or injured and is unable to look after themselves;
  - To make arrangements for the provision of care for a relative or partner who is ill or injured;
  - To manage an unexpected breakdown of care arrangements for a relative or partner;
  - To manage the transition from home to care home or hospital to home/care home;
  - To provide support when caring for a terminally ill relative or partner;
  - To manage the hospitalisation of a relative or partner.
- 3.8 The Council will establish a Carers Register enabling it to better identify primary carers within the Council so appropriate support can be given. The register will be held by HR & OD in full compliance with the General Data Protection Regulations. In addition, a new Carers Support Network Group will be established for employees as part of the implementation of this policy. This peer to peer group will provide an opportunity for employees, if they wish, to meet and share experiences of their caring responsibilities and support provisions available. The Council will invite local carers support organisations within Renfrewshire to participate.
- 3.9 Benchmarking information from other public bodies has highlighted paid carers leave arrangements where operating ranges from 3 days to 1 week (pro-rated).

### 3.10 Flexible Retirement Policy

3.11 The Council recognises the importance of supporting its workforce to achieve a balance between their work and home life during employment and in planning for the transition to retirement. Local authorities have the discretion to consider flexible retirement requests in line with the Local Government Pension Scheme Regulations.

3.12 The Flexible Retirement policy will support the Council to manage flexible retirement requests with a clear, fair and transparent process and aims to:

- Support employees with the transition to retirement;
- Promote work-life balance and age diversity;
- Retain skilled and experienced employees particularly in areas where the Council has hard to recruit posts;
- Support services with organisational change and workforce planning;
- Encourage employees where appropriate to consider alternatives to full retirement.

3.13 To be eligible to apply, employees must be at least 55 years of age and have met the 2 years vesting period within the LGPS and agree to reduce their weekly hours or grade. It is proposed in the policy that employees reduce their weekly hours by a minimum of 20% up to a maximum of 60% or reduce their grade. Applications under the policy would be considered on a case by case basis and would be applied only where it was in the interests of the Council's operational requirements and the specific requirements of the post.

## 4. Implementation of Carers Leave and Flexible Retirement Policies

4.1 If approved, the policy will be distributed to all managers and employees through the normal communication and engagement channels.

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## Implications of the Report

### 1. Financial

**Carer Leave** - Subject to meeting criteria, employees will receive a maximum of up to 1 working week paid per year to support their caring responsibilities.

**Flexible Retirement** - Strain on the fund pension costs associated with an employee retiring early will not be absorbed by the Council. Any request for flexible retirement which has a strain cost will only be approved provided the employee agrees to a reduction of their pension taking account of these costs.

2. **HR & Organisational Development** - HR & OD will provide advice and guidance to managers and employees on the interpretation and application of this policy.
3. **Community Planning** - None
4. **Legal** - The Council will meet its legislative and best practice requirements.
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights**
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - None
9. **Procurement** – None
10. **Risk** - None
11. **Privacy Impact** – None
12. **Cosla Policy Position** - not applicable.

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### List of Background Papers

Not applicable

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This document is available in alternative formats on request.

**Finance and Resources**  
HR and Organisational Development

# Carers Leave Policy

## Supporting employees with caring responsibilities

This policy applies to Local Government Employees, Craft Operatives and Chief Officers (Excluding Teachers)



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## **1. Introduction**

- 1.1 The Council recognises that employees increasingly have caring responsibilities which sometimes can be challenging and may impact their ability to balance their work and home life.
- 1.2 For carers, work can often represent a lifeline, not only financially, but in providing a life outside of caring. However, juggling work and caring responsibilities can be extremely stressful. Research carried out by the Scottish Government indicates that over 3 million people in the UK combine paid work with caring responsibilities. In Scotland this figure is 270,000 and equates to 1 in 8 people across the Scottish workforce having caring responsibilities, with this likely to increase significantly as the population gets older and people remain in the work for longer.

## **2. Purpose and Aims**

- 2.1 The purpose of this policy is to support the Council in managing carers leave requests with a clear, fair and transparent process, whilst supporting employees who are primary carers to balance home and caring commitments.
- 2.2 The policy aims to:
  - Demonstrate the Council's commitment to supporting employees who have caring responsibilities;
  - Provide support to help employees balance working and caring commitments;
  - Support the Council to identify and engage with employees who are carers to understand their daily challenges and seek to remove any barriers;
  - Raise awareness of support provisions available through the Council, for example, health and well-being and financial.
- 2.3 This policy compliments the Council's flexible working and special leave provisions already in place and will support employees who are primary carers with paid time off work.

## **3. Scope**

- 3.1 This policy applies to all Council employees, excluding Teachers. It does not apply to Teaching staff who have their own arrangements in place.

## **4. Definition of a Carer and Carers Leave**

- 4.1 For the purpose of this policy, a carer is an employee who provides unpaid care to an ill, frail or disabled relative or partner. The employee is the primary carer and this is not the same as someone who provides care professionally or through a voluntary organisation.

4.2 Paid carers leave may be requested by employees with primary caring responsibilities. Although not an exhaustive list, some examples of when paid carers leave may be requested include:

- To manage an unplanned or temporary caring emergency assisting a relative or partner who is ill or injured and is unable to look after themselves;
- To make arrangements for the provision of care for a relative or partner who is ill or injured;
- To manage an unexpected breakdown of care arrangements for a relative or partner;
- To manage the transition from home to care home or hospital to home/care home;
- To provide support when caring for a terminally ill relative or partner;
- To manage the hospitalisation of a relative or partner.

## 5. Carers Register and Carers Leave

5.1 In order to qualify for paid carers leave, employees must firstly register themselves on the Council's Carers Register. This can be done by completing the registration form available at **Appendix 1**. To register employees must meet the qualifying criteria below:

- They are the primary carer;
- They have at least 26 weeks continuous service;
- Be able to provide evidence of their caring responsibilities and relationship through their GP or through their local Carers Centre such as Renfrewshire Carers Centre.

**If this type of evidence is not available, other forms of evidence that demonstrate a primary caring responsibility exists will be considered.**

5.2 The Carers Register will be held by HR & OD in full compliance with the General Data Protection Regulations. Placement on the register will be reviewed annually or following a change in circumstances. It will be the responsibility of the carer to inform HR & OD of any changes in circumstances.

5.3 The line manager will seek confirmation from HR & OD of their employee's eligibility to request paid carers leave. Employees who are eligible can request a maximum of **1 week** paid carers leave in any leave year. Carers leave approved will be pro-rated in line with an employee's hours/work pattern. Requests for carers leave can be made in hours, half or full days or a complete week.

5.4 The Council provides access to other support for employees with caring responsibilities that may compliment or be an alternative to carers leave. These include the:

- Special Leave Policy;
- Flexible Working Policy, including reduction in hours, compressed hours, home working;
- Supporting Attendance Policy;
- Occupational Health and Employee Counselling;
- Annual Leave and Additional Annual Leave;
- Flexi time.

5.5 The Council will establish a new Carers Support Network Group for employees on the Carers Register. This peer to peer group will provide an opportunity for employees to meet and share experiences of their caring responsibilities and support provisions available. The Council will invite local carers support organisations within Renfrewshire to participate.

## **6. Making a request for Carers Leave**

6.1 Once listed on the Council's Carers Register, employees wishing to apply for carers leave should complete the form at **Appendix 2** and submit it to their line manager as soon as is practically possible. Employees must give reasonable notice to allow their manager to fairly consider their request. Key information the line manager will consider includes the following:

- The employee has applied to and is listed on the Carers Register;
- Confirmation that the employee is the primary carer and details of the caring relationship;
- Confirmation that they have 26 weeks continuous service;
- The amount of carers leave requested (hours/days/week);
- The date the carers leave will start and finish;
- Details of any shared carers leave with a spouse, partner, family member or friend who also works with the Council.

## **7. Considering a request and reaching a decision**

7.1 To consider a request for carers leave, a line manager on receipt must obtain confirmation from HR & OD that the employee is listed on the Council's Carers Register. The line manager should discuss the request with the employee, taking into account the carer's personal circumstances. The line manager must clarify the reasons for the application and ensure that carers leave is the most appropriate option as other alternatives may be more suitable. Before reaching a decision on the request, the line manager should consider the following:

- The carers relationship to the relative or partner;
- The nature of the relative or partner's illness;
- The expected duration of the carers leave;

- The operational impact on service delivery and costs associated with any backfilling if required and/or whether work needs to be redistributed.

**Costs should be considered based on what is reasonable and fair, taking into account the circumstances of the request.**

- 7.2 Requests for Carers Leave must be recorded in the same way as Special Leave requests. Managers must also inform Customer and Business Services and the Payroll section when carers leave has been approved.
- 7.3 If a line manager refuses a request for carers leave, the employee must receive from the line manager written confirmation providing the business reasons for the refusal. The manager's decision is final.
- 7.4 In the event that two employees of the Council share primary caring responsibilities for a relative, only one request for carers leave can be approved (unless the two employees are able to share the carers leave provision of 1 week). For example, if a married couple have caring responsibilities for a relative, carers leave could be shared with one employee receiving three days and the other employee receiving two days.

## **8. Confidentiality**

- 8.1 Information relating to carers leave should be recorded, maintained and processed confidentially and securely by the relevant Service, HR and Organisational Development and Customer and Business Services. Information processed may include manual or electronic records and will be done so in line with the General Data Protection Regulations and will be used only to monitor the effectiveness of this policy.

## **9. Impact assessment**

- 9.1 This policy has been impact assessed in line with the Council's obligation to comply with the Equality Act 2010 and the Public Sector Equality Duty.

## **10. Monitoring and review**

- 10.1 This policy will be reviewed regularly and in line with any legislative and organisational changes. The recognised trade unions will be consulted on any future changes to this policy.

**APPENDIX 1 – CARERS REGISTER APPLICATION FORM**

<p><b>RENFREWSHIRE COUNCIL</b></p> <p><b>CARERS REGISTER APPLICATION FORM - HR&amp;OD/CL/1</b></p>	
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The Council’s Carers Register is a list of employees who have identified themselves as primary carers. The purpose of the register is to help the Council identify primary carers to ensure that they receive appropriate support and information. Acceptance on the register is conditional upon employees meeting the qualifying criteria set out in the Carers Leave Policy (Section 5) and detailed on this form.

**1. Personal details**

<b>Name:</b>			
<b>Designation:</b>		<b>Service:</b>	
<b>Work location:</b>		<b>Home Address:</b>	
<b>Employee number:</b>		<b>Work phone Number:</b>	

**2. Application/Eligibility Criteria**

I would like to apply to for inclusion on the Council’s Carers Register. I am making this application as I have primary caring responsibilities as defined within the Carers Leave Policy (Section 5).

I confirm:

I am a primary carer for a relative/partner (in line with the Carers Leave Policy)

I have provided evidence of my primary caring responsibilities from my GP/Carers Centre

I have 26 weeks continuous service

Please provide details if you share primary caring responsibilities with another Council

### 3. Consent and Declaration

I consent to you sharing this information with my line manager in the event that I request a period of carers leave.

I confirm that all information I have given on this application form for the Carers Register is accurate.

**Signature:**

**Date:**

### 4. GP/Carers Centre Confirmation

I confirm that \_\_\_\_\_ is a primary carer and regularly carries out primary caring responsibilities.

**GP/Carers Centre Signature or Stamp:**

**Date:**

**APPENDIX 2 – CARERS LEAVE REQUEST FORM**

<p><b>RENFREWSHIRE COUNCIL</b></p> <p><b>CARERS LEAVE REQUEST FORM - HR&amp;OD/CL/2</b></p>	
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**Note to the employee**

This form should be used to make a request for paid Carers Leave. Please ensure all sections are completed before sending to your line manager for their consideration.

**Note to the line manager**

On receiving a request for paid carers leave, the line manager should discuss the request with The employee, taking into account the carer’s personal circumstances. The line manager must clarify the reasons for the request with the employee and ensure that carers leave is the most appropriate option. Before reaching a decision on the request, the line manager should consider the following:

- the carers relationship to the relative or partner;
- the nature of the relative or partner’s illness;
- the expected duration of the carers leave;
- the operational impact on service delivery and costs associated with any backfilling if required and/or whether work needs to be redistributed.

**1. Personal details**

<b>Name:</b>			
<b>Designation:</b>		<b>Service:</b>	
<b>Work location:</b>		<b>Home Address:</b>	
<b>Employee number:</b>		<b>Work phone Number:</b>	

**2. Carers Leave Request**

I confirm I am eligible to apply for paid Carers Leave and I listed on the Carers Register as per Section 5 of the Carers Leave Policy.

I would like to request paid Carers Leave as detailed below:

Start Date	End Date	No of days requested	Reason for Request

### 3. Carers Leave Request Form Declaration

I confirm that all information I have given on this form is accurate. If this request is found not to be genuine the Council's Disciplinary Procedures will be applied.

**Signature:**

**Date:**

### 4. Outcome of Carers Leave request – To be completed by the line manager

**Manager Name:**

**Designation:**

**Request  
Approved/Declined**

**If the request is declined please provide the reason:**

**HR & OD  
Representative:**

I have checked that the employee is listed on the Carers Register and meets the qualifying criteria.

**Signature:**

**Date:**

**Date passed to  
CBS & Payroll:  
(if approved)**



**Issue number:** 1

**Issue Date:** 04/18

**Review Date:** 04/19

This document is available in alternative formats on request.

**Finance and Resources**  
HR and Organisational Development

# Flexible Retirement Policy

## Supporting employees transition into retirement

This policy applies to Local Government Employees, Craft Operatives and Chief Officers (Excluding the Chief Executive and Teachers)



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## **1. Introduction**

- 1.1 The Council recognises the importance of supporting its workforce to achieve a balance between their work and home life during employment and in planning for the transition to retirement. Flexible retirement can also be helpful in supporting services to modernise and achieve the Council's strategic workforce planning objectives.
- 1.2 Flexible Retirement enables an active member of the Local Government Pension Scheme (LGPS), who is 55 years or over, has met the 2 years vesting period in the scheme and who agrees to a reduction in working hours or grade with the Council's consent, to elect to receive immediate payment of all or part of the retirement pension to which they are entitled to in respect of that employment.
- 1.3 All requests for flexible retirement will be considered in accordance with the Local Government Pension Scheme (Scotland) Regulations 2014 and the Council's Pension Discretions Policy. In determining requests, consideration will be given to requests being workable, affordable, reasonable and take account of any foreseeable costs to the Council.

## **2. Purpose and Aims**

- 2.1 The purpose of this policy is to support the Council to manage flexible retirement requests with a clear, fair and transparent process.
- 2.2 This policy aims to:
  - Support employees with the transition to retirement;
  - Promote work-life balance and age diversity;
  - Retain skilled and experienced employees particularly in areas where the Council has hard to recruit posts;
  - Support services with organisational change and workforce planning approaches;
  - Encourage employees, where appropriate to consider alternatives to full retirement.

## **3. Scope**

- 3.1 This policy applies to all local government employees, aged 55 years and over and who meet the 2 year vesting period within the LGPS. This policy will exclude the Chief Executive and Teaching staff. Teaching staff have their own arrangements in place.

## **4. Eligibility Criteria**

- 4.1 The Head of Service or nominated senior officer will determine each request for flexible retirement on its own merits, carefully considering the potential benefits and impacts the request will have as detailed in Section 6.3 of this policy. There is no automatic right to flexible retirement.

- 4.2 Employees must meet and agree to the following eligibility criteria:
- Be at least 55 years of age and have met the 2 years vesting period within the LGPS and;
  - Reduce their hours of work by a minimum of 20% and maximum of 60% per week or reduce their grade.
- 4.3 A reduction in hours can be achieved in a number of ways. For example, reduced hours on specific days, or everyday, or reducing days worked in the week. The proposed reduced working pattern should be detailed in the request.
- 4.4 A reduction in grade must be to an established vacant post within the employee's team or section. In exceptional cases, a move to a post elsewhere within the service may be agreed. A reduction in grade may also be achievable through a service restructuring involving a redefinition of roles and grade reduction.
- 4.5 Strain on the fund pension costs associated with an employee partly retiring early will not be absorbed by the Council. Any request for flexible retirement which has a strain cost will only be approved provided the employee agrees to a reduction of their pension taking account of these costs.

## **5. Making a Flexible Retirement Request**

- 5.1 Employees should submit their request for flexible retirement to the Head of Service in writing, providing the following information:
- The reasons for the request;
  - The required reduction in hours or grade;
  - The proposed start date of the arrangement;
  - The impact(s) the proposed request would have in their work area and on any areas of responsibility that they have.
- 5.2 All flexible retirement requests should be made at least 6 months in advance of when the arrangement is due to start. This will ensure that the relevant pension fund, payroll and operational arrangements can be put into place.

## **6. Considering a Request and Reaching a Decision**

- 6.1 The Head of Service or nominated senior officer should hold a meeting with the employee to discuss the request. The purpose of this meeting is to discuss the request in detail ensuring all facts are gathered or where appropriate consider alternatives to flexible retirement.
- 6.2 A decision on the request should be made by the Head of Service or nominated senior officer within 28 days following the meeting. All decisions made will be agreed in consultation with the Chief Executive, the Director of

Finance and Resources, the relevant Service Director and the Head of HR and Organisational Change.

6.3 The Head of Service or nominated senior officer should consider the following before making the decision:

- The benefits of approving the request, for example retention of key skills and expertise allowing for effective workforce planning;
- All cost implications. Pension calculations from Strathclyde Pension Fund Office should be requested;
- The operational impact on service delivery and whether there is a need to redesign or redistribute work;
- Any compassionate reasons for the request;
- The impact on the structure and any line and team management responsibilities;
- Any statutory duties in which a reduction in grade may impact on;
- Any suitable alternatives to flexible retirement.

6.4 The employee will receive written confirmation of the decision without any undue delay. If flexible retirement is agreed, a representative from HR and Organisational Development should arrange to meet with the employee to ensure that the relevant pension fund and payroll documentation is completed. Once arrangements are in place, a variation to the contract of employment will be issued to the employee. Adjustments to the employee's terms and conditions, pay, annual leave entitlement, responsibilities etc will be made to reflect the new flexible working arrangement.

6.5 Should the request be refused, the employee will receive written confirmation of the decision from the Head of Service or nominated senior manager explaining the business reasons for refusal. The Head of Service or nominated senior manager's decision is final.

6.6 Membership of the LGPS will continue if flexible retirement is approved, unless employees choose to opt out of the pension scheme.

## **7. Employee Considerations and Financial Advice**

7.1 Employees are encouraged to seek independent financial advice before agreeing to any permanent, contractual employment changes which will affect their retirement plans. Also, employees should also consider the following before requesting/agreeing to a flexible retirement arrangement:

- Flexible retirement will be a permanent contractual adjustment until a final retirement date is agreed.
- Remaining in employment whilst in receipt of pension benefits may result in an employee earning the same or more than the full time equivalent salary for that role. This could also result in an employee

paying a higher rate of tax dependant on the amount/value of pension benefit accessed.

- Employees will automatically re-join the pension scheme paying contributions on the reduced salary accruing new pension benefits which will become payable on full retirement. Employees who do not wish to re-join the pension scheme may opt out and no contributions will be deducted from their salary. This means that an employee will not receive any additional Local Government Pension Scheme pension when they retire fully and there would also be no death in service benefits. Opt-out forms are available from the pension scheme provider: [www.spfo.org.uk](http://www.spfo.org.uk).
- Employees who retire before their earliest retirement date (unless transitional protection arrangements apply) should be aware that this will result in their pension benefits being reduced (actuarial reduction).

## **8. Confidentiality**

- 8.1 Information relating to flexible retirement requests will be recorded, maintained and processed confidentially and securely by the relevant Service, HR and Organisational Development and Customer and Business Services. Information processed may include manual or electronic records and will be done so in line with the General Data Protection Regulations and will be used only to monitor the effectiveness of this policy. Information will not be divulged to third parties without written consent from the employee.

## **9. Impact Assessment**

- 9.1 This policy has been impact assessed in line with the Council's obligation to comply with the Equality Act 2010 and the Public Sector Equality Duty.

## **10. Monitoring and Review**

- 10.1 This policy will be reviewed regularly and in line with any legislative and organisational changes. The recognised trade unions will be consulted on any future changes to this policy.



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

**On: 28 March 2018**

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

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**Heading: Renfrewshire Licensing Forum - Review of Membership**

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**1. Summary**

- 1.1 The purpose of this report is to consider a review of the membership of Renfrewshire Licensing Forum as a result of a number of meetings failing to attract a sufficient quorum of members.
  - 1.2 The Licensing (Scotland) Act 2005 requires that the Forum meet no less than 4 times each year and must hold one joint meeting with the Licensing Board. In 2017 the joint meeting with the Licensing Board could not take place as there was no quorum and the Forum was only able to meet once. In each of the years 2015 and 2016 there were only 3 meetings.
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**2. Recommendation**

- 2.1 That the Board considers the proposal for a reduction in the membership of the Licensing Forum from 18 as at present to 12.
- 

**3. Background**

- 3.1 In terms of Section 10 of the Licensing (Scotland) Act 2005 (the Act) local authorities are required to establish a local licensing forum (the Forum), the purpose of which is to keep under review the operation of the Act in the

forum's area and, in particular, the exercise by the Licensing Board of its functions.

3.2 In addition, the Forum is required to provide such advice and make such representations to the Licensing Board in relation to those matters as the Forum considers appropriate.

3.3 The Act specifies that a Forum must consist of such number (being not fewer than 5 and not more than 21) of members as the Council may determine and include:

- a Licensing Standards Officer for the Council's area
- a person nominated by the Health Board for the Forum's area

The other members are to be individuals appointed by the Council on such terms and conditions as the Council may determine. However, in appointing members of a Forum, the Council must seek to ensure so far as possible that the membership of the Forum is representative of the interests of persons or descriptions of persons who have an interest which is relevant to the Forum's general functions, those persons include

- holders of premises licences and personal licences,
- the chief constable
- persons having functions relating to health, education or social work,
- young people,
- persons resident within the Forum's area.

3.4 The Council agreed previously that the membership of the Forum be 18, including a representative of the Scottish Fire and Rescue Service, which means that to be quorate 9 members are required to convene a meeting. The existing membership is detailed below:

- Licensing Standards Officer x 1
- Police Scotland x 1
- Scottish Fire and Rescue x 1
- Licensed trade (personal/premises) x 4
- Young people x 2
- Local residents x 5
- Health Board (including ADP) x 2
- Education/Social Work x 2

3.5 As a result of a number of meetings failing to attract a sufficient quorum of members, amendments to the membership have been suggested by the local Alcohol and Drug Partnership (ADP), including the proposal that there be a reduction in the number of members from 18 to 13, and a consequent reduction in the quorum from 9 to 7, including the removal of the young people's representatives.

- 3.6 As detailed in paragraph 3.3 above, the Act requires that the Forum must have at least 5 and not more than 21 members. It would therefore be competent for the Council to reduce the number of members on the Forum to 13. The ADP has also suggested that there be “an ability to co-opt up to 5 additional members onto the group determined by the agenda”. The ADP expectation would be that co-opted members would not have any voting rights and would be invited to the meeting if there was a specific item on the agenda which required input from someone who had specialist knowledge/expertise in the subject matter.
- 3.7 However, there is no requirement under the Act in relation to co-opted members and it is suggested that it would be more appropriate for the Forum to invite guest speakers as and when required rather than establishing co-opted members. Meetings of the Forum require to be open to members of the public and there is nothing in the legislation to preclude guest speakers being invited.
- 3.8 The ADP has suggested the removal of young people from the membership of the Forum. However, the legislation does specifically mention young people in the list. As such, the Council should seek to ensure, so far as possible, that the membership is representative of them. Accordingly it is not considered appropriate to remove this category. Efforts have been made over the years to encourage attendance by young people, including the reduction in the required age to 16, contact with the local schools, College and University, and student unions. However, young people who have attended have commented that the timing of meetings was difficult for them. They also made observations as to the content and format of the meetings not being attractive to them. Efforts continue to be made to attract young people to participate in the Forum and contact has recently been made with the current MYSPs to determine if they would be interested in becoming members.
- 3.9 The Scottish Fire and Rescue Service has previously indicated that they are no longer able to attend due to operational pressures. As the Fire and Rescue Service is not mentioned specifically in the legislation it would be competent to remove officers from that service from membership. They could continue to be invited to meetings as appropriate, but would not count towards the quorum.
- 3.10 In order that due recognition is given to the interests of all groups being represented appropriately on the Forum, it is proposed that a reduction in the membership of the Forum from 18 to 12 be considered which would mean a quorum of 6 which reflects the numbers who attend regularly. The proposed membership is set out below.
- Licensing Standards Officer x 1
  - Police Scotland x 1
  - Young people x 1
  - Licensed trade x 3

- Health Board (including ADP) x 2
  - Children's Services x 1
  - Local residents x 3
- 

## Implications of the Report

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

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

**On: 28 March, 2018**

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

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**Heading: Civic Hospitality**

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**1. Summary**

1.1 The following requests for civic hospitality have been received for the financial year 2018/19.

- a) Email correspondence has been received from the Scottish Association of Magical Societies to request civic hospitality on the opening night of the 67th Magical Convention which will take place at the Normandy hotel on Friday 27<sup>th</sup> April 2018. The Society members from all around Scotland travel each year and this year they have elected to hold this event within Renfrewshire. The convention will take place between Friday 27<sup>th</sup> and Sunday 29<sup>th</sup> April 2018.

Following consultation with the Provost, it proposed that the Board agree to provide civic hospitality in the form of a finger buffet and welcome drink for approximately 100 at an estimated cost of £1000 on Friday 27 April and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- b) A request has been received for civic hospitality for a delegation of approximately 34 pupils and 4 teachers from Paisley's twin town of Gladsaxe in Denmark. Following on from their successful visit last year with Renfrew High School, Gladsaxe

are looking to visit Renfrewshire on 20 May for two days to further strengthen links with our schools.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality in the form of meal for approximately 50 in Paisley Town Hall at an estimated cost of £1200 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- c) A request has been received for civic hospitality from the Renfrewshire Visual Impairment Forum who will be celebrating their 20<sup>th</sup> anniversary in September.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality in the form of meal for approximately 60 guests at the Glynhill Hotel in Renfrew in September 2018 at an estimated cost of £1500 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- d) A request has been received to take a table of 10 at the Macmillan Cancer Winter Ball on Saturday 17 November at the Radisson Blu Hotel, Glasgow.

Following consultation with the Provost, it is proposed that the Board agree to take a table at the Ball at the cost of £650 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- 1.2 The budget provision for 2018/19 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed the remaining balance would be approximately £42,110.

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## 2. Recommendations

- 2.1 That the Board agrees to: (a) provide the hospitality as detailed above to the Scottish Association of Magical Societies, Gladsaxe Skovbrynet School Visit and the Renfrewshire Visual Impairment Forum; (b) take a table at the Macmillan Cancer Winter Ball; and (c) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

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## Implications of the Report

1. **Financial** – The costs of the request from civic hospitality will be met from the current budget
2. **HR & Organisational Development** - None
3. **Community/Council Planning** – Civic receptions provide recognition of the contributions made by individuals and organisations to the fabric of life in Renfrewshire.
4. **Legal** - none.
5. **Property/Assets** - none.
6. **Information Technology** – none
7. **Equality & Human Rights**
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none
9. **Procurement** - none
10. **Risk** – none
11. **Privacy Impact** - none.
12. **Cosla Policy Position** – not applicable

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## List of Background Papers

- (a) Background Paper 1 – Correspondence by email from the Scottish Association of Magical Societies.
- (b) Background Paper 2 – Correspondence by email from Skovbrynet School
- (c) Background Paper 3 – Correspondence from the Renfrewshire Visual Impairment Forum.
- (d) Background Paper 4 – Correspondence from Macmillan Cancer Research

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

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**Author:** Donna Gallagher – Member Services Officer. Tel: 0141 618 6794

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**To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD**

**On: 28 MARCH 2018**

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**Report by: DIRECTOR OF ENVIRONMENT & COMMUNITIES**

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

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## **1. Summary**

- 1.1 Environment & Communities brings together a range of Council services and activities, with both strategic and operational responsibilities. This report provides an operational performance update on Facilities Management (Hard and Soft Services) delivered by Environment & Communities over the first 10 periods of 2017/2018 (1 April 2017 to 5 January 2018).
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## **2. Recommendations**

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

## **3. Operational Updates**

### **3.1 Facilities Management - Hard Services**

#### **Scottish Housing Quality Standards (SHQS) / Investment**

- 3.1.1 Building Services continue with investment work to tenanted houses as identified by Development & Housing Services. Building Services carry out the Council's SHQS works that are left following the extensive programme carried out over the last ten years. The type of works carried out can include a complete rewire of a house,

installation of a new kitchen, installation of a bathroom and upgrade or renewal of the central heating system.

### **Housing Repairs & Maintenance**

- 3.1.2 When a tenant leaves a Council property, the property is returned to Development & Housing Services and is deemed void. In order to re-let the property to another tenant, works are required to be carried out. The level of works carried out can vary from basic electrical and gas checks to installation of a new kitchen, bathroom and doors. The volume of work is determined by the overall condition of the house against the letting standard.
- 3.1.3 The Council's target time for reletting a void property is 14 calendar days. Voids over the 14 day target are monitored and reviewed on a weekly basis. There are a number of reasons for additional time being taken to complete voids work, including an additional work requirement being identified during the works period. These works are identified by the trades on site, minimising further repair works being required following the property being let.

<b>Month</b>	<b>Returns</b>	<b>Completion within timescale</b>
October	74	54% High Volume of composite doors . (The procurement and manufacturing time for composite doors is 4 – 6 weeks and will automatically take the return time beyond the 14 days.)
November	81	70%
December	86	56% Inclusive of holidays over Christmas as these days are included in the figures for days taken to return.
January	85	65%
Totals	326	61.3% average

### **Compliance Update**

- 3.1.4 The Repairs and Maintenance section within Hard FM Services continues to develop and consolidate its compliance management strategy. This progression has been done in conjunction with our six current compliance delivery contractors, who are now fully participating in monthly progress review meetings. This delivery model is fully transparent with all compliance certification loaded within the CAMIS system and accessible to staff within each property.
- 3.1.5 The onsite training of CAMIS users continues to progress and is being well received from recipients. The delivery of the training is on programme to achieve 90% of users trained by March 2018, with the outstanding balance being completed by the end of April.
- 3.1.6 Work continues in the procuring of contractors for the three remaining compliance category contracts not currently in place. This work is being undertaken in conjunction with the corporate procurement unit.

### **Street Lighting Repairs**

3.1.7 Building Services undertake repairs and maintenance of the existing street lighting network within Renfrewshire. Since February 2016 when the service was brought in house, there has been significant improvement in performance in responding to dark lamps and undertaking repairs.

3.1.8 Street Lighting maintenance figures April 2017 to February 2018 are detailed below:

<b>BUILDING SERVICES Street Lighting Summary April - February 2018</b>	<b>Qty</b>	<b>Comments</b>
Jobs completed in period total this financial year.	2,855	2,183 Reactive Repairs & 672 Emergencies Backlog Repairs
Jobs programmed within the next 2 months	-	-
Jobs to be planned and programmed.	104	Currently being surveyed, priced and PUs applied for. (PUs are the Public Utility drawing applications required before any works can be instructed or commenced.)
LED lamp replacements	149	Currently subject to contactor supplier reviews.
Planned maintenance carried April – February 2018	6,848	

### **3.2 Facilities Management - Soft Services**

#### **3.2.1 GOFITBA, Provision of Hot Meals**

A new football based project delivered by The Scottish Football Partnership Trust and Street Stuff started in March 2018 based at Glencoats Primary School and St Mirren Park.

3.2.2 The 12 week programme offers young children, regular and fun physical activity and an understanding of the importance of leading a balanced and healthy lifestyle through diet and nutrition.

3.2.3 The programme timetable provides one structured afternoon per week for the young people to take part in an hour of fun football activity followed by a second hour where they can enjoy a healthy meal and some basic education around leading a healthier lifestyle through diet and nutrition.

3.2.4 This project is in support of the Curriculum for Excellence's (CfE) Health and Wellbeing outcomes as set out by The Scottish Government's Schools (Health Promotion and Nutrition) (Scotland) Act 2007.

## 4. Service Specific Projects Update

### 4.1 Facilities Management - Hard Services

#### General Capital Programme, Update

- 4.1.1 Building Services carry out capital programme works as requested by both Property Services and Housing. The list below shows the current capital project works that are being undertaken, and are scheduled for completion March 2018

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

#### General Responsive Repairs Update

- 4.1.2 Repairs and maintenance results, for Building Services, for January, 2018 detail 5,450 individual responsive repairs requested across all trades. Building Services attended to over 95.3% within the time category allowed.

Category	Q1 2017	Q2 2017	Q3 2017	Jan 2018	2016/17	Target
	Value	Value	Value	Value	Value	
Total Repairs Completed	12,304	11,714	14,619	5,450	54,162	n/a
% Overall Repairs Completed Within Target	95.4%	94%	96.2%	95.3%	93%	94%
% Emergency Repairs completed within target	98.8%	98%	98%	98%	98%	97%
% Routine repairs completed within target	91.3%	89%	94%	90%	89%	97%
% Programmed repairs completed within target	100%	100%	93%	99%	100%	97%
% Right to Repair Qualifying repairs completed within target	99.6%	98%	98%	98%	97%	97%

### 4.2 Facilities Management - Soft Services

#### Partnership Working

##### 4.2.1 Early Years and Childcare

The catering service is working in partnership with Children's Services to facilitate the initial roll-out of the new Early Years' 1140 hours service provision. This new service will provide all 3 and 4 year olds and eligible 2 year olds with a free lunch as part of their enhanced 1140 hours care provision. The service has already commenced in a number of premises and is being rolled out on a phased basis until full implementation by 2020.

### **The school catering service – working with pupils and partners**

- 4.2.2 Work is continuing to develop new menus for primary and secondary schools. Consultation has taken place as well as taster sessions to ensure pupils have the opportunity to contribute to the menu planning process. Revised menus will be rolled out in Spring 2018.
- 4.2.3 Catering staff have also been working closely with the Hearty Lives Groups and School Nutrition Action Groups in High Schools offering taster sessions for pupils and parents and reviewing the food choices on offer at break times.

### **Soil Association Food for Life Served Here**

- 4.2.4 Soft Services continue to work with The Soil Association to extend our Food for Life Served Here (Bronze Award) in Primary Schools into Care Homes and Extra Care Homes. The Soil Association Food for Life Served Here provides an independent endorsement that food providers are taking steps to improve the food they serve, using fresh ingredients which are free from trans fats and harmful additives and better for animal welfare.

## **5. Workforce Development**

### **5.1 Facilities Management - Hard Services**

- 5.1.1 As part of an annual ongoing commitment to apprenticeships, through the recruitment process trade apprentices are employed by the Building Services operation. At present there are currently 7 trade apprentices and 3 adopted apprentices progressing through their training programmes both at college and on site. Quarterly reviews are carried out by Managers and the Training Coordinator to monitor progress.
- 5.1.2 Building Services provided the opportunity for pupils from local schools to visit the depot for the day to learn about different apprenticeships within the construction industry. The pupils also participated in practical exercises in electrical, joinery, painting and decorating, with the assistance and guidance of existing Building Services apprentices.

### **5.2 Facilities Management - Soft Services**

- 5.2.1 Ten members of the Soft Services management team have started the new Leadership Development programme, delivered by the Council. These programmes aim to develop our leaders by focusing on enhancing skills, knowledge and competency in key leadership areas and strengthening capacity to lead and deliver change effectively.
- 5.2.2 Soft Services continues to support employability programmes through the Project Search and Traineeship programmes participating in workplace opportunities across the catering and janitorial service. As part of our partnership with Project Search, fifteen young people with learning difficulties or autism gained invaluable work experience during 2017. As part of the next placement programme for Project

Search, four young people started with FM Soft Services in January 2018. The students have gained experience in a kitchen environment working with older people in Care Homes and in school kitchens.

5.2.3 Soft Services has continued to work in partnership with West College Scotland on the provision of a bespoke Cooking Skills Development Course for catering staff. A fourth 10-week programme was started in February 2018 providing a further 14 catering employees with the opportunity to obtain a college qualification on a day release basis. This course is now sought after by our catering staff with a fifth programme planned from August 2018. This training will allow for succession planning within the service.

5.2.4 Partnership working continues with Invest in Renfrewshire, as part of the Employability Fund, has provided opportunities for work experience for 4 candidates within the school catering service in 2018. These candidates received food hygiene and first aid training from Invest in Renfrewshire and were given work placements, providing them with relevant experience to assist them in their search for employment.

## 6. Performance Update – Indicators and Targets

6.1 The table below summarises target and actual performance for key performance indicators for both Environment & Communities and Facilities Management (Hard & Soft Services) and benchmarking targets under each of the key change themes for 2017/18.

Target for 2017/18	Target to Period 10	Actual to Period 10	Comments
<b><i>Tackling inequality, ensuring opportunities for all</i></b>			
<b>1. % uptake of free school meals in primary and secondary schools</b>			
75%	75%	73%	Free school meal uptake was 73% to the end of period 10. A new primary school menu has been introduced with a number of new options following consultation with staff and pupils. Following inspection by the Soil Association, the service has been re-accredited with the Food for Life Served Here bronze award for our primary school meal service an endorsement of the quality and sourcing of the food provided. The service has worked with pupil groups within secondary schools to assist in the development of the new school meal menu

Target for 2017/18	Target to Period 10	Actual to Period 10	Comments
<b>Working together to improve outcomes</b>			
<b>2. % of front line resolutions dealt with within timescale</b>			
<b>i) Environment &amp; Communities</b>			
100%	100%	84%	<b>Environment &amp; Communities</b> has received 4,035 front line resolutions in the first 10 periods of 2017/18, of which 3,402 (84%) were responded to within timescale.
<b>ii) Facilities Management (Hard &amp; Soft Services)</b>			
100%	100%	90%	Over the same period <b>Facilities Management</b> received 124 front line resolutions of which 112 (90%) were responded to within timescale.
<b>3. % of complaint investigations dealt with within timescale</b>			
<b>i) Environment &amp; Communities</b>			
100%	100%	92%	<b>Environment &amp; Communities</b> has dealt with 41 complaint investigations in the first 10 periods of 2017/18, 31 (76%) of which were dealt with within the agreed timescale.
<b>ii) Facilities Management (Hard &amp; Soft Services)</b>			
100%	100%	100%	There was 1 complaint investigations for <b>Facilities Management</b> in the first 10 periods of 2017/18 and this was dealt with on time.
<b>4. % of Freedom of Information requests completed within timescale</b>			
<b>Environment &amp; Communities</b>			
100%	100%	100%	All FOIs were responded to on time, achieving the annual target.  358 FOI requests were received, 284 of which were departmental specific and the other 74 were cross-departmental.

Target for 2017/18	Target to Period 10	Actual to Period 10	Comments
<b>5. % of reported street lighting faults which were attended within the 7-day timescale</b>			
95%	95%	96.4%	<p>96.4% of reported street lighting repairs were attended to within the 7-day timescale at the end of period 10.</p> <p>The operational performance has improved continuously since the service was brought in house in February 2016.</p>
<b>6. Overtime as a % of total employee costs</b>			
<b>i) Environment &amp; Communities</b>			
6%	6%	6.9%	The level of overtime across <b>Environment &amp; Communities</b> , in the first 10 periods of 2017/18, was slightly above target.
<b>ii) Facilities Management (Hard &amp; Soft Services – excluding trading services)</b>			
6%	6%	11.6%	The level of overtime for <b>Facilities Management (Soft Services)</b> was 11.6% at the end of period 10, above the 6% target. <b>FM (Hard Services)</b> overtime is reported within the Building Services Trading Report.
Target for 2017/18	Target to Period 10	Actual to Period 10	Comments
<b>7. Sickness Absence Figures:</b>			
<b>i) Environment &amp; Communities</b>			
4%	4%	6.9%	<p>The absence level for <b>Environment &amp; Communities</b> at the end of period 10 was 6.9% compared to the target of 4%.</p> <p>The absence level of 6.9% is due to a number of long term absences, with the overall absence rate consisting of:-</p> <ul style="list-style-type: none"> <li>- 74.9% long-term absences</li> <li>- 25.1% short-term absences.</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health services.</p>

<b>Target for 2017/18</b>	<b>Target to Period 10</b>	<b>Actual to Period 10</b>	<b>Comments</b>
<b>ii) Building Services</b>			
4%	4%	5.7%	<p>The absence level at the end of period 10 for Building Services was 6.1% This was made up of: -</p> <ul style="list-style-type: none"> <li>- 72.1% long term absences</li> <li>- 27.9% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>iii) School Catering</b>			
4%	4%	5.7%	<p>Absence levels for School Catering employees was 5.7% at the end of period 10. This was made up of:</p> <ul style="list-style-type: none"> <li>- 71.1% long term absences</li> <li>- 28.9% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>Target for 2017/18</b>	<b>Target to Period 10</b>	<b>Actual to Period 10</b>	<b>Comments</b>
<b>iv) Building Cleaning</b>			
4%	4%	8.3%	<p>Absence levels for Building Cleaning employees was 8.3% at the end of period 10. This was made up of:</p> <ul style="list-style-type: none"> <li>- 80.8% long term absences</li> <li>- 19.2% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>

Target for 2017/18	Target to Period 10	Actual to Period 10	Comments
<b>v) Housekeeping</b>			
4%	4%	10.1%	<p>Absence levels for Housekeeping employees was 10.1% at the end of period 10. This was made up of:</p> <ul style="list-style-type: none"> <li>- 83.7% long term absences</li> <li>- 16.3% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>vi) School Janitorial</b>			
4%	4%	6.8%	<p>Absence levels for School Janitorial employees was 6.8% at the end of period 10. This was made up of:</p> <ul style="list-style-type: none"> <li>- 85.4% long term absences</li> <li>- 14.6% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>vii) School Crossing Patrol</b>			
4%	4%	5.9%	<p>Absence levels for School Crossing Patrol employees was 5.9% at the end of period 10. This was made up of:</p> <ul style="list-style-type: none"> <li>- 83.2% long term absences</li> <li>- 16.8% short term absences</li> </ul> <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
<b>8. Building Services - % of overall repairs completed within target</b>			
95%	95%	95%	<p>The overall performance for quarter 3 was 96.22% which was above the target at 95%. Cumulative performance for the year to date stands at 95%.</p>

## 6.2 Hard Services Customer Satisfaction Performance results for Q3 2017/18

6.2.1 As part of the Housing Customer Satisfaction survey required to be carried out by the Scottish Housing regulator the following specific questions are directed at the service provided by Building Services. During the third quarter of 2017/2018, 673 surveys

were carried out with 99.37% of tenants satisfied with overall housing repair service including customer contact centre and housing repairs services.

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### **Implications of the Report**

1. **Financial** – Any financial savings from the service redesigns referenced in this report will be progressed through the Council’s financial & budget planning process.
2. **HR & Organisational Development** – Any staffing changes from the service redesigns referenced in this report will be progressed through the Council’s HR policies, including redeployment and utilisation of VR/VER scheme.
3. **Community / Council Planning** – the report details a range of activities which reflect local community / council planning themes.
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – IT implications are contained within the report.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.
8. **Health & Safety** – None.
9. **Procurement** – None.
10. **Risk** – None.
11. **Privacy Impact** – None.
12. **CoSLA Policy Position** - None

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**List of Background Papers:** None

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

**On:** 28 March 2018

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

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**Heading:** Contract Authorisation Report - Online School Payment and Cashless Catering (tender reference RC/RC/252/17)

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## 1. Summary

- 1.1 The purpose of this report is to request that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to award a contract for Online School Payment and Cashless Catering to ParentPay Limited.
  - 1.2 This procurement exercise has been conducted in accordance with the above EU Threshold Open Procedure for Services and the Council Standing Orders Relating to Contracts.
  - 1.3 A contract strategy was approved by Head of Policy and Commissioning, Head of Customer and Business Services and Head of Facilities Management on the 14 December 2017.
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## 2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to award the contract for Online School Payment and Cashless Catering to ParentPay Limited.
- 2.2 The initial contract period is 4 years; the anticipated contract commencement date will be the 26<sup>th</sup> April 2018, with the contract ending on the 25<sup>th</sup> April 2022, with the sole

option of the Council to extend on two separate occasions for up to a period of 12 month.

- 2.3 The contract value for 4 years will be £499,302 excluding VAT. If the extension periods are utilised, the value per extension period will be £82,441 excluding VAT. Total Contract value for the 6 years will be £664,184 excluding VAT.
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### **3. Background**

- 3.1 As part of phase three of the Better Council Change programme, one of the aims is to make better use of processes and technology. This will ensure better digital access for our customers and develop new ways of delivering services. Taking these elements into consideration, the Council sought to purchase a new System to provide an integrated online school payment, school fund management and cashless catering solution for Renfrewshire Council's school estates. Introducing this System is seen as a key factor in supporting the overall digital transformational change that the Council is seeking to achieve. In addition, aligning it to the design principles from the ICT Strategy and better use of technology aims of the Better Council Change Programme, the core system will be delivered as Software as a Service, with no infrastructure components required to be managed by the Council.
- 3.2 One of the main goals of this procurement was to eliminate, where possible, all cash processing in pre 5/primary establishments and significantly reduce cash processing in secondary schools. Schools typically receive in excess of £3.4m per annum via 1.14m transactions, of which £1.4m relates to catering income. School trips account for around £900k of that figure with the other amounts relating to uniform sales, in-school activities and school fund monies. Due to the more complex nature of the catering service in our secondary schools, the cashless catering element of the solution will require to support cash processing with the aim to gradually move to a fully cashless model over time. The cashless catering model at primary level is much simpler than at secondary level. The Council anticipate that the System will be implemented in the school estate via a phased approach.
- 3.3 A contract notice was dispatched to the Public Contract Scotland advertising portal and the Official Journal of the European Union (OJEU) on 21 December 2017 and was published on OJEU on 23 December 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender portal. During the tendering period twenty one (21) companies expressed an interest in the tender. By the closing date set (12 noon, 2 February 2018) for return of electronic tender submissions, four (4) tenderers submitted a tender response.
- 3.4 All four (4) tenderer submissions were evaluated against a set of pre-determined criteria in the form of a European Single Procurement Document (ESPD) and compliance with the terms and conditions published with the ITT.
- 3.5 All four (4) tenderers were compliant with the European Single Procurement Document (ESPD) requirements and their tender submission were then evaluated against a set of Award Criteria which was based on a quality / price ratio of

70%/30%, however, one (1) of the tenderers failed to comply with the specification requirements and their tender submission was not evaluated.

3.6 The scores relative to the award criteria of each tenderer are as follows:

<b>Supplier Name</b>	<b>Quality Score (70%)</b>	<b>Price Score (30%)</b>	<b>Total Score (100%)</b>
ParentPay Limited	52.10%	26.71%	78.81%
Cash Registers (Buccleuch) Limited	45.70%	30.00%	75.70%
Nationwide Retail Systems Ltd	50.10%	22.50%	72.60%

3.7 The evaluation of tender submissions received identified that the submission by ParentPay Limited was the most economically advantageous tender.

3.8 Community Benefits were requested as part of the procurement process and ParentPay Limited advised within their tender submission that the following Community Benefits would be made available to the Council during the Contract:

<b>Employment Benefits</b>		
New Entrant	Duration of employment must be a minimum of 12 weeks. No relevant experience prior to employment is required.	1
Apprenticeship	New start, progression or completion to be defined per contract.	1
<b>Skills and Training</b>		
School Visits	This can be visits to schools or providing site visits for students to attend. Engagement with a minimum of x number of students is required.	1
S/NVQ (or equivalent) for new entrants	New start, progression or completion to be defined per contract	1
<b>Supply Chain Development</b>		
Meet the buyer events	Must attend and provide support to new suppliers	1
<b>Community Engagement</b>		
Non financial support for a Community Project	May include volunteering for a minimum of 3 days. Guidance of community projects within Renfrewshire can be provided to the successful tenderer.	1

## **Implications of the Report**

### **1. Financial**

The financial status of ParentPay Limited was assessed and confirmed that the ParentPay Limited satisfied the Council's requirements in relation to financial stability.

The value stated in 2.3, will be split between one off costs of £169,535 and recurring costs £494,649

### **2. HR & Organisational Development**

No TUPE implications have arisen or are anticipated.

### **3. Community / Council Planning**

Working together to improve outcomes by installing better digital access for our customers and develop new ways of delivering services.

The community benefits submitted under this contract are listed within section 3.8 of this report.

### **4. Legal**

The procurement of this Contract was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts for an above EU threshold Services Contract.

### **5. Property Assets**

Any hardware that is currently in the schools for cashless catering is owned by the Council, the hardware will be removed or replaced. It is envisaged that there will be little impact to the school estate as the system is phased in.

### **6. Information Technology**

The implementation of an online school payment and cashless catering service is aligned with the strategic direction of ICT and the Council's Digital Strategy.

### **7. Equality and 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**

ParentPay Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

**9. Procurement**

The procurement of this Contract was conducted in accordance with the Open procedure for an above EU threshold Services Contract under the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts.

**10. Risk**

ParentPay Limited insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

**11. Privacy Impact**

Following initial discussion with the Council's Information Governance team, a Data Processor Agreement (DPA) was agreed and will be formalised with ParentPay Limited.

**12. Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

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**List of background papers**

(a) None

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

**On:** 28 March 2018

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

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**Heading:** Contract Authorisation Report for Framework Agreement for Cash Collection Service (tender reference RC/FA/144/18)

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## 1. Summary

- 1.1 The purpose of this report is to request the Finance, Resources and Customer Services Policy Board to authorise the Head of Corporate Governance to enter into a single supplier Framework Agreement for Cash Collection Service with G4S Cash Solution (UK) Limited on behalf of Renfrewshire Council and Renfrewshire Leisure Limited.
  - 1.2 This procurement exercise has been tendered in accordance with the above EU Threshold Open Procedure for Services and the Council Standing Orders Relating to Contracts.
  - 1.3 A contract strategy was approved by Procurement Operations Manager and Head of Finance and Resource on the 11 December 2017.
- 

## 2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to award the single supplier Framework Agreement for Cash Collection Service to G4S Cash Solution (UK) Limited.
- 2.2 The Framework Agreement consists of 8 Lots; Lots 1,2,4,6,7,8 for Renfrewshire Council and Lots 3 and 5 for Renfrewshire Leisure Limited. Individual Call Off Contracts will be issued by the respective contracting body under the relevant Lot.

- 2.3 The Framework Agreement is for 2 years with the sole option of the Council to extend on two separate occasions for up to a period of 12 months each time.
- 2.4 The total ceiling value of all Call Off Contracts made under the Framework Agreement for the 4 year period, will not exceed £486,192 excluding VAT.

### 3. Background

- 3.1 The Council require a service provider to uplift cash and cheques from various locations within the Renfrewshire Area. The tender for this service was issued on behalf of Renfrewshire Council for the provision of services to the Council and Renfrewshire Leisure LLP, a separate body from the Council, who will also make use of the services being tendered, either through the Council or by entering a separate Call Off based on the terms and conditions agreed between the Council and the Service Provider.
- 3.2 The Framework Agreement was issued as a single supplier Framework Agreement and split into 8 lots; Lots 1,2,4,6,7,8 for Renfrewshire Council and Lots 3 and 5 for Renfrewshire Leisure Limited, however the Invitation to Tender (ITT) was not structured as individual Lots with the intention of achieving one supplier to provide the cash collection service.
- 3.3 A contract notice was dispatched to the Public Contract Scotland advertising portal and the Official Journal of the European Union (OJEU) on 20 December 2017 and was published on OJEU on the 22 December 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform. During the tendering period three (3) tenderers expressed an interest in the Contract. By the closing date set (12 noon, 1 February 2018) for return of electronic tender submissions, three (3) tenderers submitted a tender response.
- 3.4 All three (3) tender submissions were evaluated against a set of pre-determined criteria in the form of a European Single Procurement Document ( ESPD) and compliance with the terms and conditions published with the ITT.
- 3.5 All three (3) suppliers were compliant with the European Single Procurement Document (ESPD) requirements and their tender submission was then evaluated against a set of Award Criteria which was based on a quality / price ratio of 45%/55%, however, one (1) of the tenderers failed to comply with the terms of the Framework agreement and their bid was not evaluated.
- 3.6 The scores relative to the award criteria of each tenderer are as follows:

<b>Tenderer Name</b>	<b>Quality Score (45%)</b>	<b>Price Score (55%)</b>	<b>Total Score (100%)</b>
G4S Cash Solutions (UK) Limited	28.15%	55.00%	83.15%
Security Plus Ltd	20.02%	44.21%	64.23%

- 3.7 The evaluation of tender submissions received identified that the submission by G4S Cash Solution (UK) Limited was the most economically advantageous tender.
  - 3.8 G4S Cash Solution (UK) Limited offer opportunities for Work Experience for 14 to 16 year olds and further education visits for university students.
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## **Implications of the Report**

### **1. Financial**

The financial status of G4S Cash Solution (UK) Limited was assessed and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

Financial costs will be met by the individual Service budgets as and when required.

Schools do not currently receive a cash collection service however this service was included within the specification. An anticipated overall contract value for this element is £135,792 has been included within the approval value stated in report paragraph 2.3. If a school requires the cash collection service, this would be approved on an individual school basis.

### **2. HR & Organisational Development**

No TUPE implications have arisen or are anticipated.

### **3. Community / Council Planning**

Working together to improve outcomes and maintain sound corporate governance across the Council. Cash collection service will ensure sound corporate governance and make sure are collected securely which will maximise safety and minimise the hazards of cash collection.

The community benefits submitted under this contract are listed within section 3.8 of this report.

### **4. Legal**

The procurement of this Contract was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts for an above EU threshold Services Contract.

### **5. Property Assets**

No property/asset implications have arisen or are anticipated.

### **6. Information Technology**

No information technology implications have arisen or are anticipated.

## 7. **Equality and 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**

G4S Cash Solution (UK) Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

## 9. **Procurement**

Procurement of this Contract was conducted in accordance with the Open procedure for an above EU threshold Services Contract under the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts.

## 10. **Risk**

G4S Cash Solution (UK) Limited insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

G4S Cash Solution (UK) Limited has confirmed that they are a member of the British Security Industry Association; this is the trade association for the professional security industry in the UK.

## 11. **Privacy Impact**

No Privacy Impact implication has arisen or is anticipated.

## 12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

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## **List of background papers**

- (a) None
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**To: Finance, Resources and Customer Services Policy Board**

**On: 28 March 2018**

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

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**Heading: Lift Modernisation Renfrewshire House (RC-CPU-17-091)**

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Lift Modernisation at Renfrewshire House to Consult Lift Services Ltd.
- 1.2 The recommendation to award a Works Contract follows a procurement exercise which was conducted in accordance with Renfrewshire Council's Standing Orders Relating to Contracts.
- 1.3 A Contract Strategy was approved by the Head of Property Services and the Strategic Procurement Manager in December 2017.
- 

**2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
- (a) the Head of Corporate Governance to award a Works Contract for the Lift Modernisation Renfrewshire House (RC-CPU-17-091) to Consult Lift Services Ltd;
  - (b) at the Contract Sum of £311,720.00 excluding VAT;

- (c) with authority to use the potential Risk Allowance (where required) of £31,172.00 excluding VAT; and
- (d) for a total contract period of forty (40) weeks, with the award of contract scheduled to be issued on 17<sup>th</sup> April 2018. Commencement of the Works will be 12 weeks from the Date of the Letter of Acceptance and the Date for Completion will be 28 weeks from the Commencement Date.

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### 3. **Background**

- 3.1 A central requirement of the Council's Property Services is to ensure that Council property, facilities and assets are properly maintained in a manner that complies with existing statutory legislation (Statutory Compliance) and that appropriate records are retained.

Renfrewshire Council has a duty to provide its employees, tenants and the public with a safe and efficient lift service. Accordingly, the Council wishes to appoint a contractor to carry out various DDA/Health and Safety compliance upgrades to the five (5) existing lifts within Renfrewshire House.

- 3.2 A contract notice was published on the Public Contracts Scotland advertising portal on 16<sup>th</sup> January 2018 with the tender documentation available for downloading from the Public Contracts Scotland – Tender platform.

During the tendering period twelve (12) companies expressed an interest in the Contract. By the closing date set (12 noon, 13<sup>th</sup> February 2018) for return of electronic tender submission six (6) companies submitted a tender response.

- 3.3 All six (6) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health and Safety.

- 3.4 All six (6) tender submissions complied with the minimum criteria of the ESPD and progressed to evaluation of Quality Criteria which was based on an overall weighting of 35%.

- 3.5 As part of the evaluation it was identified that two (2) tender submissions had not included any pricing documentation and therefore those tender submissions were not considered further.

3.5 The scores relative to the award criteria of the remaining four (4) tender submissions are noted below:

		<b>Quality (35%)</b>	<b>Price (65%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Consult Lift Services Ltd</b>	23.02	62.09	<b>85.11</b>
<b>2</b>	<b>Classic Lifts Scotland Limited</b>	18.55	65.00	<b>83.55</b>
<b>3</b>	<b>Scotec Lifts Limited</b>	16.25	64.95	<b>81.20</b>
<b>4</b>	<b>Jackson Lifts Limited</b>	24.71	53.02	<b>77.73</b>

3.6 The evaluation of tender submissions received identified that the submission by Consult Lift Services Ltd was the most economically advantageous tender.

3.7 A capital budget of £510,000 was made available for this contract. Based on the tender submitted by Consult Lift Services Ltd this represents a non-cashable saving of £198,280.00.

3.8 Community Benefits were requested as part of the procurement process and Consult Lift Services Ltd advised within their tender submission that the following Community Benefits would be made available to the Council:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Work Experience Placements (16 + years of age)	2
Work Experience Placements (14-16 years of age)	4
School Visits	2

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## Implications of the Report

1. **Financial** – The financial status of Consult Lift Services Ltd was assessed on 22<sup>nd</sup> February 2018 by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.
  
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
  
3. **Community/Council Planning** –
  - *Our Renfrewshire is fair* – Tenderers were assessed within this procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
  
  - *Our Renfrewshire is safe* – A central requirement of the Property Services department is to ensure that Council property, facilities and assets are properly maintained in a manner that complies with existing statutory legislation (Statutory Compliance) and that appropriate records are retained.
  
  - Creating a sustainable Renfrewshire for all to enjoy – Consult Lift Services Ltd has committed to deliver a number of Community Benefits as detailed within section 3.8 of this report.
  
4. **Legal** – The procurement of this Contract has been conducted as a Below Regulated Threshold Open Competition Procurement Procedure in accordance with the Council's Standing Orders relating to Contracts.

5. **Property/Assets** –The project will facilitate a refurbishment of the (5) existing lifts within Renfrewshire House
  6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
  7. **Equality & Human Rights** -
    - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** – Consult Lift Services Ltd.'s health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
  9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
  10. **Risk** – Consult Lift Services Ltd insurances have been assessed and evaluated and confirm that they will meet the minimum requirements regarding insurable risk.
  11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated.
  12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.
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**Author:** Graeme Clark, Procurement Adviser, Corporate Procurement Unit,  
Tel: 0141 618 7189





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

**On:** 28 March 2018

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

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**Heading:** Contract Award: External Works at West Primary School, Paisley (RC-OC-17-003)

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## 1. **Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract to undertake External Works at West Primary School, Paisley (RC-OC-17-003) to Clark Contracts Limited.
  - 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with the Procurement (Scotland) Regulations 2016 for a Regulated works contract and the Council's Standing Orders relating to Contracts.
  - 1.3 A Contract Strategy was approved by the Head of Property Services and the Strategic Procurement Manager on 20 November 2017
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## 2. **Recommendations**

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

- (a) the Head of Corporate Governance to award a Contract to undertake External Works at West Primary School, Paisley (RC-OC-17-003) to Clark Contracts Limited ;
  - (b) the Contract Sum of £2,570,704.01 excluding VAT;
  - (c) the use by the Council of a potential Risk Allowance (where required) of an additional £257,070 excluding VAT;
  - (d) the total Contract Period of 38 weeks with the date of possession scheduled to be on 18 June 2018 and with the estimated completion date being 11 March 2019. Confirmation of the actual timescales and dates will be confirmed in the Council's Letter of Acceptance to Clark Contracts Limited; and
  - (e) the award of this Contract is subject to the provision of a Performance Bond and Collateral Warranties as indicated within the tender documentation.
- 

### 3. **Background**

3.1 As part of the Council's continuing strategy to upgrade existing premises, it has been agreed to undertake an upgrade of the external envelope at West Primary School, Paisley by upgrading existing roof coverings, installation of new windows, and replacement of render and stonework repairs.

3.2 A contract notice for this Regulated Works Contract was published on the Public Contract Scotland advertising portal on 18 December 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.

During the tendering period twelve (12) companies expressed an interest in the Contract. By the closing date set (12 noon, 02 February 2018) for return of electronic tender submissions, five (5) companies had replied and each issued a Tender Submission.

- 3.3 In accordance with Standing Order 11.5 all five (5) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.4 All five (5) tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and progressed to the evaluation Quality Criteria which was based on a weighting of 60%.
- 3.5 To ensure that only suitably qualified and experienced tenderers progressed to the evaluation of Price Criteria (which was based on a weighting of 40%), the Council included a clause within the tender documentation confirming that only tenderers who obtained a total Quality score of 40.00% and above (out of the 60.00% Quality weighting available) would progress to evaluation of their pricing submissions.

Tenderers that obtained a Quality score of 39.99% and below (out of the 60.00% Quality weighting available) did not progress to the Price stage of the evaluation and were no longer considered under the procurement exercise.

In total, four (4) Tenderers progressed to have their pricing submissions evaluated with one (1) tenderer failing to meet the quality threshold required and therefore their tender was no longer considered.

- 3.6 The scores relative to the Award Criteria of the four (4) Tenderers who obtained a Quality Score of 40.00% and above are noted below

		<b>Quality (60%)</b>	<b>Price (40%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Clark Contracts Limited</b>	48.75%	36.29%	<b>85.04%</b>
<b>2</b>	<b>Project Management and Construction Limited</b>	42.60%	40.00%	<b>82.60%</b>
<b>3</b>	<b>ENGIE Regeneration Limited T/A Keepmoat Regeneration</b>	44.60%	36.61%	<b>81.21%</b>

<b>4</b>	<b>Novus Property Solutions Limited</b>	43.75%	34.41%	<b>78.16%</b>
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3.7 The evaluation of tender submissions received identified that the tender submission by Clark Contracts Limited was the most economically advantageous tender submission.

3.8 A capital budget of £3,000,067 was made available for the undertaking of works required within this procurement process. Based on the Contract Sum stated at 2.1 (b) above, this represents a non-cashable saving of circa £429,363 against the works tendered.

3.9 Community Benefits were requested as part of the procurement process and Clark Contracts Limited advised within their tender submission that the following Community Benefits would be made available to the Council for this Contract:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
New Entrant	1
Graduate	1
Work Experience Placements (14 – 16 Years of Age)	2
Careers Event	1

### **Implications of the Report**

1. **Financial** – The financial status of Clark Contracts Limited was assessed by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council’s requirements in relation to financial stability.
  
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
  
3. **Community/Council Planning**
  - Our Renfrewshire is fair –Tenderers were assessed within this procurement process in regards to their approach to ensuring fair

working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.

- Our Renfrewshire is safe – A central requirement of the Property Services department is to ensure that Council operated property, facilities and assets are properly maintained in a manner that complies with existing statutory legislation (Statutory Compliance) and that appropriate records are retained.
- Creating a sustainable Renfrewshire for all to enjoy – Clark Contracts Limited has committed to deliver a number of Community Benefits as detailed within section 3.8 of this report.

4. **Legal** – The procurement of this Contract was conducted in accordance with the Procurement Reform Act 2014 requirements for a Regulated Works Contract and the Council's Standing Orders Relating to Contracts.
5. **Property/Assets** – This Contract award will provide extensive external fabric repairs throughout West Primary School, Paisley with an estimated life expectancy of in excess of 25 years whilst also providing a weather-tight and safe environment for staff and pupils.
6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the

actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – Clark Contracts Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** –The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Clarks Contracts insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated

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### List of Background Papers

- (a) Not Applicable
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**Author:** Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

**Endorsed by:** Laura Gillan, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464



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

**On:** 28 March 2018

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

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**Heading:** Contract Award: Electrical Upgrade and Re-Wire at Inchinnan Primary School (RC-OC-17-002)

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1. **Summary**

1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Electrical Upgrade and Re-Wire at Inchinnan Primary School (RC-OC-17-002) to Clark Contracts Limited.

1.2 The recommendation to award this Works Contract follows a procurement exercise which was conducted in accordance with the Council's Standing Orders relating to Contracts as the value was below the threshold value for Regulated Works Contracts.

1.3 A Contract Strategy was approved by the Head of Property Services and the Strategic Procurement Manager on 22 November 2017

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2. **Recommendations**

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

- (a) the Head of Corporate Governance to award a Contract for the Electrical Upgrade and Re-Wire at Inchinnan Primary School(RC-OC-17-002) to Clark Contracts Limited;
  - (b) the Contract Sum of £292,213.76 excluding VAT;
  - (c) the use by the Council of a potential Risk Allowance (where required) of an additional £29,214.00 excluding VAT; and
  - (d) the total contract period of six (6) weeks for these Works with the date of possession scheduled for 28 June 2018 and the estimated date for completion of the Work as 09 August 2018. Confirmation of the actual timescales and dates will be confirmed in the Council's Letter of Acceptance to Clark Contracts Limited.
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### 3. **Background**

- 3.1 As part of the Council's continuing strategy to upgrade existing premises, it has been agreed to undertake an upgrade of existing electrical systems at Inchinnan Primary School, including (but not limited to) upgrading and installing new wiring, new distribution boards, new lighting, new electrical sockets & the installation of new suspended ceilings in the corridors.
- 3.2 A contract notice was published on the Public Contract Scotland advertising portal on 23 November 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.  
  
During the tendering period twenty-four (24) companies expressed an interest in the Contract. By the closing date set (12 noon, 15 January 2018) for return of electronic tender submissions, five (5) companies responded and each issued a Tender Submission.
- 3.3 In accordance with Standing Order 11.5, all five (5) tender submissions were evaluated against a pre-determined set of criteria in the form of

the European Single Procurement Document (ESPD) by representatives from the following Council Services: Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.

3.4 All five (5) tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and progressed to evaluation of Award Criteria which was based on a combined weighting of 60% Quality and 40% Price.

3.5 The scores relative to the Award Criteria for each tenderer are noted below:

		<b>Quality (60%)</b>	<b>Price (40%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Clark Contracts Limited</b>	50.10%	37.27%	<b>87.37%</b>
<b>2</b>	<b>Servest Arthur McKay Limited</b>	47.45%	38.05%	<b>85.50%</b>
<b>3</b>	<b>Electrical &amp; Data Systems Limited</b>	46.30%	34.44%	<b>80.74%</b>
<b>4</b>	<b>Marmac Services Limited</b>	40.40%	40.00%	<b>80.40%</b>
<b>5</b>	<b>John G Mackintosh Limited</b>	41.25%	34.81%	<b>76.06%</b>

3.6 The evaluation of tender submissions received identified that the tender submission by Clark Contracts Limited was the most economically advantageous tender submission.

3.7 A capital budget of £276,250 was made available for the undertaking of works required within this procurement process. Based on the Contract Sum stated at 2.1(b) above, this represents a non-cashable overspend of circa £15,964 against the works tendered.

3.8 Community Benefits were requested as part of the procurement process and Clarks Contracts advised within their tender submission that the following Community Benefits would be made available to the Council under this Contract:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Graduates	1

Work Experience Placements (16+ years of age)	2
Further Education Visits	1
Work Experience Placements (14-16years of age)	2
Careers Event	1

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## Implications of the Report

1. **Financial** – The financial status of Clark Contracts Limited was by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.
  
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
  
3. **Community/Council Planning**
  - Our Renfrewshire is fair –Tenderers were assessed within this procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
  
  - Our Renfrewshire is safe – A central requirement of the Property Services department is to ensure that Council operated property, facilities and assets are properly maintained in a manner that complies with existing statutory legislation (Statutory Compliance) and that appropriate records are retained.
  
  - Creating a sustainable Renfrewshire for all to enjoy – Clark Contracts Limited has committed to deliver a number of Community Benefits as detailed within section 3.8 of this report.

4. **Legal** – The procurement of this Contract was in accordance with the Council’s Standing Orders relating to Contracts as the value of the Contract was below the thresholds values for a Works Contract under both the Regulated and EU Procurement procedures.
5. **Property/Assets** – The implication on Property / Assets as a result of this recommendation be the improvement of the electrical distribution throughout Inchinnan Primary School including the modernisation of the existing fire alarm and emergency lighting features. The proposed Electrical Upgrade and Re-Wire at Inchinnan Primary School are planned to be undertaken and completed during the Summer holiday period, there should be no implications on school operations, as staff and pupils have vacated the premises for the summer holidays.
6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.
8. **Health & Safety** – Clark Contracts Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council’s minimum requirements regarding health and safety.
9. **Procurement** –The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in

respect of procurement procedures, efficiency and modern Government.

10. **Risk** – Clarks Contracts insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated

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#### List of Background Papers

(a) Not Applicable

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**Author:** Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

**Endorsed by:** Laura Gillan, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464



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

**On:** 28 March 2018

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

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**Heading:** Contract Award: Ferguslie Sports Centre 3G Pitch Replacement (RC-OC-17-170)

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**1. Summary**

- 1.1. The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract to undertake the Ferguslie Sports Centre 3G Pitch Replacement (RC-OC-17-003) to Allsports Construction and Maintenance Limited
- 1.2. The recommendation to award the Contract follows a procurement process conducted via a mini competition under the Scotland Excel Outdoor Play Equipment and Artificial Surfaces (02-15) Framework Agreement, Lot 6 - in accordance with the framework terms and conditions and the Councils Standing Orders Relating to Contracts.
- 1.3. A Contract Strategy was approved by the Property Services Programme Manager and the Strategic Procurement Manager on 08 February 2018.
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## 2. **Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
- (a) the Head of Corporate Governance to award a Contract for the Ferguslie Sports Centre 3G Pitch Replacements (RC-OC-17-170) to Allsports Construction and Maintenance Limited;
  - (b) the Contract Sum of £178,770.88 excluding VAT;
  - (c) the use by the Council of a potential Risk Allowance (where required) of an additional £17,877.09 excluding VAT; and
  - (d) the total contract period of six (6) weeks with the date of possession scheduled to be on 27 April 2018 with the estimated completion date being 08 June 2018. Confirmation of the actual timescales and dates will be confirmed in the Council's Letter of Acceptance to Allsports Construction and Maintenance Limited.
- 

## 3. **Background**

- 3.1 As part of the broader strategy to redevelop existing facilities including St. James Park, the replacement of the pitch at Ferguslie Sports Centre is the first stage which can be progressed within existing boundaries. These works will future-proof the existing facilities and ensure suitable provision is maintained whilst other facilities are redeveloped throughout Renfrewshire Council area.
- 3.2 The current Scotland Excel framework for Outdoor Play Equipment and Artificial Surfaces (02-15) has a lot specific to Installation of Outdoor Play Equipment, Safer Surfaces, Outdoor Gym Equipment, Multi Use Games Areas, Wheeled Sports Areas and Artificial Surfaces (Lot 6). Following approval to utilise this Framework from the Head of Policy and Commissioning, this procurement exercise was conducted as a mini competition under Lot 6 of this framework.

3.3 The Council invited all seven (7) Suppliers appointed to Lot 6 of the Scotland Excel Outdoor Play Equipment and Artificial Surfaces framework to provide a Quote Submission for the required works sent via the Public Contracts Scotland Tender platform on 9 February 2018.

By the closing date set (12 noon, 23 February 2018) for return of electronic Quote Submissions, four (4) Suppliers issued a Quote Submission with two (2) Suppliers declining to reply and one (1) Supplier not providing a response

3.4 The four (4) Quote Submissions received were evaluated against a set of Award Criteria which was based on a combined weighting of 45% Quality and 55% Price

3.5 The scores relative to the Award Criteria of the four (4) Suppliers who provided a Quote Submission are noted below:

		<b>Quality (45%)</b>	<b>Price (55%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Allsports Construction and Maintenance Limited</b>	45.00%	55.00%	<b>100%</b>
<b>2</b>	<b>Ecosse Sports Limited</b>	37.00%	55.00%	<b>92%</b>
<b>3</b>	<b>Hawthorn Heights Limited</b>	45.00%	45.51%	<b>90.51%</b>
<b>4</b>	<b>Hunter Construction (Aberdeen) Limited</b>	14.00%	50.17%	<b>64.17%</b>

3.6 The evaluation of Quote Submissions received identified that the Quote submission by Allsports Construction and Maintenance Limited was the most economically advantageous Quote.

3.7 A capital budget of £7.7M was made available for the St. James Playing Fields Redevelopment project with £189,750 allowance being allocated for the undertaking of the works required within this procurement process. Based on the Contract Sum identified at 2.1(b) above, this represents a non cashable saving of circa £10,979 against the works tendered.

## Implications of the Report

1. **Financial** – The financial status of Allsports Construction and Maintenance Limited was assessed by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning**
  - Our Renfrewshire is fair – Bidders were assessed within this procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
  - Our Renfrewshire is safe – A central requirement of the Property Services department is to ensure that Council operated property, facilities and assets are properly maintained in a manner that complies with existing statutory legislation (Statutory Compliance) and that appropriate records are retained.
4. **Legal** – The procurement of this Contract was conducted in accordance with the Council's Standing Orders relating to Contracts as this was below Regulated procurement threshold for works.
5. **Property/Assets** – By awarding this contract and enabling the supply and installation of a new 3G synthetic sports pitch at Ferguslie Sports Centre will replace the existing synthetic sports pitch which has reached the end of its usable life. Additionally the new synthetic sports pitch will provide a guarantee of the quality of the facilities on offer for

the next 5 years.

6. **Information Technology** – No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – Allsports Construction and Maintenance Limited health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** –The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Allsports Construction and Maintenance Limited insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated

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**List of Background Papers**

(a) Not Applicable

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**Author:** Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

**Endorsed by:** Laura Gillan, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464



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

**On:** 28th March 2018

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**Report by:** Report by the Chief Executive

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**Heading:** Geographic Information System (GIS)

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## 1. Summary

- 1.1 The purpose of this report is to request authority from the Finance, Resources and Customer Services Policy Board to award a contract to the sole UK distributor ESRI (UK) Ltd for the support and delivery of the Geographic Information System (GIS).
  - 1.2 This negotiated procurement exercise has been undertaken in accordance with Regulation 33(1)(b)(iii) of the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts.
  - 1.3 A Request to Negotiate was signed by the Procurement Manager on 7th February 2018.
  - 1.4 Due to the timing of the board an interim arrangement will be put in place to cover the period until this award can be made.
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## 2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
  - 2.1.1 Approve the award of the contract for provision of software licences and permission to use Environmental Services Research Institute Inc (ESRI Inc) licensed copyrighted Geographic Information System (GIS) to ESRI (UK) Ltd who are the sole UK licensed distributor on behalf Environmental Services Research Institute Inc (ESRI Inc);

2.1.2 Approve the duration of this contract for three years; and

2.1.3 Note the total Contract value will be no more than £255,000 excluding VAT.

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### 3. **Background**

- 3.1. The Council currently utilise a suite of GIS software products which are produced by Environmental Services Research Institute Inc (ESRI Inc) and supplied under licence by their sole UK distributor ESRI (UK) Ltd. As the products are bespoke to ESRI Inc, authority was requested and granted by the Procurement Manager to proceed with a negotiated procedure to purchase the Enterprise Licence Agreement from their national UK distributor ESRI (UK) Ltd due to the protection of the exclusive rights held by ESRI Inc and their subsidiary.
- 3.2. By utilising this Enterprise Licence Agreement the Council will avoid disruption to the business services such as Environment & Communities which is supported by GIS software.
- 3.3. In addition to the ability to deploy unlimited familiar desktop GIS products to staff at no extra cost, the ELA also offers the following benefits:
- Desktop – ArcGIS for Desktop (ArcMap, ArcCatalog) are used by skilled GIS staff to create, manage and publish data.
  - Server – ArcGIS for Server is used to deliver GIS and mapping content and services to web based clients.
  - Portal – Portal for ArcGIS provides a means for the organisation to share and collaborate on the Council's GIS and mapping. RenfoMap is the Council's internal branding for its Portal for ArcGIS site.
  - Embedded – ArcEngine embedded applications are used with the Symology Insight roads management system and the Acolaid Development Management system.
  - Online – The Council has moved its entire internet facing public and private mapping services to ArcGIS Online. Geographic content is shared with partners and citizens.
  - Survey 123 – The Council has used Survey 123 to collect location enhanced data about Soft FM assets, collect external condition data on Housing stock and assess capability for additional bin storage in common areas of flatted properties
  - Story Maps – Esri Story Maps let you combine authoritative maps with narrative text, images, and multimedia content.
  - LocatorHub – The Council published a range of locators via LocatorHub. These allow different clients to conduct searches and obtain location information.

- 3.4 Financial costs in respect of this contract will be met from the Chief Executive's revenue budget.
  - 3.5 There are no Community Benefits attached to this contract.
  - 3.6 Due to the timing of the Finance, Resources and Customer Services Policy Board, a short term interim contract will require to be put in place from the end of the current contract 31 March 2018 until this Contract can be formally awarded.
- 

## **Implications of the Report**

1. **Financial** - The financial stability of Environmental Services Research Institute Inc (ESRI Inc) and their sole UK distributor ESRI (UK) Ltd has been assessed and meets the requirement set out by the Council
2. **HR & Organisational Development** - No TUPE implications are expected to arise via this contract
3. **Community/Council Planning** – None
4. **Legal** - The negotiated contract was agreed in accordance with The Public Contracts (Scotland) Regulations 2015, Regulation 33 (1) (b) (iii) and the Councils Standing Orders Relating to Contracts.
5. **Property/Assets** - None
6. **Information Technology** - This procedure undertaken will ensure continuous supply and ongoing support for the Councils requirements in relation to GIS.
7. **Equality & Human Rights** -
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** - There are no health and safety implications associated with the award of the contract
9. **Procurement** – The negotiated contract was agreed in accordance with The Public Contracts (Scotland) Regulations 2015, Regulation 33 (1) (b) (iii) and the Councils Standing Orders Relating to Contracts.
10. **Risk** - Environmental Services Research Institute Inc (ESRI Inc) and their sole UK distributor ESRI (UK) Ltd insurances were evaluated and were deemed to meet the minimum requirements
11. **Privacy Impact** - It is not anticipated that a Privacy Impact Assessment will be required.
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.

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### List of Background Papers

None

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**Author:** *Craig Laughlan, Strategic Commercial Category Manager – ICT, Ext 4047*



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

**On: 28 March 2018**

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**Report by: Chief Executive**

**Heading: External Advice Services**

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## 1. Summary

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award a contract for External Advice Services for Lot 1 and Lot 2, reference RC/CPU/17/098.
  - 1.2 The procurement exercise was conducted in accordance with the “light touch” rules for above EU Threshold requirements on the basis of an open-type procedure for Services and the Council’s Standing Orders relating to Contracts.
  - 1.3 A Contract Strategy was approved by the Head of Policy & Commissioning and the Strategic Procurement Manager on 19 December 2017.
- 

## 2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
  - (a) The Head of Corporate Governance to award the contract for Advice Services, Lot 1 – General Advice & Advice Renfrewshire Website/Phoneline and Lot 2 – Community Based Legal Advice to Renfrewshire Citizens Advice Bureau;
  - (b) The contract period for both Lots is 3 years;
  - (c) The contract value for Lot 1 will be £726,000 and Lot 2 will be £285,000. The total Advice Services contract value will be £1,011,000 excluding VAT.

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### 3. Background

- 3.1 Renfrewshire Council requires proactive external “Advice Services” for delivery to the residents of Renfrewshire Council. The General Advice service will include advice on money/debt, financial capability, welfare benefits, housing and employment. The Community Based Legal service will provide advice with regards to housing, homelessness, employment, debt, public law, community care and disability and welfare rights.
- 3.2 A contract notice was published on the Public Contract Scotland website advertising the requirement and dispatched in the Official Journal of the European Journal (OJEU) on Thursday 23 December 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.
- 3.3 Fourteen (14) suppliers noted an interest, of which two(2) tender submissions were received by the closing date for the receipt of tender submissions at noon, on 2<sup>nd</sup> February 2018. One (1) submission was subsequently withdrawn.
- 3.6 The one (1) tender submission was evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) evaluated by representatives from the Corporate Procurement Unit, Health and Safety and Risk against pre-determined bidder selection criteria which assessed competence and expertise. The tenderer met them minimum requirements.
- 3.7 The Bid was then evaluated against a set of published Award Criteria for Lot 1 and Lot 2, which was based on an overall weighting of 90% for Quality and 10% for Price.
- 3.8 The scores relative to the award in respect of the individual lots are as follows:

<b>Lot 1 – General Advice &amp; Advice Renfrewshire Website/Phoneline</b>			
<b>Tenderer Name</b>	<b>Quality Score (90%)</b>	<b>Price Score (10%)</b>	<b>Total Score (100%)</b>
Renfrewshire Citizens Advice Bureau	63.85	10	73.85

<b>Lot 2 – Community Based Legal Advice</b>			
<b>Tenderer Name</b>	<b>Quality Score (90%)</b>	<b>Price Score (10%)</b>	<b>Total Score (100%)</b>
Renfrewshire Citizens Advice Bureau	62.97	10	72.97

- 3.9 Community Benefits were requested as part of the procurement process and Renfrewshire Citizens Advice Bureau advised within their tender submission that the following Community Benefits would be delivered for both Lot 1 and Lot 2:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
New Entrant - Employability Support	1
Work Experience Placements (16 + years of age)	3
Further Education Visits	6
Work Experience Placements (14 + years of age)	3

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## **Implications of the Report**

### **1. Financial**

The financial status of Renfrewshire Citizens Advice Bureau has been assessed and satisfies the Council's requirements.

Financial costs will be met by the Chief Executive's Services budget.

### **2. HR & Organisational Development**

None.

### **3. Community/Council Planning –**

- *Our Renfrewshire is well –*  
The aim of the advice service being delivered by the contract is to improve quality of life for the citizens of Renfrewshire “the client”, especially those in vulnerable groups and communities by ensuring timely advice is available around benefits advice, income maximisation, managing debt and other appropriate advice. The service delivered by the contract will not only equip clients with increased financial stability and resilience, but by working in partnership with other advice organisations, including Advice Works, the service will contribute to the holistic wellbeing of the client, building their confidence and positivity about the future, their sense of wellbeing and ability to have control over their own lives.
- *Building strong, safe and resilient communities –*  
By demonstrating knowledge, understanding and expertise in approaches to engaging difficult to reach clients, the advice service delivered through the contract will seek to specifically target priority client groups who do not currently access, or face barriers to accessing advice services. Furthermore the service will be non-stigmatising, responsive in their approach and work with local

communities to establish their need, empowering local people to become more involved in the service. The service will:

- Build community capacity and resilience, empowering individuals and organisations to support themselves and others in a sustainable way through provision and access to robust and effective advice and information services.
- Deliver advice which empowers communities, with an emphasis on early intervention and prevention (spreading expertise of different levels and complexity to intervene and reduce difficulties, with the longer term aim of reducing the demand on specialist advice services at an advanced level or when in crisis) and sustainability (an implementation strategy which builds individuals' and communities knowledge, capacity and resilience to resolve their own issues with the appropriate tools, training and resources.
- *Tackling inequality, ensuring opportunities for all –*  
The advice delivered through the two lots of the contract will tackle inequality by enhancing the current advice provision in Renfrewshire. The new advice contract will ensure the advice service treats clients in a holistic way, maximising their income and minimising outgoings through appropriate advice. Furthermore the service will work in partnership with a wide variety of other relevant organisations to help solve clients issues. The new advice contract is intended to enhance client's financial and other wellbeing, and we will measure the benefits of the advice provided: specifically whether:
  - Clients are more positive about and able to deal with things in future
  - Clients have increased financial stability and resilience
  - Clients report increased health and wellbeing.
  - The service meets the needs of clients.
- The community benefits submitted under this contract are listed within section 3.9 of this report.

#### 4. **Legal**

The procurement exercise for these Services was conducted in accordance with definition of a “social and other specific” service under the Public Contract (Scotland) Regulations 2015, and the Council's Standing Orders Relating to Contracts.

#### 5. **Property/Assets**

Not applicable.

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights**

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

8. **Health & Safety**

Renfrewshire Citizens Advice Bureau health and safety submissions were evaluated by Corporate Health and Safety and met the Council's requirements regarding health and safety.

9. **Procurement**

The procurement exercise for these Services was conducted in accordance with the definition of a "social and other specific" service under the Public Contract (Scotland) Regulations 2015, and the Council's Standing Orders Relating to Contracts.

10. **Risk**

Renfrewshire Citizens Advice Bureau has been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

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**List of Background Papers**

(a) None

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**Author:** Suzanne Gibb, Procurement Operations Manager,  
suzanne.gibb@renfrewshire.gov.uk , Tel: 0141 618 7042



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

**On: 28 March 2018**

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**Report by: Joint Report by the Chief Executive and the Director of Environment & Communities**

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**Heading: Design and Supply of Kitchens and Provision of Associated Spares (RC/RC/249/17)**

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## **1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Design and Supply of Kitchens and Provision of Associated Spares to Moores Furniture Group Ltd.
  - 1.2 The procurement exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts and the above EU Threshold Open Procedure for Goods.
  - 1.3 A Contract Strategy was approved by the Director of Environment & Communities and the Head of Policy and Commissioning on 29 August 2017.
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## **2. Recommendations**

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

- 2.1.1 The Head of Corporate Governance to award a Contract for the Design and Supply of Kitchens and Provision of Associated Spares to Moores Furniture Group Ltd;
  - 2.1.2 The Contract is for a period of 3 years. The intended commencement date is 24 April 2018, however the actual date will be confirmed in the Council's Letter of Acceptance;
  - 2.1.3 The cumulative spend under this contract will be up to the value of £864,000 excluding VAT.
- 

### **3. Background**

- 3.1 Environment & Communities is responsible for ensuring that housing within the Council's remit is maintained to an appropriate standard and includes ensuring that kitchens are appropriately installed and furnished for tenants
- 3.2 The Contract was tendered as an above EU Threshold Goods Contract in accordance with the Open Procedure.
- 3.3 A contract notice for this Contract was dispatched via the Public Contracts Scotland advertising portal to the Official Journal of the European Union (OJEU) on Wednesday, 15 November 2017 with the notice published on OJEU on Friday, 17 November 2017 and the tender documentation available for downloading from the Public Contracts Scotland – Tender platform.
- 3.3 During the tendering period fifteen (15) companies expressed an interest in the Contract. By the closing date set for return of electronic tenders of 12 noon on Thursday, 21 December 2017, three (3) companies submitted a tender response, six (6) declined to respond and six (6) failed to respond.
- 3.4 Of the three (3) organisations who submitted a tender one (1) failed to submit a commercial response and as a result their bid could not be evaluated and their tender submission was not considered.
- 3.5 The remaining two (2) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the Corporate Procurement Unit, Health and Safety and Corporate Risk against pre-determined criteria which assessed competence, expertise and economic and financial standing. Both tenderers were assessed as meeting the minimum criteria following the methodology stated in the Invitation to Tender.
- 3.6 Both tender submissions were then evaluated against a set of Award Criteria which was based on a price/quality ratio of 60%/40%.

3.7 The scores relative to the award criteria for the tenderers are noted below:

		<b>Price (60%)</b>	<b>Quality (40%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Moores Furniture Group Ltd</b>	60.00%	38.50%	<b>98.50%</b>
<b>2</b>	<b>City Building Contracts LLP</b>	44.44%	37.95%	<b>82.39%</b>

3.8 The evaluation of relevant tender submissions received identified that the tender submission by Moores Furniture Group Ltd was the most economically advantageous.

3.9 A total revenue budget of £864,000 excluding VAT is available for this Contract.

3.10 Community Benefits were requested as part of the procurement process and Moores Furniture Group Ltd has committed to the following Community Benefits:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Skills and Training – Work experience placement (16+ years of age)	1
Skills and Training – Further Education Visits	5
Skills and Training – Work experience placement (14-16 years of age)	1
Skills and Training – School visits	2
Skills and Training – Careers event	1
Supply Chain Development – Supply chain briefings with SMEs	1
Supply Chain Development – Meet the buyer events	1
Supply Chain Development – Business Mentoring for an SME	1
Supply Chain Development – Mentoring/business support for a third sector organisation	1
Community Engagement – Financial support for a community project	1
Community Engagement – Non-financial support for a community project	3

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## Implications of the Report

1. **Financial**  
The costs under this contract will be met by Environment & Communities Hard FM revenue repairs budget.
2. **HR & Organisational Development**  
Not applicable.
3. **Community/Council Planning**  
Continuing to be a Well Run Council – the goods proposed will support the delivery of this outcome.
4. **Legal**  
The tendering procedure for this Contract was in accordance with Renfrewshire Council's Standing Orders Relating to Contracts for over EU Threshold Goods contracts.
5. **Property/Assets**  
This contract will ensure that the Council's housing stock is maintained to a high standard.
6. **Information Technology**  
No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights**  

The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because, for example, it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety**  
Moores Furniture Group Ltd health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

Moore's Furniture Group Ltd insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

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**Author:** Brian Bradley, Acting Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 5638

**Endorsed By:** Graeme Beattie, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 4710





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

**On: 28 March 2018**

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**Report by: Chief Executive and the Director of Environment & Communities**

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**Heading: Contract Authorisation Report – Treatment & Disposal of Mechanical Street Sweepings Waste.**

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## **1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract to William Tracey Limited for the Treatment of Mechanical Street Sweepings Waste for a contract period from 1 June 2018 to 31 May 2020 with the Council reserving the sole option to extend this contract on two separate occasions, the first extension for one calendar year from 1 June 2020 to 31 May 2021 and on the second extension from 1 June 2021 to no later than 31 March 2022.
- 1.2 The contract will be awarded under the following Lot of the Scotland Excel Framework for the Treatment of Recyclable and Residual Waste:
  - Lot 3, Model B:- Treatment of Mechanical Street Sweepings
- 1.3 A contract strategy document for the Treatment of Mechanical Street Sweepings Waste was signed in December 2017 by the Strategic Procurement Manager and the Director of Environment & Communities.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
    - 2.1.1 The Head of Corporate Governance to award a contract to William Tracey Limited for the Treatment of Mechanical Street Sweepings under Lot 3, Model B of the Scotland Excel Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13):
    - 2.1.2 The contract value of £300,000 excluding VAT for the Contract period 1 June 2018 to 31 May 2020 with an additional £150,000 excluding VAT where the first option to extend for the period 1 June 2020 to 31 May 2021 is utilised and thereafter an additional £125,000 ex VAT where the second option to extend from 1 June 2021 to 31 March 2022 is utilised.
  - 2.2 The contract is to commence on 1 June 2018 to 31 May 2021 with the Council reserving the sole option to extend this contract on two separate occasions from the 1 June 2020 to 31 May 2021 and from the 1 June 2021 to 31 March 2022.
- 

## **3. Background**

- 3.1 Scotland Excel established a Framework Agreement for the Treatment of Recyclable and Residual Waste in July 2014 (the “Framework”) and which expires on 31 May 2018. The Framework offers a suite of compliant treatment options for a host of waste materials commonly collected by Councils’ via their existing individual collection services, including metals, cans, glass, paper, textiles, plastics and wood. Furthermore, options are included for the treatment and disposal of the material remaining when all other possible reusable or recyclable material has been removed, commonly referred to as “residual” waste.
- 3.2 There are a number of operating factors which have impacted on the recyclable waste market including global market prices for recyclate materials and the quality of items such as paper, glass, metals and plastic has meant that materials recycling facilities have to charge more to process materials.
- 3.3 In accordance with Standing Order relating to Contracts 29.5, The HOPAC has identified that the Framework provides a suitable route to market and provides a facility to make direct awards where best value can be demonstrated. The Council considered the current Framework rates of Providers under Lot 3 and a subsequent desktop analysis carried out by procurement officers within the Council demonstrated that best value could be achieved by entering into a direct award contract with William Tracey Limited for the length of contract as described in section 2.3.
- 3.4 William Tracey Limited have committed to delivery of the following community benefits under this Contract:

- Provide financial support for various community groups throughout Renfrewshire and continue to support the Renfrewshire Council staff recognition awards and;
- Provision of one work experience placement via the local job centre per year of the contract.

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## Implications of the Report

1 **Financial** – The costs under this Contract will be met by the Waste Disposal Revenue Budget as and when required.

2. **HR & Organisational Development**

No TUPE implications have arisen or are anticipated.

3 **Community/Council Planning**

Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.

4. **Legal** – The procurement exercise has been carried out in compliance with the requirements of the Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13) Lot 3 and the Council Standing Orders relating to Contracts.

5. **Property Assets - None**

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights**

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

8. **Health & Safety** – William Tracey Limited Health & Safety has been assessed under the Scotland Excel Framework Agreement for the Treatment of Recyclable & Residual Waste to ensure that they met the minimum requirements regarding Health & Safety.

9. **Procurement**

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

10. **Risk - None**

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

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**List of background papers – N/A**

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**Author:** *Graeme Beattie, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel. 0141 618 4710.*



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

**On: 28 March 2018**

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**Report by: The Chief Executive and the Director of Environment & Communities**

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**Heading: Watercourse Maintenance**

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a Measured Term Contract (MTC) for the provision of Watercourse Maintenance.
  - 1.2 The MTC has been tendered in accordance with the Council's Contract Standing Order procedure for an above EU Threshold Service Contracts and the Public Contracts (Scotland) Regulations 2015.
  - 1.3 A Contract Strategy was prepared by the Corporate Procurement Unit for Watercourse Maintenance and approved by the Director of Environment & Communities and the Strategic Procurement Manager.
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## 2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:-
    - 2.1.1 The Head of Corporate Governance to award the Measured Term Contract for the provision of Watercourse Maintenance to WI & A Gilbert Ltd for the Contract period from 1 May 2018 until 30 April 2020 with the Council reserving the sole option to extend this Measured Term Contract on an annual basis until 30 April 2022.
    - 2.1.2 The spend on this Measured Term Contract of up to £200,000 excluding VAT for the Contract period 1 May 2018 until 30 April 2020 with an additional £100,000 per annum where the option to extend each year until 30 April 2022 is utilised.
- 

## 3. Background

- 3.1 Renfrewshire Council has a statutory obligation to maintain watercourses and reservoirs and flood prevention schemes within the Renfrewshire Council boundary including drainage works; cleaning and minor repair works to grids, culverts, drains & flood prevention schemes; and emergency works. This Measured Term Contract will allow all Renfrewshire Council watercourse maintenance to be procured from one source.
- 3.2 A contract notice was dispatched via the Public Contract Scotland advertising portal on 11<sup>th</sup> January 2018 to the Official Journal of the European Union (“OJEU”) with the notice published on OJEU on 13<sup>th</sup> January 2018 and the tender documentation available for downloading from the Public Contract Scotland – Tender platform.
- 3.3 Thirty (30) organisations expressed an interest in participating in the tender process. By the closing date of 12 noon on 19<sup>th</sup> February 2018, seven (7) companies submitted a response, twenty one (21) did not reply and two (2) declined to tender.
- 3.4 All seven (7) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives of the following Council Services: Environment & Communities, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.

Four (4) of the tender submissions complied with the minimum criteria of the ESPD and three (3) of the tender submissions failed to satisfy the requirements of the ESPD and those three (3) tender submissions were excluded from the Award stage. The four (4) tender submissions progressed to evaluation under

the published Award Criteria with Quality Criteria weighting of 30% and Pricing weighting of 70%.

- 3.5 The scores relative to the Award Criteria for each of the four tenderers are noted below:

<b>Tenderers</b>	<b>Quality Score (30%)</b>	<b>Price Score (70%)</b>	<b>Total Score</b>
WI & A Gilbert Ltd	27.50	70.00	97.50
John McGeady Ltd	20.00	34.34	54.34
Enviro-Clean (Scotland) Ltd	13.75	40.48	54.23
George Leslie Limited	22.50	24.16	46.66

- 3.6 It is recommended that this Measured Term Contract is awarded to WI & A Gilbert Ltd who represented the most economically advantageous tender.
- 3.7 Community Benefits were sought as part of this Measured Term Contract. The community benefits submitted by WI & A Gilbert Ltd are detailed below;

<b>Outcomes/Activity</b>	<b>No of People/ Activity</b>
Work Experience Placements (16 + years of age)	1
Further Education Visits	1
Work Experience Placements (14-16 years of age)	2

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## **Implications of the Report**

1. **Financial**  
The costs under this Contract will be met by the watercourse maintenance budget.
2. **HR & Organisational Development**  
No TUPE implications have arisen or are anticipated.
3. **Community Planning**
  - Building strong, safe and resilient communities – This contract will mitigate against flood risk within Renfrewshire Council area.

- Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.
4. **Legal** - The procurement of this Contract has been conducted in accordance with the Council's Standing Orders relating to Contracts and the Public Contracts (Scotland) Regulations 2015.
  5. **Property/Assets**  
  
None
  6. **Information Technology**  
  
No Information Technology implications have arisen or are anticipated
  7. **Equality & Human Rights**  
  
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety**  
  
WI & A Gilbert Ltd Health and Safety submission was evaluated by the Council's Corporate Health and Safety and meet the minimum requirements regarding health and safety.
  9. **Procurement**  
  
The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
  10. **Risk**  
  
WI & A Gilbert Ltd insurances have been assessed and evaluated to confirm they meet the minimum requirements regarding insurable risk.
  11. **Privacy Impact**  
  
No Privacy Impact Assessment requirements were identified within this procurement.
  12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

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**List of Background Papers**

(a) None

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**Author:** *Lauren Lochhead, Procurement Assistant, 0141 618 6194*

**Endorsed** Graeme Beattie, Strategic Commercial Category Manager,  
Tel: 0141 618 4710





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

**On: 28 March 2018**

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**Report by: Joint Report by The Chief Executive and the Director of Environment & Communities**

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**Heading: Measured Term Contract for Scaffolding and Associated Works (RC/OC/361/18)**

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Measured Term Contract for Scaffolding and Associated Works to Scaffold Contracts Ltd.
- 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with the Council's Standing Orders relating to Contracts.
- 1.3 A Contract Strategy was approved by the Director of Environment & Communities and the Strategic Procurement Manager on 24 January 2018.
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**2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
- 2.1.1 The Head of Corporate Governance to award a Measured Term Contract for Scaffolding and Associated Works (RC/OC/361/18)

to Scaffold Contracts Ltd,

- 2.1.2 It is proposed that the Finance, Resources and Customer Services Policy Board approve the use of Scaffold Contracts Ltd for a maximum spend of £975,000 excluding VAT over a three year period which is anticipated to commence from 12 April 2018 to 11 April 2021. The exact dates will be confirmed in the Letter of Acceptance.
- 

### 3. **Background**

- 3.1 Building Services carry out repairs and maintenance to the Council's domestic properties and works of a minor nature to public buildings. In order to carry out these works, Building Services directly employ trades people for a variety of trades such as electricians, joiners, plumbers, gas engineers, painters etc.

Where works of a specialist nature are required (rot eradication works, bitumen felt roofing works, flexible floor covering works, scaffolding works etc), a specialist contractor is employed. Back-up and specialist contractors are employed on an ad-hoc basis through Measured Term Contracts.

The Council requires a back- up contractor for the hire of scaffold and aluminium towers to support the maintenance and repairs to 12,500 tenanted and operational properties within Renfrewshire.

The Contract has been tendered to allow flexibility for other Council Services to make Orders under this Measured Term Contract.

- 3.2 A Contract Notice was published on the Public Contract Scotland advertising portal on Friday 19 January 2018 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.

During the tendering period seventeen companies expressed an interest in the Contract. By the closing date (12 noon, 7 February 2018) set for return of electronic tender submissions, eight companies submitted a tender submission.

- 3.3 All eight tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Environment & Communities, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.

- 3.4 Seven of the tender submissions complied with the minimum criteria of the ESPD and one of the tender submissions failed the Financial

Requirements of the ESPD. The seven tender submissions progressed to evaluation of Quality Criteria which was based on an overall weighting of 25% and the evaluation of Pricing which was based on an overall weighting of 75%. One of the seven tender submissions failed in the evaluation of Pricing as they provided a non compliant bid.

3.5 The scores relative to the award criteria of the remaining six tender submissions are noted below:

		<b>Quality (25%)</b>	<b>Price (75%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Scaffold Contracts Ltd</b>	16.40	75.00	<b>91.40</b>
<b>2</b>	<b>J R Scaffold Services Ltd</b>	18.85	70.60	<b>89.45</b>
<b>3</b>	<b>Scaffrite Ltd</b>	17.85	71.30	<b>89.15</b>
<b>4</b>	<b>Turner Access Limited</b>	10.00	65.20	<b>75.20</b>
<b>5</b>	<b>Clyde Scaffolding Limited</b>	14.65	59.60	<b>74.25</b>
<b>6</b>	<b>F&amp;S Scaffolding Management Ltd</b>	17.55	35.44	<b>52.99</b>

3.6 The evaluation of tender submissions received identified that the submission by Scaffold Contracts Ltd was the most economically advantageous tender.

3.7 Community benefits were requested as part of the procurement process and Scaffold Contracts Ltd has committed to the delivery of the following community benefits:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
New Entrant	1
S/NVQ (or equivalent) for an existing employee	1
Supply Chain Briefings with SME's	1
Meet the Buyer Event	1

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## Implications of the Report

1. **Financial** –The costs under this Contract will be met by the Hard FM revenue repairs budget.

2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
  3. **Community/Council Planning** – Driving physical and economic regeneration – the work proposed will support the delivery of this outcome.
  4. **Legal** - The procurement of this Contract has been conducted in accordance with the Council's Standing Orders relating to Contracts.
  5. **Property/Assets** - The Contract will facilitate the maintenance and repairs to 12,500 tenanted and operational properties within Renfrewshire.
  6. **Information Technology** - No Information Technology implications have arisen or are anticipated
  7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** - Scaffold Contracts Ltd health and safety documentation was evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
  9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
  10. **Risk** – Scaffold Contracts Ltd insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk
  11. **Privacy Impact** - No Privacy Impact implications have been identified or are anticipated.
  12. **Cosla Policy Position** – Not applicable.
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**Author: Judith Hume, Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7028**

**Endorsed By: Graeme Beattie, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 4710**





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

**On: 28 March 2018**

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**Report by: Chief Executive and the Director of Environment & Communities**

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**Heading: Contract Authorisation Report – Treatment & Disposal of Industrial Active Waste from the Council Household Waste Recycling Centres (HWRC), Mixed Recycling from Special Uplifts & Material from DIY Type Construction Operations**

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## **1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract to William Tracey Limited for the Treatment & Disposal of Industrial Active Waste from the Council Household Waste Recycling Centres (HWRC), Mixed Recycling from Special Uplifts & Material from DIY Type Construction Operations
- 1.2 The contract will be for a period of 2 years, with the Council reserving the sole option to extend the contract for a period of up to a further 2 years.
- 1.2 The contract will be awarded under Lot 2, Model A - Treatment of Bulky Waste of the Scotland Excel Framework for the Treatment of Recyclable and Residual Waste:
- 1.3 A contract strategy document for this contract was signed in December 2017 by the Corporate Procurement Manager and the Director of Environment & Communities.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to award a contract to William Tracey Limited for the Treatment & Disposal of Industrial Active Waste from the Council Household Waste Recycling Centres (HWRC), Mixed Recycling from Special Uplifts & Material from DIY Type Construction Operations under Lot 2, Model A of the Scotland

Excel Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13):

- 2.2 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the contract value of £3,330,000 excluding VAT for the Contract period 1 April 2018 to 31 March 2020 with an additional £1,665,000 excluding VAT where the first option to extend for the period 1 April 2020 to 31 March 2021 is utilised and thereafter an additional £1,665,000 ex VAT where the second option to extend from 1 April 2021 to 31 March 2022 is utilised.
  - 2.3 The contract is to commence on 1 April 2018 to 31 March 2020 with the Council reserving the sole option to extend this contract on two separate occasions from the 1 April 2020 to 31 March 2021 and from the 1 April 2021 to 31 March 2022.
- 

### **3. Background**

- 3.1 Scotland Excel established a Framework Agreement for the Treatment of Recyclable and Residual Waste in July 2014 (the “Framework”) and which expires on 31 May 2018. The Framework offers a suite of compliant treatment options for a host of waste materials commonly collected by Councils’ via their existing individual collection services, including metals, cans, glass, paper, textiles, plastics and wood. Furthermore, options are included for the treatment and disposal of the material remaining when all other possible reusable or recyclable material has been removed, commonly referred to as “residual” waste.
  - 3.2 There are a number of operating factors which have impacted on the recyclable waste market including global market prices for recycle materials and the quality of items such as paper, glass, metals and plastic has meant that materials recycling facilities have to charge more to process materials.
  - 3.3 In accordance with Standing Order relating to Contracts 29.5, The HOPAC has identified that the Framework provides a suitable route to market and provides a facility to make direct awards where best value can be demonstrated. The Council considered the current Framework rates of Providers under Lot 2 and a subsequent desktop analysis carried out by procurement officers within the Council demonstrated that best value could be achieved by entering into a direct award contract with William Tracey Limited for the length of contract as described in section 2.3.
  - 3.4 William Tracey Limited have committed to delivery of the following community benefits under this Contract:
    - Provide financial support for various community groups throughout Renfrewshire and continue to support the Renfrewshire Council staff recognition awards and;
    - Provision of one work experience placement via the local job centre per year of the contract.
-

## **Implications of the Report**

1. **Financial** – The costs under this Contract will be met by the Waste Disposal Revenue Budget as and when required.

2. **HR & Organisational Development**

No TUPE implications have arisen or are anticipated.

3. **Community/Council Planning**

Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.

4. **Legal** – The procurement exercise has been carried out in compliance with the requirements of the Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13) Lot 2 and the Council Standing Orders relating to Contracts.

5. **Property Assets - None**

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights**

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

8. **Health & Safety** – William Tracey Limited Health & Safety has been assessed under the Scotland Excel Framework Agreement for the Treatment of Recyclable & Residual Waste to ensure that they met the minimum requirements regarding Health & Safety.

9. **Procurement**

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

10. **Risk - None**

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

## 12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

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**List of background papers – N/A**

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**Author:** *Graeme Beattie, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel. 0141 618 4710.*



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

**On: 28 March 2018**

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**Report by: Chief Executive and the Director of Environment & Communities**

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**Heading: Contract Authorisation Report – Treatment & Disposal of Residual Waste - Contract 1**

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## **1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a contract to William Tracey Limited for the the Treatment & Disposal of Residual Waste – Contract 1 for the contract period from 5 July 2018 to 4 July 2019 with the Council reserving the sole option to extend this contract on a month by month basis up to 4 July 2020.
- 1.2 The contract will be awarded under the following Lot of the Scotland Excel Framework for the Treatment of Recyclable and Residual Waste:
  - Lot 1, Model A:- Treatment & Disposal of Residual Waste (Approx 36,000 tonnes)
- 1.3 A contract strategy document for the Treatment & Disposal of Residual Waste was signed in December 2017 by the Strategic Procurement Manager and the Director of Environment & Communities.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to award a contract to William Tracey Limited for the Treatment & Disposal of Residual Waste – Contract 1 under Lot 1, Model A of the Scotland Excel Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13):
- 2.2 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the contract value of £3,900,000 excluding VAT and where the option to extend on a month by month basis is utilised the additional spend per month will be no more than £321,000 excluding VAT.
- 2.3 The contract will commence on 5 July 2018 until 4 July 2019 with the Council reserving the sole option to extend this contract on a month by month basis up to 4 July 2020.

## **3. Background**

- 3.1 Scotland Excel established a Framework Agreement for the Treatment of Recyclable and Residual Waste in July 2014 (the “Framework”) and which expires on 31 May 2018. The Framework offers a suite of compliant treatment options for a host of waste materials commonly collected by Councils’ via their existing individual collection services, including metals, cans, glass, paper, textiles, plastics and wood. Furthermore, options are included for the treatment and disposal of the material remaining when all other possible reusable or recyclable material has been removed, commonly referred to as “residual” waste.
- 3.2 There are a number of operating factors which have impacted on the recyclable waste market including global market prices for recycle materials and the quality of items such as paper, glass, metals and plastic has meant that materials recycling facilities have to charge more to process materials.
- 3.3 In accordance with Standing Order relating to Contracts 29.5, The HOPAC has identified that the Framework provides a suitable route to market and provides a facility to make direct awards where best value can be demonstrated. The Council considered the current Framework rates of Providers under Lot 1 and a subsequent desktop analysis carried out by procurement officers within the Council demonstrated that best value could be achieved by entering into a direct award contract with William Tracey Limited for the length of contract as described in section 2.3.
- 3.4 William Tracey Limited have committed to delivery of the following community benefits under this Contract:
  - Provide financial support for various community groups throughout Renfrewshire and continue to support the Renfrewshire Council staff recognition awards and;
  - Provision of one work experience placement via the local job centre per year of the contract.

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## Implications of the Report

- 1 **Financial** – The costs under this Contract will be met by the Waste Disposal Revenue Budget as and when required.
2. **HR & Organisational Development**  
No TUPE implications have arisen or are anticipated.
- 3 **Community/Council Planning**  
Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.
4. **Legal** – The procurement exercise has been carried out in compliance with the requirements of the Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13) Lot 1 and the Council Standing Orders relating to Contracts.
5. **Property Assets - None**
6. **Information Technology**  
No Information Technology implications have arisen or are anticipated.
7. **Equality & Human Rights**
  - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – William Tracey Limited Health & Safety has been assessed under the Scotland Excel Framework Agreement for the Treatment of Recyclable & Residual Waste to ensure that they met the minimum requirements regarding Health & Safety.
9. **Procurement**

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

10. **Risk - None**

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

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**List of background papers – N/A**

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**Author:** *Graeme Beattie, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel. 0141 618 4710.*



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

**On: 28 March 2018**

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**Report by: Chief Executive and the Director of Environment & Communities**

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**Heading: Contract Authorisation Report – Treatment & Disposal of Residual Waste from all Council Services - Contract 2**

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## **1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract to William Tracey Limited for the the Treatment & Disposal of Residual Waste from all Council Services – Contract 2 for the contract period from 5 July 2018 to 4 July 2020 with the Council reserving the sole option to extend this contract on two separate occasions, the first extension for one calendar year from 5 July 2020 to 4 July 2021 and on the second extension from 5 July 2021 to no later than 31 March 2022.
- 1.2 The contract will be awarded under the following Lot of the Scotland Excel Framework for the Treatment of Recyclable and Residual Waste:
  - Lot 1, Model A:- Treatment & Disposal of Residual Waste- (Approx 3,500 tonnes)
- 1.3 A contract strategy document for the Treatment & Disposal of Residual Waste from all Council Services – Contract 2 was signed in December 2017 by the Strategic Procurement Manager and the Director of Environment & Communities.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to award a Contract to William Tracey Limited for the Treatment & Disposal of Residual Waste from all Council Services – Contract 2 under Lot 1, Model A of the Scotland Excel Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13):
- 2.2 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the contract value of £750,000 excluding VAT for the Contract period 5 July 2018 to 4 July 2020 with an additional £375,000 excluding VAT where the first option to extend for the period 5 July 2020 to 4 July 2021 is utilised and thereafter an additional £250,000 excluding VAT where the second option to extend from 5 July 2021 to 31 March 2022 is utilised.
- 2.3 The contract is to commence on 5 July 2018 to 4 July 2020 with the Council reserving the sole option to extend this contract on two separate occasions from 5 July 2020 to 4 July 2021 and from the 5 July 2021 to 31 March 2022.

## **3. Background**

- 3.1 Scotland Excel established a Framework Agreement for the Treatment of Recyclable and Residual Waste in July 2014 (the “Framework”) and which expires on 31 May 2018. The Framework offers a suite of compliant treatment options for a host of waste materials commonly collected by Councils’ via their existing individual collection services, including metals, cans, glass, paper, textiles, plastics and wood. Furthermore, options are included for the treatment and disposal of the material remaining when all other possible reusable or recyclable material has been removed, commonly referred to as “residual” waste.
- 3.2 There are a number of operating factors which have impacted on the recyclable waste market including global market prices for recycle materials and the quality of items such as paper, glass, metals and plastic has meant that materials recycling facilities have to charge more to process materials.
- 3.3 In accordance with Standing Order relating to Contracts 29.5, The HOPAC has identified that the Framework provides a suitable route to market and provides a facility to make direct awards where best value can be demonstrated. The Council considered the current Framework rates of Providers under Lot 1 and a subsequent desktop analysis carried out by procurement officers within the Council demonstrated that best value could be achieved by entering into a direct award contract with William Tracey Limited for the length of contract as described in section 2.3.
- 3.4 William Tracey Limited have committed to delivery of the following community benefits under this Contract:
  - Provide financial support for various community groups throughout Renfrewshire and continue to support the Renfrewshire Council staff recognition awards and;
  - Provision of one work experience placement via the local job centre per year of the contract.

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## Implications of the Report

1. **Financial** – The costs under this Contract will be met by the Waste Disposal Revenue Budget as and when required.

2. **HR & Organisational Development**

No TUPE implications have arisen or are anticipated.

3. **Community/Council Planning**

Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.

4. **Legal** – The procurement exercise has been carried out in compliance with the requirements of the Framework Agreement for the Treatment of Recyclable and Residual Waste (Contract Schedule Number 14-13) Lot 1 and the Council's Standing Orders relating to Contracts.

5. **Property Assets - None**

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights**

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

8. **Health & Safety** – William Tracey Limited Health & Safety has been assessed under the Scotland Excel Framework Agreement for the Treatment of Recyclable & Residual Waste to ensure that they met the minimum requirements regarding Health & Safety.

9. **Procurement**

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

10. **Risk - None**

**11. Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

**12. Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

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**List of background papers – N/A**

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**Author:** *Graeme Beattie, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel. 0141 618 4710.*



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

**On: 28<sup>th</sup> March 2018**

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

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**Heading: Provision of a Technology Enabled Care Alarm Receiving Service  
(RC-OC-257-17)**

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**1. Summary**

- 1.1 The purpose of this report is to seek the approval of Finance, Resources and Customer Services Policy Board to award a contract to Bield Housing and Care for the Provision of a Technology Enabled Care Alarm Receiving Service.
- 1.2. This procurement exercise has been conducted in accordance with the above EU Threshold Open Procedure for Services and the Council Standing Orders Relating to Contracts.
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**2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise:
- 2.1.1 The Head of Corporate Governance to award the Contract to Bield Housing and Care for Technology Enabled Care Alarm Receiving Service subject to prior disclosure of relevant insurance information requested under the tender procedure;

2.1.2 Subject to satisfactory insurance requirement, to award the Contract for three (3) years from 2<sup>nd</sup> August 2018 to 1<sup>st</sup> August 2021 with the option (at the discretion of the Council) to extend for an additional year on up to two (2) occasions until no later than 1<sup>st</sup> August 2023; and

2.1.3 At an annual Contract value of £136,281, excluding VAT with a total Contract value of £681,408 excluding VAT where both optional years are exercised.

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### 3. Background

3.1 There are approximately 3,600 Service Users across the Renfrewshire area who are in receipt of Technology Enabled Care Services with approximately 17,000 calls (incoming and outgoing) made each month to the current service provider. The demand for Technology Enabled Care services is expected to continue to grow year on year. These services are recognised by central and local government and health and social care partnerships as being vital in achieving key national objectives including earlier hospital discharge, reduction in hospital admissions and an increase in the number of people remaining in their own homes.

3.2 The service is currently delivered by Hanover (Scotland) Housing Association Ltd with the contract due to end on 1<sup>st</sup> August 2018.

3.2 A contract notice was dispatched via the Public Contract Scotland advertising portal to the Official Journal of the European Union (OJEU) on 15<sup>th</sup> January 2018 with the contract notice being published by OJEU on 17<sup>th</sup> January 2017 and tender documentation being available for downloading from the Public Contract Scotland – Tender platform.

3.3 During the tendering period sixteen (16) organisations expressed an interest in the tender. At the tender closing date of 12 noon, 19<sup>th</sup> February 2018, two (2) organisations had made a tender submission.

3.4 Both tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the following Council Services: the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety and the Health and Social Care Partnership.

3.4 The two (2) tender submissions were compliant with the ESPD requirements and were each evaluated against the published set of award criteria on 60% Technical (Quality) and 40% Commercial (Price).

3.5 The scores relative to the award criteria for each tender submission are:

<b>Supplier Name</b>	<b>Quality (60%)</b>	<b>Price (40%)</b>	<b>Total (100%)</b>
Bield Housing and Care	50.71%	40.00%	90.71%
Hanover (Scotland) Housing Association Ltd	43.00%	24.47%	67.47%

- 3.6 The evaluation of tender submissions received identified that the tender submitted by Bield Housing and Care was the most economically advantageous tender submission.
- 3.7 Community Benefits were sought as part of this Tender and Bield Housing and Care advised within their tender submission that the following Community Benefits would be delivered as part of this Contract:
- Employment of staff in Renfrewshire which are advertised locally targeting local people.
  - Volunteer programme for its service in Renfrewshire which are advertised locally targeting local people.

## **Implications of the Report**

### **1. Financial**

The financial status of Bield Housing and Care was assessed by undertaking a Dun & Bradstreet which confirmed that the organisation satisfied the Council's requirements in relation to financial stability.

### **2. HR & Organisational Development**

No TUPE implications for the Council have arisen or are anticipated, however, there may be TUPE implications for the current Provider and the incumbent Provider.

### **3. Community Planning –**

- Reshaping our place, our economy and our future – Local Employment
  - Local employment opportunities and knowledge of Renfrewshire area.
  - Support of the Living Wage
  - Training and development to staff to allow them to deliver a high quality service and enhance their experience as an employee
  - Offering fair employment terms and conditions with zero hour contracts not being used.

- Building strong, safe and resilient communities – Community Engagement
    - A variety of initiatives are encouraged at a local level to enable intergenerational contact by encouraging retirement developments to build up close links with local schools and nurseries. This has educational benefits for the school pupils and enhances the life experiences of older people.
    - Volunteers are recruited, trained and supported and will benefit from increased confidence and enhanced future employment opportunities.
    - Volunteering increases community engagement.
  - Tackling inequality, ensuring opportunities for all - Sustaining tenancies and encouraging independence:
    - The provision of a community alarm service to older residents within the Renfrewshire Council area will assist frailer older people to remain in their own homes, reduce admission to hospital and length of hospital admissions and will help stabilise communities.
    - Working together to improve outcomes - Use of volunteers which can make a significant contribution to the lives of older people by complementing and supplementing the work carried out by staff and helping to reduce social isolation and enable active participation of older people in their communities.
4. **Legal** - The procurement of this contract has been conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts using the above EU tender procedure for Services.
  5. **Property/Assets** – None.
  6. **Information Technology** - The outcome and delivery of this contract will ensure alignment with the Council's ICT strategy.
  7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
  8. **Health & Safety** - There are no health and safety implications associated with the award of the contract.

9. **Procurement** – The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** - The Contract award is conditional upon Bield Housing and Care providing all insurance documentation and meeting the insurance requirements as stated in the tender.
11. **Privacy Impact** - It is anticipated that a Privacy Impact Assessment will be required and a Data Processor agreement will be signed.
12. **Cosla Policy Position** – N/A

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**Author:**           **Natasha McNaught, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 4417.**

**Endorsed by:** **Alexandra Donaldson, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 6760**





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

**On: 28 March 2018**

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**Report by: Joint Report by The Chief Executive and the Acting Director of Development and Housing Services**

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**Heading: Johnstone Castle New Build Housing**

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## **1. Summary**

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for Johnstone Castle New Build Housing (RC/OC/448/17) to ENGIE Regeneration Limited.
  - 1.2 The procurement exercise was conducted in accordance with the Council's Standing Orders Relating to Contracts and the above EU Threshold Restricted Procedure for Works Contracts.
  - 1.3 A Contract Strategy was approved by the Head of Planning and Housing Services and the Strategic Procurement Manager in December 2017.
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## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise The Head of Corporate Governance:
  - 2.1.1 To award a Contract for Johnstone Castle New Build Housing (RC/OC/448/17) to ENGIE Regeneration Limited, subject to an offer of Scottish Government Affordable Housing Grant funding:

- 2.1.2 The Contract Sum is £12,971,136.60 excluding VAT;
  - 2.1.3 The use by the Council of a potential Risk Allowance (if required) of an additional £1,297,113 excluding VAT;
  - 2.1.4 The works will be undertaken on a sectional basis. The total Contract period is one hundred and twelve (112) weeks with the date of possession for the first two (2) sections to be confirmed in the Letter of Acceptance. The date of possession for the remaining three (3) sections is scheduled for January 2019 with the completion date for the project being March 2020. The actual timescales and dates will be confirmed in the Council's Letter of Acceptance to ENGIE Regeneration Limited;
  - 2.1.5 The provision of Collateral Warranties by ENGIE Regeneration Limited and the novation of the Design Team Contract to ENGIE Regeneration Limited as required by the tender will be sought following award of the contract.
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### **3. Background**

- 3.1 The objective of this Contract is to provide high quality, main front and back door housing to replace obsolete tenement stock in the Johnstone Castle area as well as drive community sustainability and meet identified housing needs.
- 3.2 The Housing and Community Safety Policy Board agreed in August 2014 that a tender process should be conducted to procure a contract for the construction of new build housing on the cleared sites at Johnstone Castle. Subsequent reports to the Policy Board on Renfrewshire's Strategic Housing Investment Plan and to the Council on the Housing Revenue Account Capital Investment Plan indicated that funding provision has been made for around 100 new build Council houses at Johnstone Castle.
- 3.3 In August 2014, it was estimated that the net cost of new build to the Council's Housing Revenue Account would be around £79,000 per unit. This was based on the Scottish Government grant benchmark at that time of £46,000 per unit and total estimated cost of £125,000 per unit. For the anticipated 100 new homes, this would have required £7.9m investment for the Housing Revenue Account.
- 3.4 Since then, there has been an increase in the Scottish Government's grant benchmark for new build Council houses (now £57,000 per unit and £59,000 for properties which meet the higher Greener Standard). Based on the Contract sum of £12.971m, and taking account of professional fees, other

development costs, and the higher grant rates, the total estimated net cost to the Housing Revenue Account is £7.8m for 95 new homes.

- 3.5 The Contract was tendered as an above EU Threshold Works Contract in accordance with the Restricted Procedure under the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts and will be awarded in the form of a SBCC Design and Build Contract for Use in Scotland (DB/Scot 2011 Edition) supplemented and amended by the Council's Employer's Amendments.
- 3.6 A contract notice for this Contract was dispatched via the Public Contracts Scotland advertising portal to the Official Journal of the European Union (OJEU) on Wednesday, 25 October 2017 with the notice published on OJEU on Friday, 27 October 2017 with the Request to Participate (RTP) documentation available for downloading from the Public Contract Scotland – Tender platform.
- 3.7 During the RTP stage (Stage 1), eighteen (18) contractors expressed an interest in the Contract. By the closing date set for submissions, 12 noon on Monday, 27 November 2017, eight (8) contractors submitted a request to participate response, three (3) declined to respond and seven (7) did not reply.
- 3.8 The RTP submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the Corporate Procurement Unit and Development and Housing Services. All eight (8) RTP submissions met the ESPD selection criteria.
- 3.9 Following the Restricted Procedure as part of the selection process at Stage 1 and to reduce the number of otherwise qualified candidates in accordance with the Public Contracts (Scotland) Regulations 2015 Regulation 66, candidates had to respond to six (6) questions about their previous experience in the context of their application to the Johnstone Castle New Build Housing project.
- 3.10 Following evaluation by representatives from the Corporate Procurement Unit and Development and Housing Services of the responses to those six (6) questions from each of the eight (8) RTP submissions all eight (8) candidates were selected for Stage 2 (Invitation to Tender). The contract notice anticipated a minimum of five (5) candidates would be taken forward to Stage 2 (Invitation to Tender). However, it also reserved the right to invite more than five (5) candidates. Due to the narrow margins between the sixth (6<sup>th</sup>) and eighth (8<sup>th</sup>) ranked candidates all eight (8) candidates were taken forward.
- 3.11 The scores relative to the Quality Criteria for each Candidate is noted below:

		<b>Quality (100%)</b>
<b>1</b>	<b>ENGIE Regeneration Limited</b>	78.50
<b>2</b>	<b>John Graham Construction Limited</b>	76.00
<b>3</b>	<b>Lovell Partnerships Limited</b>	74.00
<b>4</b>	<b>McTaggart Construction Limited</b>	70.50
<b>5</b>	<b>Ashleigh (Scotland) Limited</b>	67.00
<b>6</b>	<b>Cruden Building &amp; Renewals Limited</b>	67.00
<b>7</b>	<b>Ogilvie Construction Limited</b>	66.50
<b>8</b>	<b>Esh Construction Limited</b>	65.50

3.12 Following evaluation of the eight (8) requests to participate, all Contractors (known as “Candidates”) were invited to tender (Stage 2).

3.13 The Invitation to Tender (Stage 2) was made available for downloading by the eight (8) Candidates via the Public Contracts Scotland – Tender platform on 8 January 2018. By the closing date of 12 noon on Friday, 16 February 2018, five (5) Candidates ( then known as “Tenderers”) submitted a response, two Candidates (2) declined to respond and one Candidate (1) failed to respond.

3.14 The five (5) Tender Submission responses were evaluated against the published Award criteria which was based on a weighting of 60% Technical and 40% Price.

3.15 The scores relative to the Award Criteria for each Tenderer is noted below:

		<b>Technical (60%)</b>	<b>Price (40%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>ENGIE Regeneration Limited</b>	58.25	38.64	<b>96.89</b>
<b>2</b>	<b>Ogilvie Construction Limited</b>	56.75	35.72	<b>92.47</b>
<b>3</b>	<b>Esh Construction Ltd</b>	50.85	40.00	<b>90.85</b>
<b>4</b>	<b>McTaggart Construction Ltd</b>	49.80	37.31	<b>87.11</b>
<b>5</b>	<b>Lovell Partnerships Limited</b>	50.05	36.14	<b>86.19</b>

3.16 The evaluation of tender submissions received identified that the tender submission by ENGIE Regeneration Limited was the most economically advantageous tender submission.

- 3.17 The award of this contract will be subject to the Council receiving the funding proposed at 3.4.
- 3.18 Community Benefits were requested as part of the procurement process and ENGIE Regeneration Limited has committed to the following Community Benefits under this Contract:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Employment Benefits – new entrant for a minimum of 12 weeks with no experience and from a target key priority group eligible for employability support	4
Employment Benefits – indirect new entrant for a minimum of 12 weeks with no experience and from a target key priority group eligible for employability support recruited from a sub-contractor	7
Employment Benefits – New start apprenticeship	4
Skills and Experience – Work experience placements for 16 years old and above	10
Skills and Experience – Further Education Visits	4
Skills and Experience – Work Experience Placements for 14 to 16 year olds	2
Skills and Experience – School visits	4
Skills and Experience – Careers event	2
Skills and Experience – S/NVQ for existing employee	1
Skills and Experience – S/NVQ for new entrants	4
Skills and Experience – S/NVQ for sub-contractor employee	4
Supply Chain Development – Supply chain briefings with SMEs	1
Supply Chain Development – Meet the Buyer Events	1
Supply Chain Development – Mentoring/business support for a third sector organisation	1
Community Engagement – Financial support for a community project	6
Community Engagement – Non-financial support for a community project	1

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## Implications of the Report

### 1. **Financial**

The costs under this Contract will be met by the Council's Housing Revenue Account Capital Investment programme and by way of Scottish Government Affordable Housing Grant funding.

### 2. **HR & Organisational Development**

None

### 3. **Community/Council Planning**

Building strong, safe and resilient communities – the works proposed will support the delivery of this outcome.

### 4. **Legal**

The tendering procedure for this Works Contract was conducted in accordance with the Public Contracts ( Scotland) Regulations 2015 under the Restricted Procedure and Renfrewshire Council's Standing Orders Relating to Contracts for over EU Threshold Works contracts.

### 5. **Property/Assets**

The Contract will create ninety-five (95) new properties for addition to Renfrewshire Council's housing stock.

### 6. **Information Technology**

No Information Technology implications have arisen or are anticipated

### 7. **Equality & Human Rights**

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

### 8. **Health & Safety**

ENGIE Regeneration Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

ENGIE Regeneration Limited insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated

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**List of Background Papers**

(a) Background Paper:

The foregoing background papers will be retained within Property Services for inspection by the public for the prescribed period of four years from the date of the meeting:

Report to the HACS Policy Board in August 2014.

The contact officer within the service is Martin MacRury, Technical Project Manager, 0141 618 7605

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**Author:** Brian Bradley, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 5638

**Endorsed By:** Laura Gillan. Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464





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

**On:** 28 March 2018

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

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**Heading:** Contract Award: Paisley Museum Reimagined Project – Multi-Disciplinary Design Team (RC-OC-17-073)

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1. **Summary**

1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Paisley Museum Reimagined Project – Multi-Disciplinary Design Team (RC-OC-17-073) to Amanda Leveté Architects Limited (AL\_A).

1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with the Restricted Procedure of the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts.

1.3 A Contract Strategy was approved by the Acting Director of Development and Housing Services and the Strategic Procurement Manager on 22 January 2018.

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## 2. **Recommendations**

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

- (a) authorise the Head of Corporate Governance to award a Contract for the Paisley Museum Reimagined Project – (architect-led) Multi-Disciplinary Design Team (RC-OC-17-073) to Amanda Levete Architects Limited;
  - (b) authorise the award of the Contract in the Sum of £2,598,349.00 excluding VAT; and
  - (c) note that the total contract period is anticipated to be 263 weeks (though this may be extended in line with any extension to the build period) with the starting date scheduled to be on 08 May 2018 with the estimated completion date of 26 May 2023. Timescales and dates will be confirmed in the Council's Letter of Acceptance to Amanda Levete Architects Limited.
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## 3. **Background**

3.1 The Paisley Museum is a Category A listed building and currently houses the Paisley Central Library in addition to the main museum space. The Council has a proposal to refurbish and extend the Paisley Museum.

As part of this project, an (architect-led) multi-disciplinary design team is required to be appointed to enable the redesign and refurbishment of the museum campus. The multi-disciplinary team includes the (lead) architect, conservation architect, mechanical & electrical and structural engineers and a landscape architect.

3.2 The Contract was tendered as an above EU Threshold Services Contract in accordance with the Restricted Procedure under the Public Contracts (Scotland) Regulations 2015 and the Councils Standing Orders Relating to Contracts.

- 3.3 A contract notice for this Contract was dispatched via the Public Contracts Scotland advertising portal on 06 December 2017 with the notice published by the Official Journal of the European Union (OJEU) on 08 December 2017. The invitation to participate documentation (ITP) was available for downloading from the Public Contract Scotland – Tender platform from the date of publication in OJEU (8 December 2017).
- 3.4 During the ITP stage (Stage 1), one hundred and twenty eight (128) organisations expressed an interest in the Contract. By the closing date set for submissions, 12 noon on 17 January 2018, thirty-two (32) Candidates had submitted a request to participate (RTP).
- 3.5 The RTP submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the Council’s Corporate Procurement Unit. All 32 RTP submissions satisfied the Councils minimum requirements within the ESPD selection criteria.
- 3.6 Following the Restricted Procedure as part of the selection process at Stage 1 and to reduce the number of otherwise qualified Candidates in accordance with the Public Contracts (Scotland) Regulations 2015 Regulation 66, Candidates had to respond to six (6) questions about their previous experience in the context of their application to the redesign and refurbishment of Paisley Museum.
- 3.7 Following evaluation by a panel formed of employees from Renfrewshire Leisure Ltd of the responses to those six (6) questions from each of the thirty two (32) RTP submissions, the top seven (7) Candidates were selected for Stage 2 (Award Stage). The contract notice anticipated a minimum of 5 and maximum of 6 Candidates would be taken forward to Stage 2 (Award Stage) however it also reserved the right to invite more

than 6 Candidates and due to the narrow margin between the 6<sup>th</sup> and 7<sup>th</sup> ranked Candidates, the Council elected to invite the top 7 to participate in Stage 2. The selection score for each Candidate within the RTP Stage 1 is noted below:

		<b>selection (100%)</b>
<b>1</b>	<b>Amanda Levet Architects Limited</b>	90.00%
<b>2</b>	<b>Wilkinson Eyre Architects Limited</b>	85.00%
<b>3</b>	<b>Francis-Jones Morehen Thorp Limited</b>	77.50%
<b>4</b>	<b>Zaha Hadid Limited</b>	73.00%
<b>5</b>	<b>MICA Architects Limited</b>	70.50%
<b>6</b>	<b>MUMA LLP</b>	68.50%
<b>7</b>	<b>Richard Murphy Architects Limited</b>	67.50%
<b>8</b>	<b>Gareth Hoskins Architects Limited</b>	62.50%
<b>9</b>	<b>John McAslan + Partners Limited</b>	61.50%
<b>10</b>	<b>Purcell Miller Tritton LLP</b>	55.00%
<b>11</b>	<b>Caruso St John Architects LLP</b>	53.00%
<b>12</b>	<b>Steven Holl Architect P.C</b>	51.50%
<b>13</b>	<b>Page \ Park Limited</b>	50.50%
<b>14</b>	<b>Simpson &amp; Brown Architects</b>	50.00%
<b>15</b>	<b>O'Donnell + Tuomey Limited</b>	49.00%
<b>16</b>	<b>LDN Architects LLP</b>	46.50%
<b>17</b>	<b>Hawkins Brown Architects LLP</b>	43.50%
<b>18</b>	<b>KAAN Architecten B.V.</b>	43.50%
<b>19</b>	<b>Reiach and Hall Limited</b>	42.00%
<b>20</b>	<b>BDP Limited</b>	39.00%
<b>21</b>	<b>Nieto Sobejano Arquitectos SLP</b>	36.00%
<b>22</b>	<b>Feilden Clegg Bradley Studios LLP</b>	33.50%

<b>23</b>	<b>Tony Fretton Architects Limited</b>	33.50%
<b>24</b>	<b>Lifschutz Davidson Sandilands Limited</b>	33.00%
<b>25</b>	<b>Robbrecht en Daem architecten bv ovv cvba</b>	33.00%
<b>26</b>	<b>Kengo Kuma &amp; Associates INC</b>	31.50%
<b>27</b>	<b>Groves-Raines Architects Limited</b>	30.00%
<b>28</b>	<b>Studio Seilern Architects Limited</b>	30.00%
<b>29</b>	<b>Studio Akkerhuis</b>	27.50%
<b>30</b>	<b>3DReid Limited</b>	26.50%
<b>31</b>	<b>AECOM Limited</b>	23.50%
<b>32</b>	<b>David Kohn Architects Limited</b>	22.50%

3.8 The Invitation to Tender (Stage 2) was made available for downloading by the seven (7) Candidates via the Public Contracts Scotland – Tender platform on 25 January 2018. By the closing date of 12 noon on 20 February 2018, seven (7) Candidates (then known as “Tenderers”) each submitted a tender submission.

3.9 The seven (7) tender submissions received were evaluated against the published award criteria based on an overall weighting of 80% Quality and 20% Price.

The emphasis was placed upon the quality element of the Award Criteria to ensure that the Council’s aspirations would be met by a creative team with suitable vision and proven capability to deliver major cultural projects. Accordingly, Tenderers were assessed against elements connected to the agreed vision of the project including;

- the ability to develop cultural tourism projects which will connect to the Paisley pattern and the town;
- to transform the perception of Paisley and its civic pride; and
- to re-establish Paisley’s profile as a creative, innovative, radical place which is prepared to think differently, with Paisley Museum at its heart to present a confident, outward-facing profile to the world.

3.10 The scores relative to the Award Criteria for each Tenderer is noted below:

		<b>Quality (80%)</b>	<b>Price (20%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Amanda Levette Architects Limited</b>	72.91%	12.86%	<b>85.77%</b>
<b>2</b>	<b>MICA Architects Limited</b>	50.05%	18.44%	<b>68.49%</b>
<b>3</b>	<b>Wilkinson Eyre Architects Limited</b>	41.50%	17.26%	<b>58.76%</b>
<b>4</b>	<b>Zaha Hadid Limited</b>	43.59%	13.33%	<b>56.92%</b>
<b>5</b>	<b>MUMA LLP</b>	40.25%	14.31%	<b>54.56%</b>
<b>6</b>	<b>Richard Murphy Architects Limited</b>	30.30%	20.00%	<b>50.30%</b>
<b>7</b>	<b>Francis-Jones Morehen Thorp Limited</b>	25.55%	16.52%	<b>42.07%</b>

3.11 The evaluation of tender submissions received identified that the submission by Amanda Levette Architects Limited was the most economically advantageous tender submission.

3.12 Community Benefits were requested as part of the procurement process and Amanda Levette Architects Limited advised within their tender submission that the following Community Benefits would be made available to the Council as part of the Contract:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Further Education Visits	4
Work Experience Placements (14-16 years of age)	4
School Visits	4
Careers Event	4
Meet the Buyer Events	2
Non Financial Support for a Community Project	2

## Implications of the Report

1. **Financial** – Amanda Levet Architects Limited satisfied the Council's requirements in relation to financial stability.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning**
  - Our Renfrewshire is fair – Tenderers were assessed within this stage 2 of the procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
  - Reshaping our place, our economy and our future – As the signature project of Paisley's regeneration, the strategic aims and outcomes of the Paisley Museum Reimagined Project are to deliver a visitor experience of international quality which promotes cultural tourism, restores civic pride and re-establishes Paisley's profile as a creative, innovative and radical place with the Museum at its heart.
  - Creating a sustainable Renfrewshire for all to enjoy – Amanda Levet Architects Limited has committed to deliver a number of Community Benefits as detailed within section 3.12 of this report.
4. **Legal** – The procurement of this Services Contract was conducted in accordance with the Restricted Procedure of the Public Contracts (Scotland) Regulations 2015 and Council's Standing Orders relating to Contracts.

5. **Property/Assets** – The contract award will be fundamental to the full renovation and restoration of the existing Grade-A Paisley Museum and Library building, the Coats Observatory, Transit House, the Grade C-listed Observatory House, Philosophical Society Buildings together with the provision of a new-build extension and landscaped garden.

The resulting works will revitalise the Museum and associated buildings by repairing the building external and internal fabric, stitching together the campus and presenting the whole experience as a more considered, coherent and welcoming attraction.

6. **Information Technology** – No Information Technology implications have arisen or are anticipated.

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

8. **Health & Safety** – Amanda Levet Architects Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

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

10. **Risk** – Amanda Levet Architects Limited’s insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
  11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated.
  12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated.
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### **List of Background Papers**

- (a) *Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum.*
  - (b) *Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project.*
  - (c) *The Paisley Museum: Vision and Masterplan, and Outline Business Case prepared by Metaphor and BOP Consulting.*
  - (d) *Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
  - (e) *Report Leadership Board, 20 June 2017, The Regeneration of Paisley Town Centre – Paisley Museum Project*
  - (f) *Report to Council, 28 September 2017, Paisley Museum Project*
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**Author:** Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

**Endorsed by:** Laura Gillan, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464





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

**On:** 28 March 2018

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

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**Heading:** Contract Award: Paisley Museum Reimagined Project – Project Management (RC-OC-17-063)

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1. **Summary**

- 1.1. The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award the contract for Paisley Museum Reimagined Project – Project Management (RC-OC-17-063) to Currie & Brown UK Limited.
- 1.2. The recommendation to award the Contract follows a Mini Competition under the Scotland Excel Engineering and Technical Consultancy Services Framework Agreement, Lot 7 – Project Management (06-16) carried out in accordance with the Framework terms and conditions and the Council's Standing Orders Relating to Contracts.
- 1.3. A Contract Strategy was approved by the Acting Director of Development and Housing Services and the Corporate Procurement Manager on 22 January 2018.
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## 2. **Recommendations**

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

- (a) authorise the Head of Corporate Governance to award the Contract for the Paisley Museum Reimagined Project – Project Management (RC-OC-17-064) to Currie & Brown UK Limited following a mini-competition under the Scotland Excel Engineering and Technical Consultancy Services Framework Agreement, Lot 7 – Project Management (06-16);
- (b) authorise the award of the Contract in the Sum of £193,856.80 excluding VAT; and
- (c) note that the total contract period is anticipated to be 265 weeks (though this may be extended in line with any extension to the build period) with the starting date scheduled to be on 30 April 2018 with the estimated completion date of 26 May 2023. Timescales and dates will be confirmed in the Council’s Letter of Acceptance to Currie & Brown UK Limited.

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## 3. **Background**

3.1 The Paisley Museum is a Category A listed building and currently houses the Paisley Central Library in addition to the main museum space. The Council has a proposal to refurbish and extend the Paisley Museum. As part of the project a project management consultant is required to assist in the successful delivery of the project.

3.2 Scotland Excel has a current Framework Agreement for Engineering and Technical Consultancy (Ref: 06-16) ( the “Framework”), and this framework has a lot specific for Project Management (Lot 7) which was identified as suitable for this purpose.

3.3 A capability and capacity email was issued to all fifteen (15) Suppliers appointed to Lot 7 of the Framework to ascertain the level of interest for the Contract with twelve Suppliers (12) confirming their interest.

3.4 The twelve (12) interested Suppliers (referred to as “Bidders” within the ITQ document) appointed to Lot 7 of the Framework were invited to provide a Quote Submission for required services via the Public Contracts Scotland Tender platform on 1 February 2018.

By the closing date set (12 noon, 16 February 2018) for return of electronic Quote Submissions, four (4) Suppliers issued a Quote Submission, three (3) Suppliers declined to reply and five (5) Suppliers did not respond.

3.5 The four (4) Supplier Quote Submissions received were evaluated against a set of Award Criteria which was based on a combined weighting of 70% Quality and 30% Price

3.6 The scores relative to the Award Criteria for each Supplier are noted below:

		<b>Quality (70%)</b>	<b>Price (30%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Currie &amp; Brown UK Limited</b>	42.95%	30.00%	<b>72.95%</b>
<b>2</b>	<b>Turner &amp; Townsend Project Management Limited</b>	46.85%	23.36%	<b>70.21%</b>
<b>3</b>	<b>Gardiner &amp; Theobald LLP</b>	49.45%	16.43%	<b>65.88%</b>
<b>4</b>	<b>WSP UK Limited</b>	24.95%	23.54%	<b>48.49%</b>

3.7 The evaluation of Quote Submissions received identified that the submission by Currie & Brown UK Limited was the most economically advantageous Quote Submission.

3.8 A capital budget of £400,000 was made available for undertaking of the Project Management services required under this Contract. Based on the Contract Sum, this represents a non-cashable saving of circa £206,000 against the tendered budget.

3.9 As the contract sum offered by Currie & Brown UK Limited came in significantly lower than expected, a robust clarification exercise was undertaken to ensure Currie & Brown UK Limited can deliver the services for the prices and rates provided. The client department was satisfied with Currie and Brown's responses to that clarification exercise.

3.10 Community Benefits were requested as part of the procurement process and Currie & Brown UK Limited advised within their quote submission that the following Community Benefits would be made available to the Council under this Contract.

Community Benefit Description	No of People / Activity
Graduates	1
Further Education Visits	4
Work Experience Placements (14-16 years of age)	3
School Visits	3
Careers Event	2
Meet the Buyer Events	1
Non Financial Support for a Community Project	1

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### Implications of the Report

1. **Financial** – The financial status of Currie & Brown UK Limited was assessed at the inception of the Framework.
2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.
3. **Community/Council Planning**
  - Our Renfrewshire is fair –were assessed within this procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e.

payment of the living wage, training and development opportunities etc.

- Reshaping our place, our economy and our future – As the signature project of Paisley’s regeneration, the strategic aims and outcomes of the Paisley Museum Reimagined Project are to deliver a visitor experience of international quality which promotes cultural tourism, restores civic pride and re-establishes Paisley’s profile as a creative, innovative and radical place with the Museum at its heart.
- Creating a sustainable Renfrewshire for all to enjoy – Currie & Brown UK Limited has committed to deliver a number of Community Benefits as detailed within section 3.10 of this report.

4. **Legal** – The procurement of this Contract was conducted in accordance with the further competition procedures under the Scotland Excel Engineering and Technical Consultancy Framework Agreement and the Council’s Standing Orders Relating to Contracts.

5. **Property/Assets** – The contract award will be fundamental to the full renovation and restoration of the existing Grade-A Paisley Museum and Library building, the Coats Observatory, Transit House, the Grade C-listed Observatory House, Philosophical Society Buildings together with the provision of a new-build extension and landscaped garden.

The resulting works will revitalise the Museum and associated buildings by repairing the building external and internal fabric, stitching together the campus and presenting the whole experience as a more considered, coherent and welcoming attraction.

6. **Information Technology** – No Information Technology implications have arisen or are anticipated.

7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – Currie & Brown UK Limited's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.
9. **Procurement** –The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk** – Currie & Brown UK Limited's insurances have been assessed and evaluated to confirm that they have met the minimum requirements regarding insurable risk.
11. **Privacy Impact** – No Privacy Impact implications have been identified or are anticipated
12. **Cosla Policy Position** – No Cosla Policy Position implications have arisen or are anticipated

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### List of Background Papers

- (a) *(Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum.*

- (b) *Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project.*
  - (c) *The Paisley Museum: Vision and Masterplan, and Outline Business Case prepared by Metaphor and BOP Consulting.*
  - (d) *Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
  - (e) *Report Leadership Board, 20 June 2017, The Regeneration of Paisley Town Centre – Paisley Museum Project*
  - (f) *Report to Council, 28 September 2017, Paisley Museum Project*
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**Author:** Euan Walker, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 7791

**Endorsed by:** Laura Gillan, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464





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

**On:** 28 March 2018

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

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**Heading:** Contract Award: Paisley Museum Reimagined Project – Quantity Surveyor (RC-CPU-17-074)

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## 1. Summary

- 1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Paisley Museum Re-imagined Project – Quantity Surveyor (RC-CPU-17-074) to Gardiner & Theobald LLP.
- 1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with the Restricted Procedure of the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts.
- 1.3 A Contract Strategy was approved by the Strategic Procurement Manager and the Acting Director of Development and Housing Services on 22 January 2018.

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## 2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- (a) authorise the Head of Corporate Governance to award a Contract for the Paisley Museum Project – Quantity Surveyor (RC-CPU-17-074) to Gardiner & Theobald LLP;
  - (b) authorise the award a Contract in the Sum of £258,000.00 excluding VAT and;
  - (c) note the total contract period is anticipated to be 265 weeks (though this may be extended in line with any extension to the build period) with the starting date scheduled to be on 30 April 2018 with the estimated completion date of 26 May 2023. Timescales and dates will be confirmed in the Council's Letter of Acceptance to Gardiner & Theobald LLP.

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## 3. Background

- 3.1 The Paisley Museum is a Category A listed building and currently houses the Paisley Central Library in addition to the main museum space. The Council has a proposal to refurbish and extend the Paisley Museum and as part of this project a Quantity Surveyor is required.
- 3.2 A two-stage Restricted Procedure was undertaken for the requirements of this Contract. The contract notice was published in the Official Journal of the European Union and Public Contract Scotland advertising portal on 12 December 2017 with the invitation to participate documents available for download from the Public Contracts Scotland – Tender portal.

- 3.3 During the invitation to participate stage (ITP) (stage 1), twenty two (22) companies expressed an interest. By the tender return date, 19 January 2018, six (6) companies submitted a request to participate (RTP).
- 3.4 All six (6) RTP submissions were evaluated against a set of pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Renfrewshire Leisure and the Council's Corporate Procurement Unit. All six (6) RTP submissions satisfied the Council's minimum requirements within the ESPD selection criteria.
- 3.5 As part of the selection process and to reduce the number of candidates in accordance with the Public Contracts (Scotland) Regulations 2015 Regulation 66, candidates had to respond to five (5) questions about their previous experience in context of their application to provide Quantity Surveying services as part of the redesign and refurbishment of the Paisley Museum.
- 3.6 Following evaluation by a panel formed of employees from Renfrewshire Leisure Ltd and Renfrewshire Council of the responses to those six (6) questions from each of the six (6) RTP submissions, the top five (5) candidates were selected for Stage 2 (Award Stage). The selection score for each Candidate within the RTP Stage 1 is noted below:

		<b>Selection (100%)</b>
<b>1</b>	<b>Gardiner &amp; Theobald LLP</b>	60.50%
<b>2</b>	<b>Turner &amp; Townsend Cost Management Limited</b>	51.00%
<b>3</b>	<b>Capita Property &amp; Infrastructure Limited</b>	48.00%
<b>4</b>	<b>AECOM Limited</b>	45.00%

<b>5</b>	<b>Currie &amp; Brown UK Limited</b>	42.00%
<b>6</b>	<b>Doig and Smith Limited</b>	38.00%

3.7 The Invitation to Tender (stage 2) documentation was made available to download via the Public Contract Scotland – Tender portal on 06 February 2018. By the closing date, 05 March 2018, all five (5) of the companies submitted a response.

3.8 All 5 tender submissions were evaluated against the published award criteria, based on a weighting of 70% Quality and 30% Price. The scores relative to the Award Criteria of the tenderers are noted below:

		<b>Quality (70%)</b>	<b>Price (30%)</b>	<b>Total (100%)</b>
<b>1</b>	<b>Gardiner &amp; Theobald LLP</b>	59.00	30.00	<b>89.00</b>
<b>2</b>	<b>Turner &amp; Townsend Cost Management Ltd</b>	49.45	26.03	<b>75.48</b>
<b>3</b>	<b>Currie &amp; Brown UK Limited</b>	40.00	28.42	<b>68.42</b>
<b>4</b>	<b>Capita Property &amp; Infrastructure Limited</b>	44.45	18.55	<b>63.00</b>
<b>5</b>	<b>AECOM Limited</b>	40.45	19.39	<b>59.84</b>

3.9 The evaluation of tender submissions received identified that the submission by Gardiner & Theobald LLP was the most economically advantageous tender submission.

3.10 A capital budget of £400,000.00 was made available for this contract. Based on the tender submitted by Gardiner & Theobald LLP this represents a non-cashable saving of £142,000.00

3.11 Community Benefits were sought as part of this contract, Gardiner & Theobald LLP have committed to the following under this Contract:

<b>Community Benefit Description</b>	<b>No of People / Activity</b>
Work Experience Placements (16+ years of age)	2
Further Education Visits	2
Work Experience Placements (14 - 16 years of age)	2
School Visits	2
Careers Event	1
Mentoring / business support for a third sector organisation	2
Non-financial support for a Community Project	2

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## **Implications of the Report**

### **1. Financial**

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

### **2. HR & Organisational Development**

No Tupe implications.

### **3. Community/Council Planning**

- Our Renfrewshire is fair –Tenderers were assessed within this procurement process in regards to their approach to ensuring fair working practices throughout their organisation and supply chain i.e. payment of the living wage, training and development opportunities etc.
- Reshaping our place, our economy and our future – As the signature project of Paisley's regeneration, the strategic aims and outcomes of the Paisley Museum Reimagined Project are to deliver a visitor experience of international quality which promotes cultural tourism, restores civic pride and re-establishes Paisley's profile as a creative, innovative and radical place with the Museum at its heart.

- Creating a sustainable Renfrewshire for all to enjoy – Gardiner & Theobald LLP has committed to deliver a number of Community Benefits as detailed within section 3.11 of this report.

#### 4. **Legal**

The procurement of this Services Contract was conducted in accordance with the Restricted Procedure of the Public Contracts (Scotland) Regulations 2015 and Council's Standing Orders relating to Contracts.

#### 5. **Property/Assets**

The contract award will be fundamental to the full renovation and restoration of the existing Grade-A Paisley Museum and Library building, the Coats Observatory, Transit House, the Grade C-listed Observatory House, Philosophical Society Buildings together with the provision of a new-build extension and landscaped garden.

#### 6. **Information Technology**

No Information Technology implications are anticipated.

#### 7. **Equality & Human Rights**

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

8. **Health & Safety**

Gardiner & Theobald LLP's health and safety credentials were evaluated by Corporate Health and Safety and met the Council's minimum requirements regarding health and safety.

9. **Procurement**

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

10. **Risk**

Gardiner & Theobald LLP insurances have been assessed and evaluated and confirm that they will meet the minimum requirements regarding insurable risk.

11. **Privacy Impact**

No Privacy Impact implications have been identified or are anticipated.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

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**List of Background Papers**

- (a) *Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum.*
- (b) *Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project.*
- (c) *The Paisley Museum: Vision and Masterplan, and Outline Business Case prepared by Metaphor and BOP Consulting.*
- (d) *Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
- (e) *Report Leadership Board, 20 June 2017, The Regeneration of Paisley Town Centre – Paisley Museum Project*
- (f) *Report to Council, 28 September 2017, Paisley Museum Project*

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**Endorsed by:** Laura Gillan, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel: 0141 618 7464



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

**On: 28 March 2018**

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**Report by: Acting Director of Development and Housing Services**

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**Heading: Paisley Learning and Cultural Hub**

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## **1. Summary**

- 1.1 The relocation of the existing Paisley Library to a new location in Paisley High Street is linked to the redevelopment of the Paisley Museum. The Museum is the flagship project of the Paisley Heritage Asset Strategy which was approved by the Council in January 2014.
  - 1.2 The Council agreed that officers take forward the commissioning of detailed studies and surveys of the building at 22 High Street between 2015-2017. This has informed a Feasibility Study for the proposed Paisley Learning and Cultural Hub.
  - 1.3 This Board paper seeks approval to progress to the next stage.
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## **2. Recommendations**

- 2.1 It is recommended that Board:
    - i. approve Hub West Scotland as the preferred procurement route to progress the project; and
    - ii. approve the issue of a New Project Request to Hub West Scotland for the project as detailed in 3.4 to 3.11 below.
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### 3. Background

- 3.1 The Paisley Learning and Cultural Hub project has been developed to create a modern accessible community resource in the heart of Paisley's High Street. This project supports the aspirations of the Council Plan, and the local regeneration strategies as set out in the Renfrewshire Local Development Plan, Community Plan and Economic Framework. The Paisley Town Centre Action Plan 2016-2026 provides the local context for this key regeneration project.
- 3.2 The project has now progressed to complete the Feasibility stage and, as a result, more detailed costs are available. The Feasibility Report outlines a number of complexities which need to be tackled including: asbestos treatment and/or removal; demolition; façade retention; and a new structural build. The updated estimated total project costs currently stand at £7.0 million.
- 3.3 In line with this updated estimate the funding package for the project consists of a Council contribution of £5.5 million, augmented by a £1.5 million award from the Scottish Government Regeneration Capital Grant Fund. The Council's contribution is funded from prudential borrowing, financed by approved resources within the existing capital investment plan as reported to Council on 2 March 2018 as part of the report "Non-Housing Capital Investment Programme 2018/19 – 20/21".
- 3.4 The Council's Corporate Procurement Team has prepared a Contract Strategy for the Learning and Cultural Hub project which considered potential routes to market. This strategy considered the relative risks and benefits associated with each approach and following consideration, recommended the appointment of Hub West Scotland as the preferred delivery partner with an affordability cap of c. £5.6m for the construction element of the project.
- 3.5 Hub West Scotland provides the only viable option to secure a suitable delivery vehicle with a suitably qualified and experienced contractor and design team within the timescales required to secure the £1.5m of funding support from the Scottish Government's RCGF.
- 3.6 Hub West Scotland secured Community Benefits commitments from the main contractor within their Invitation to Tender, as agreed with the Council. The Council's project team will work with Hub West Scotland to ensure that these are targeted to the Council's Community Benefits strategy and delivered throughout the construction phase.
- 3.7 The approximate commitment to Hub West Scotland under the New Project Request, which covers Stage 1 and 2 design, is estimated to be not more than 6.03% of the construction costs, excluding VAT .This can be broken down as follows:

Design Fees: 4.5% excluding VAT.

Hub West Scotland Fee: 1.53%, excluding VAT.

- 3.8 The project team have identified the potential for an early enabling works contract which could be beneficial to the progress of the project. If this is required, a report will be submitted to the appropriate Board.
- 3.9 The costs for stage 1 and 2 design will include the following:
- Hub West Scotland to undertake all remaining surveys to inform scope, cost and programme;
  - Development of the concept design by the appointed Design Team based on confirmation from the Council of the preferred option;
  - Validation by the appointed main contractor of the Quantity Surveyor's cost plan and Affordability Cap for the project to ensure full team buy-in to the Stage 1 and 2 report to the Council;
  - Issue of Stage 1 and 2 reports to the Council, to include finalised brief, concept design, project affordability cap and programme;
  - Preparation of the required documentation for the submission of an application to the Council for Conservation Area Consent for demolition and façade retention.
- 3.10 The completion of design stages 1 and 2 are anticipated to take up to nine months from date of approval to proceed.
- 3.11 On completion of stage 1 and 2 design a further report will be submitted to the appropriate Board, requesting approval to proceed to financial close with Hub West Scotland, at which point the Council will enter into a Design and Build Development Agreement with Hub which will be subject to the agreed affordability cap.
- 3.12 For Members' information, various locations are currently being considered to house Paisley's Central Library on a temporary basis until the new Learning and Cultural Hub is completed. This temporary arrangement is a requirement of the refurbishment programme for the 4 buildings that make up the existing Museum complex.

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## Implications of the Report

1. **Financial** – The Council will commit £5.5 million from existing approved resources.
2. **HR & Organisational Development** – The Learning and Cultural Hub once implemented will be operated and run by Renfrewshire Leisure. Renfrewshire Leisure will determine the HR and OD specification for the operation in due course.
3. **Community Planning** –
  - Our Renfrewshire is thriving – Progressing cultural and heritage-led regeneration projects results in a stimulus to the local economy via contracts won and visitors and user numbers. The Learning and Cultural Hub can be a key partner in helping governments to achieve growth and sustainable jobs.

- Our Renfrewshire is well – The Paisley Learning and Cultural Hub will provide improved access to all services and will promote longer, healthier lives, assisting with reducing health inequalities.
  - Our Renfrewshire is fair – The Paisley Learning and Cultural Hub will provide improved access to all services including digital support for the community.
  - Reshaping our place, our economy and our future – The Paisley Learning and Cultural Hub will secure the restoration and productive re-use of a high profile vacant building which will house a flagship community facility which helps to support growth and sustainable jobs. This will also increase footfall, and the associated increased use of the High Street offers potential benefits to traders, assisting the economy of Paisley Town Centre.
4. **Legal** – The procurement exercise to establish the ability of the Council to enter into a contract with Hub West Scotland has been conducted in accordance with the EU Procurement Regulations.
  5. **Property/Assets** – The Paisley Learning and Cultural Hub is a key project within the Heritage Asset Strategy and will provide a valuable community resource as well as enabling the Paisley Museum Reimagined project to progress.
  6. **Information Technology** – 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. An Equality Impact Assessment is being prepared as part of the project requirements and relevant disability groups will be consulted as part of the process.
  8. **Health & Safety** – A Health and Safety strategy is being developed for the project and will be applied at all relevant project stages.
  9. **Procurement** – Hub West Scotland is a joint-venture organisation which is owned by both the public and private sectors. The procurement process to establish the hubco for the hub West Territory was conducted in accordance with the above EU Threshold Competitive Dialogue Procedure for Services. On 5 March 2012 the Finance and Policy Board agreed that Renfrewshire Council could participate in the Hub West Territory Partnering Agreements. This means that when developing the procurement strategy for infrastructure projects which encompass an element of design and build, partnership with Hub West can be considered as an option if it satisfies the requirement to achieve Value for Money, including adding social value through the project. A Procurement Strategy has been prepared for this project by the Corporate Procurement Unit.

10. **Risk** – A Risk Register has been produced for the project and will be managed and maintained throughout the project lifetime.
  11. **Privacy Impact** – None
  12. **Cosla Policy Position** – Not applicable
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### List of Background Papers

- (a) Report to Council: 15<sup>th</sup> December 2016, 'Paisley Town Centre Regeneration (Learning and Cultural Centre)'.
- (b) Report to the Planning and Property Board: 15<sup>th</sup> March 2016, 'Paisley Library Relocation.'
- (c) Report to Leadership Board; 17 February 2016, 'Paisley Central Library Consultation Report'.
- (d) Report to Economy & Jobs Policy Board; 18 November 2015, 'The Regeneration of Paisley Town Centre – Paisley Museum'.
- (e) Report to the Economy and Jobs Board: 18<sup>th</sup> November 2015, 'Paisley Heritage Asset Strategy: Progress Report 4'.

The foregoing background papers will be retained within Development and Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Alasdair Morrison, Acting Director of Housing and Development Services, Tel: 0141 618 4664, [alasdair.morrison@renfrewshire.gov.uk](mailto:alasdair.morrison@renfrewshire.gov.uk)

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AM/DMcL  
21 March 2018

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