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Renfrewshire Council

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

Date	Time	Venue
Wednesday, 06 June 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 http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx
For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Items of business

Apologies

Apologies from members.

Declarations of Interest

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

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MINUTE

1 **Joint Consultative Board (Non-teaching)** 7 - 10

Minute of the meeting of the Joint Consultative Board (Non-teaching) held on 28 March 2018.

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FINANCE

2 **Revenue Budget Monitoring Report** 11 - 22

Report by the Director of Finance & Resources.

3 **Revenue Budget Monitoring Report - Council Overview** 23 - 36

Report by the Director of Finance & Resources.

4 **Capital Budget Monitoring Report** 37 - 42

Report by the Director of Finance & Resources.

5 **Capital Budget Monitoring Report - Council Overview** 43 - 52

Report by the Director of Finance & Resources.

6 **Annual Efficiency Statement** 53 - 58

Report by the Director of Finance & Resources.

7 **COSLA: Annual Levy 2018/19** 59 - 60

Report by the Chief Executive.

8 **Increase in the Level of School Clothing Grants** 61 - 64

Report by the Director of Finance & Resources

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PERFORMANCE

9 **Customer & Business Service Performance Report** 65 - 78

Report by the Director of Finance & Resources.

10 **Better Council Change Programme Update** 79 - 126

Report by the Director of Finance & Resources.

11 **Chief Executive's Service Improvement Plan 2017/20 Outturn Report** 127 - 146

Report by the Chief Executive.

12 **Environment & Communities Service Improvement Plan 2017/20 Outturn Report** 147 - 162

Report by the Director of Environment & Communities.

13 **Finance & Resources Service Improvement Plan 2017/20 Outturn Report** 163 - 184

Report by the Director of Finance & Resources.

14 **Operational Performance Report: Integrated Facilities Management (Hard & Soft Services)** 185 - 196

Report by the Director Environment & Communities.

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CORPORATE ASSETS

15 **Corporate Asset Strategy** 197 - 226

Report by the Director of Finance & Resources.

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HR, OD & WORKFORCE PLANNING

16 **Voluntary Early Retirement Scheme / Voluntary Redundancy Report** 227 - 232

Report by the Director of Finance & Resources.

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HEALTH & SAFETY

17 **Environment & Communities Annual Health & Safety Plan 2018/19** 233 - 254

Report by the Director of Environment & Communities.

18 **Finance & Resources Annual Health & Safety Report 2017/18** 255 - 262

Report by the Director of Finance & Resources.

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CIVIC EVENTS

19 **Town Twinning Visit – Fürth – July 2018** **263 - 266**

Report by the Director of Finance & Resources.

20 **Civic Hospitality** **267 - 272**

Report by the Director of Finance & Resources.

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CONTRACT AUTHORISATION REPORTS

21a **Calside Underground Pipe Installation** **273 - 278**

Joint report by the Chief Executive and the Director of Development & Housing Services.

21b **Contract No. 1 - Surface Treatment 2018/19** **279 - 282**

Joint report by the Chief Executive and the Director of Finance & Resources.

21c **Contract No. 2 - Pre-Patching in Advance of Surface Treatment 2018/19** **283 - 288**

Joint report by the Chief Executive and the Director of Finance & Resources.

21d **Dargavel Village New Build Housing** **289 - 296**

Joint report by the Chief Executive and the Director of Development & Housing Services.

21e **External Works at Lochfield, Paisley** **297 - 304**

Joint report by the Chief Executive and the Director of Development & Housing Services.

21f **National Care Home Contract Minute of Variation: 9 April 2018 to 7 April 2019** **305 - 310**

Joint report by the Chief Executive and the Chief Officer, Renfrewshire Health & Social Care Partnership.

21g **Renfrewshire Care at Home Scheduling and Monitoring Service** **311 - 314**

Joint report by the Chief Executive and the Chief Officer, Renfrewshire Health & Social Care Partnership.

21h **Reroofing Contracts: St Catherine's Primary School, Houston Primary School and Renfrewshire House** **315 - 322**

Joint report by the Chief Executive and the Director of Finance & Resources.

21i **Supply & Delivery of Domestic Boilers, Accessories and Sundry Items** **323 - 328**

Joint report by the Chief Executive and the Director of Environment & Communities.

21j **Supply & Delivery of up to 80,000 x 240 Litre HDPE Bins** **329 - 334**

Joint report by the Chief Executive and the Director of Environment & Communities.

21k **Supply of Janitorial Products** **335 - 338**

Joint report by the Chief Executive and the Director of Environment & Communities.

21l **Supported Living Framework** **339 - 344**

Joint report by the Chief Executive and the Chief Officer, Renfrewshire Health & Social Care Partnership.

21m **Upgrade of Multi Storey Fire Alarm Systems** **345 - 350**

Joint report by the Chief Executive and the Director of Finance & Resources.

21n **Measured Term Contract for Voids and Tenanted Maintenance Contract** **351 - 358**

Joint report by the Chief Executive and the Director of Development & Housing Services.

21o **Appointment of a Consultant to support the implementation of Business World** **359 - 364**

Joint report by the Chief Executive and the Director of Finance & Resources.

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TRADING ACCOUNTS

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.

22 **Building Services Trading Budget Monitoring Report**

23 Catering Trading Budget Monitoring Report

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Renfrewshire Council

Minute of Meeting
Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 28 March 2018	15:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

Present

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

Representing Trade Unions – J Boylan and K Kernachan (UNISON); and J McMenemy and A Cairns (GMB).

In Attendance

G McKinlay, Head of Schools (Children Services); A Bennett, Housing Services Manager (Development & Housing Services); K Anderson, Amenities Services Manager (Environment & Communities); S Fanning, Principal HR Adviser (Health Safety and Absence), R Cree, OD & Workforce Planning Manager and R Devine, Senior Committee Services Officer (all Finance & Resources); and I Beattie, Renfrewshire Health and Social Care Services.

Apologies

S McAllister (Manual Workers Spokesperson); and S Hicks and M Ferguson (UNISON).

Declarations of Interest

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

Appointment of Chairperson

It was proposed and agreed that J McMenemy (GMB) chair the meeting.

DECIDED: That J McMenemy chair the meeting.

1 Minute of Previous Meetings

There were submitted the Minutes of the meetings of the Joint Consultative Board: Non-Teaching held on 25 October and 13 December 2017. It was noted that the Minutes had been approved at the meeting of the Council's Finance, Resources and Customer Services Policy Board held on 31 January 2018.

DECIDED: That the Minutes be noted.

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Councillor Begg entered during consideration of the following item of business.

2 Developments in Health and Safety

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

The report advised that guidance relating to the use of drones had been issued and published on the Council's intranet. It was also noted that the Corporate Policy on Health and Safety at Work had been approved at the meeting of the Council's Finance, Resources and Customer Services Policy Board held on 28 March 2018.

In addition, it was highlighted that the following policies and guidance were currently being revised. -

- First Aid Guidance including the use of defibrillators;
- Guidance on Accident, Incident and Violence and Aggression Reporting;
- 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

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 BSI had undertaken an audit in early March 2018 and the resultant report would be reviewed and discussed with the services involved. Future changes in the auditing process nationally would require to be reflected in a new contract with an accreditation organisation.

It was noted that the Healthy Working Lives Gold award programme had been retained and a three-year strategy was in development. Terms of Reference for the Corporate Health and Safety Committee had been developed and would be submitted for consideration to the next meeting of the Committee.

Work continued in relation to the use of the Accident Incident Reporting Database (AIRD) and General Assessment Database (GRAD). The report also indicated that the health and safety section continued to work with the risk and insurance section to identify accident causation type which could result in claims against the Council. Following the recent adverse weather the Health and Safety Section had requested details of slips, trips and falls. An analysis of information obtained from AIRD would be used to identify potential concerns in relation to local gritting plans, encourage

learning and initiate preventive measures. This may reduce the impact of claims to the Council and raise health and safety awareness among employees and managers. A review of health and safety implications for staff and others during severe weather would be undertaken.

The section also continued to work with services to survey the fire arrangements within Renfrewshire. 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 2018 events programme. Support had been provided to support the Services' action plan following Health & Safety Executive (HSE) interventions in relation to welfare and asbestos awareness. Toolbox talks had been undertaken with staff involved and HSE were satisfied with the action taken.

DECIDED: That the report be noted.

3 Absence Statistics

There was submitted a report by the Director of Finance & Resources relative to the Council's absence statistics for the period 1 October to 31 December 2017. The report provided information in relation to absence targets and how services and categories of staff had performed against them. An analysis of the reasons for absence for the period was included in the report. Information was also provided on supporting attendance activity levels by service and costs of sick pay and the overall number of days lost for Quarter 3, ending 31 December 2017 and for the equivalent quarters in previous years.

DECIDED: That the report on absence statistics for the period 1 October 2017 to 31 December 2017 be noted.

4 Agency Workers

There was submitted a report by the Director of Finance & Resources relative to the number of agency staff employed within the Council as at February 2018, and detailing the capacity and service in which they were engaged.

The report showed no bottom-line change in the number of agency workers across all services from the figure previously reported. A total of 58 agency workers had been employed during the reporting period. In response to an enquiry from the trade union representatives arrangements would be made to provide an update report to the next meeting of the Board regarding the use of agency workers to backfill posts where postholders had been seconded to the Business World Enterprise Resource Planning project, detailing the costs involved and the budgets utilised.

DECIDED:

(a) That the report be noted; and

(b) That arrangements be made to provide an update report to the next meeting of the Board regarding the use of agency workers to backfill posts where the postholders had been seconded to the Business World Enterprise Resource Planning project, detailing the costs involved and the budgets utilised.

5 Details of Grievances

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

The report provided information on grievances at both the informal and formal stages. The report indicated that there were a total of 10 grievances as at March 2018, which was a reduction of 1 from the previous report. While discussing the volume of grievances in relation to the number of employees reference was made to the change in focus previously agreed between management and the trade union representatives which had resulted in a higher number of grievances than previously, being considered on an informal basis.

It was agreed that a meeting be arranged between management and trade union representatives to review the grievance procedure, specifically in respect of those instances where grievances had been considered on an informal basis and had not been dismissed.

DECIDED: That a meeting be arranged between management and trade union representatives to review the grievance procedure, specifically in respect of those instances where grievances had been considered on an informal basis and had not been dismissed and that otherwise the report be noted.

6 Adverse Weather

The UNISON representatives requested that the Council consider rewarding essential cover employees who had attended their place of work and assisted in providing Council services during the recent red and amber adverse weather warnings with an additional payment.

It was noted that an approach had also been made to management by the GMB/Unite trade unions that consideration be given to awarding employees who had attended their place of work and assisted in providing Council services during the recent red and amber adverse weather warnings with an additional day of holiday entitlement

The Board expressed appreciation for the effort and commitment of all employees during the challenging weather and agreed that reports on the progress of discussions between management and the trade union representatives in relation to options for rewarding the commitment of employees who had attended their place of work and assisted in providing Council services during the recent red and amber adverse weather warnings be submitted to future meetings of the appropriate Board.

DECIDED: That reports on the progress of discussions between management and the trade union representatives in relation to options for rewarding the commitment of employees who had attended their place of work and assisted in providing Council services during the recent red and amber adverse weather warnings be submitted to future meetings of the appropriate Board.

7 Date of Next Meeting

DECIDED: It was noted that the next meeting of the Joint Consultative Board Non-Teaching was scheduled to be held at 3 pm on Wednesday, 6 June 2018.

Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 6 June 2018

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring to 2 March 2018

1 **Summary**

1.1 Gross expenditure is £2,895,000 (4.3%) less than budgeted and income is £905,000 (17.5%) higher than anticipated, which results in an underspend of £3,800,000 (6.2%) 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:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Finance and Resources	Breakeven	-	Breakeven	-
Environment & Communities	Breakeven	-	Breakeven	-
Miscellaneous	£3.800m underspend	33.8%	£2.923m underspend	7.6%

2 **Recommendations**

2.1 Members are requested to note the budget position.

3. Budget Adjustments

Members are requested to note the following budget adjustments since the last Board report :

- Environment & Communities – net increase of £83,600 relating to pension auto-enrolment costs.
- Finance and Resources - net increase of £75,519 in relation to Discretionary Housing Payments and the Council Tax Reduction scheme
- Miscellaneous - net increase of £2.460m relating to additional income received from the Scottish Government for teachers pay award and the council tax reduction scheme, offset by budget transfers to services as outlined above.

4. <u>Finance and Resources</u>

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

There are no significant variances to report.

4.1 **Projected Year End Position**

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

5. **<u>Environment & Communities</u>**

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

There are no significant variances to report.

5.1 **Projected Year End Position**

It is anticipated that the services within Environment and Communities which report to this Board will achieve a breakeven position at the year end.

6. **Miscellaneous Services**

Current Position: **Net underspend £3,800,000**
Previously Reported: ***Net underspend £2,923,000***

The current underspend of £3.8m relates to financial provisions and council tax yield.

6.1 **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 £800,000 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.

Implications of the Report

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

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

3. **Community Planning – none**

4. **Legal** - none

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

6. **Information Technology** - none.

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

8. **Health & Safety** – none

9. **Procurement** – none

10. **Risk** – none

11. **Privacy Impact** - none

12. **Cosla Policy Position** - none

Author: Lisa Dickie, Extension 7384
Stewart Muir, Extension 6132
Debbie Farrell, Extension 7536

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 02 March 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	%	
Employee Costs	68,751	44,236	42,088	(650)	41,439	2,797	6.3%	underspend
Property Costs	9,299	4,445	4,306	107	4,413	32	0.7%	underspend
Supplies & Services	6,176	5,861	5,772	38	5,810	51	0.9%	underspend
Contractors and Others	5,703	5,597	5,630	(50)	5,580	17	0.3%	underspend
Transport & Plant Costs	139	123	128	0	128	(5)	-4.1%	overspend
Administration Costs	30,555	2,279	2,276	0	2,276	3	0.1%	underspend
Payments to Other Bodies	3,931	3,145	3,160	(15)	3,145	0	0.0%	breakeven
CFCR	3,500	0	0	0	0	0	0.0%	breakeven
Capital Charges	(12,001)	888	907	(19)	888	0	0.0%	breakeven
GROSS EXPENDITURE	**116,053**	**66,574**	**64,267**	**(589)**	**63,679**	**2,895**	**4.3%**	**underspend**
Income	(64,553)	(5,174)	(6,065)	(14)	(6,079)	905	17.5%	over-recovery
NET EXPENDITURE	**51,500**	**61,400**	**58,202**	**(603)**	**57,600**	**3,800**	**6.2%**	**underspend**

	£000's	
Bottom Line Position to 02 March 2018 is an underspend of	**3,800**	**6.2%**
Anticipated Year End Budget Position is an underspend of	**3,800**	**7.4%**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 02 March 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	12,202	36,047	36,047	0	36,047	0	0.0%	breakeven
Environment and Communities	16,667	14,097	13,748	348	14,097	0	0.0%	breakeven
Miscellaneous	22,631	11,256	8,407	(951)	7,456	3,800	33.8%	underspend
NET EXPENDITURE	**51,500**	**61,400**	**58,202**	**(603)**	**57,600**	**3,800**	**6.2%**	**underspend**

	£000's	
Bottom Line Position to 02 March 2018 is an underspend of	**3,800**	**6.2%**
Anticipated Year End Budget Position is an underspend of	**3,800**	**7.4%**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 02 March 2018

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

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	31,385	28,122	28,121	0	28,121	1	0.0%	underspend
Property Costs	3,420	1,384	1,385	0	1,385	(1)	-0.1%	overspend
Supplies & Services	3,575	4,405	4,405	0	4,405	0	0.0%	breakeven
Contractors and Others	1,089	1,530	1,530	0	1,530	0	0.0%	breakeven
Transport & Plant Costs	31	24	24	0	24	0	0.0%	breakeven
Administration Costs	17,188	1,913	1,913	0	1,913	0	0.0%	breakeven
Payments to Other Bodies	2,668	2,039	2,039	0	2,039	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	2,555	563	563	0	563	0	0.0%	breakeven
GROSS EXPENDITURE	**61,911**	**39,980**	**39,980**	**0**	**39,980**	**0**	**0.0%**	**breakeven**
Income	(49,709)	(3,933)	(3,933)	0	(3,933)	0	0.0%	breakeven
NET EXPENDITURE	**12,202**	**36,047**	**36,047**	**0**	**36,047**	**0**	**0.0%**	**breakeven**

	£000's	
Bottom Line Position to 02 March 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 02 March 2018

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

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	3,348	4,358	4,358	0	4,358	0	0.0%	breakeven
Development	1,159	19,841	19,841	0	19,841	0	0.0%	breakeven
Cost of Collection of Rates	1,222	334	334	0	334	0	0.0%	breakeven
Cost of Collection of Council Tax	511	116	116	0	116	0	0.0%	breakeven
Private Sector Housing Benefit	2,338	1,983	1,983	0	1,983	0	0.0%	breakeven
Finance Miscellaneous	891	986	986	0	986	0	0.0%	breakeven
Directorate	657	99	99	0	99	0	0.0%	breakeven
Investment & Technical Services	109	1,864	1,864	0	1,864	0	0.0%	breakeven
Finance & Support Services	(18)	75	75	0	75	0	0.0%	breakeven
Office Accommodation	(9)	670	670	0	670	0	0.0%	breakeven
Personnel Services	44	1,868	1,868	0	1,868	0	0.0%	breakeven
Legal and Democratic Services	737	2,642	2,642	0	2,642	0	0.0%	breakeven
TOTAL FINANCE AND RESOURCES	**10,989**	**34,836**	**34,836**	**0**	**34,836**	**0**	**0.0%**	**breakeven**
Joint Valuation Board	1,213	1,211	1,211	0	1,211	0	0.0%	breakeven
NET EXPENDITURE	**12,202**	**36,047**	**36,047**	**0**	**36,047**	**0**	**0.0%**	**breakeven**

	£000's	
Bottom Line Position to 02 March 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 02 March 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	%	
Employee Costs	8,543	7,621	7,906	(81)	7,825	(204)	-2.7%	overspend
Property Costs	3,307	2,914	2,511	369	2,880	34	1.2%	underspend
Supplies & Services	762	695	539	106	645	50	7.2%	underspend
Contractors and Others	3,906	3,615	3,598	0	3,598	17	0.5%	underspend
Transport & Plant Costs	108	99	103	0	103	(4)	-4.0%	overspend
Administration Costs	501	9	6	0	6	3	33.3%	underspend
Payments to Other Bodies	0	0	0	0	0	0	0.0%	breakeven
CFCR	0	0	0	0	0	0	0.0%	breakeven
Capital Charges	990	241	260	(19)	241	0	0.0%	breakeven
GROSS EXPENDITURE	**18,117**	**15,194**	**14,923**	**375**	**15,298**	**(104)**	**-0.7%**	**overspend**
Income	(1,450)	(1,097)	(1,175)	(26)	(1,201)	104	9.5%	over-recovery
NET EXPENDITURE	**16,667**	**14,097**	**13,748**	**349**	**14,097**	**0**	**0.0%**	**breakeven**

	£000's	
Bottom Line Position to 02 March 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 02 March 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	4,048	3,548	3,144	404	3,548	0	0.0%	breakeven
Cleaning & Janitorial	8,056	6,452	6,485	(33)	6,452	0	0.0%	breakeven
School Crossing Patrol	711	531	525	6	531	0	0.0%	breakeven
Catering Client	3,852	3,566	3,594	(28)	3,566	0	0.0%	breakeven
NET EXPENDITURE	**16,667**	**14,097**	**13,748**	**349**	**14,097**	**0**	**0.0%**	**breakeven**

	£000's	
Bottom Line Position to 02 March 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 02 March 2018

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

Description	Revised Annual Budget	Revised Period Budget	Actual	Adjustments	Revised Actual	Budget Variance		
(1)	(2)	(3)	(4)	(5)	(6) = (4 + 5)	(7)		
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	28,823	8,492	6,060	(569)	5,491	3,001	35.3%	underspend
Property Costs	2,573	147	409	(262)	147	0	0.0%	breakeven
Supplies & Services	1,840	760	828	(67)	761	(1)	-0.1%	overspend
Contractors and Others	708	452	502	(50)	452	0	0.0%	breakeven
Transport & Plant Costs	0	0	0	0	0	0	0.0%	breakeven
Administration Costs	12,865	359	359	0	359	0	0.0%	breakeven
Payments to Other Bodies	1,264	1,106	1,121	(15)	1,106	0	0.0%	breakeven
CFCR	3,500	0	0	0	0	0	0.0%	breakeven
Capital Charges	(15,547)	84	84	0	84	0	0.0%	breakeven
GROSS EXPENDITURE	**36,026**	**11,400**	**9,363**	**(963)**	**8,400**	**3,000**	**26.3%**	**underspend**
Income	(13,395)	(144)	(956)	12	(944)	800	555.6%	over-recovery
NET EXPENDITURE	**22,631**	**11,256**	**8,407**	**(951)**	**7,456**	**3,800**	**33.8%**	**underspend**

	£000's	
Bottom Line Position to 02 March 2018 is an underspend of	**3,800**	**33.8%**
Anticipated Year End Budget Position is an underspend of	**3,800**	**16.8%**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 02 March 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	48,253	6,734	3,365	(431)	2,934	3,800	56.4%	underspend
Central Overheads	3,600	3,600	4,038	(438)	3,600	0	0.0%	breakeven
Capital Accounting	(17,415)	(65)	(65)	0	(65)	0	0.0%	breakeven
Welfare Fund Grants	1,242	987	1,069	(82)	987	0	0.0%	breakeven
Community Infrastructure	0	0	0	0	0	0	0.0%	breakeven
Temporary Interest	(550)	0	0	0	0	0	0.0%	breakeven
Integrated Joint Board	(12,499)	0	0	0	0	0	0.0%	breakeven
NET EXPENDITURE	**22,631**	**11,256**	**8,407**	**(951)**	**7,456**	**3,800**	**33.8%**	**underspend**

	£000's	
Bottom Line Position to 02 March 2018 is an underspend of	**3,800**	**33.8%**
Anticipated Year End Budget Position is an underspend of	**3,800**	**16.8%**

To: Finance, Resources and Customer Services Policy Board

On: 6 June 2018

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring – Council Overview to 2 March 2018

1. **Summary**

1.1 This report provides an overview of the budget performance for all Services for the period to 2 March 2018. The report confirms a net underspend of £3,510,000. 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	£3.510m underspend	1.1%	£2.976m underspend	1.1%
HRA	Breakeven	0.0%	Breakeven	0.0%

1.2 The budget performance to date suggests a projected net underspend of £3.688m at the year end (subject to finalisation of the costs of responding to the severe weather conditions in February and March) which is summarised in the table below:

Division / Department	Anticipated Year End Position	% variance	Previously Reported Position	% variance
General Fund Services	£3.688m underspend	0.9%	£3.860m underspend	1.0%
HRA	HRA	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: **Net underspend £92,000**
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 £266,000 within Central Admin relates to additional staffing and admin costs.
- An overspend of £286,000 within Additional Support for Learning relates to transport costs and additional support needs assistants.
- An underspend of £64,000 within Pre-Five relates to payments to other bodies and is partly offset by an overspend on staffing costs.

- An underspend of £13,000 within Primary Schools relates to teachers' salaries partly offset by an overspend in property costs and supplies.

- An underspend of £25,000 within Secondary Schools relates to an underspend in payments to other bodies.

- The overspend of £7,000 within Special Schools relates to teachers' salaries.

- The underspend of £46,000 within Psychologoical Services relates to teachers' salaries.

- The underspend of £503,000 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 net underspend of £98,000 year-end position.

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 £55,000**
Previously Reported: ***Net underspend £53,000***

Chief Executives is currently underspent by £55,000 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 £60,000 at the year end.

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

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

Older People

Current Position: **Net overspend of £60,000**
Previously Reported: ***Net overspend of £10,000***

The pressures on the overall Older People budget are partially offset by vacancies within the Local Authority owned HSCP managed care homes.

Physical Disabilities

Current Position: **Net overspend of £40,000**
Previously Reported: ***Net overspend of £81,000***

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.

Addictions

Current Position: **Net underspend £103,000**
Previously Reported: ***Net underspend £70,000***

The underspend within addictions is due to a number of vacant posts and the current client profile of care packages within this area.

Projected Year End Position

Overall, Social Work Adult Services are currently reporting a breakeven position. This has been achieved by using a combination of: reserves carried forward from the 2016/17 budget allocation; and a proportion of

the additional £4.4m of resources made available by Renfrewshire Council as part of their 2017/18 budget allocation to the IJB for Adult Social Care.

3.7 **Environment & Communities** *(Infrastructure, Land and Environment Policy Board)*

Current Position: **Net overspend of £295,000**
Previously Reported: ***Breakeven***

The net overspend 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 £197,000 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 and transport costs.

- A net underspend of £83,000 within Refuse Disposal is due to lower than anticipated spend on the residual waste disposal contract, partially offset by an under recovery on income and an overspend on employee costs.

- An overspend of £211,000 on Roads Maintenance is due to approximately £500,000 of costs incurred as a result of the extreme weather that was experienced in February/March 2018. These costs relate mainly to overtime, the emergency use of contractors and the additional purchase of salt for gritting and have been offset by £312,000 of emergency grant released by the Scottish Government to support costs associated with the response to the adverse weather.

- 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 Environment & Communities will overspend by approximately £200,000 at year end. This forecast position is based on assumptions around the costs of maintaining Council Services during the period of extreme adverse weather in February & March 2018.

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 of £3,800,000**
Previously Reported: ***Net underspend of £2,923,000***

The current underspend of £3.800m 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 £800,000 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.

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 a net under recovery of £142,000 and a forecast year end under recovery of £70,000.

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 compensating variances to be noted. Expenditure on repairs within property costs is now projecting a £200,000 overspend position, largely due to the adverse weather in February. Within payments to other bodies, year-end underspends are being reported in respect of void loss £260,000 and irrecoverable rent £500,000 based on current performance, delays in the roll out of Universal Credit and ongoing improvements in these 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 end.

Implications of the Report

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

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

3. **Community Planning –** none

4. **Legal** – none

5. **Property/Assets** – none

6. **Information Technology** - none.

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

8. **Health & Safety** – none

9. **Procurement** – none

10. **Risk** – none

11. **Privacy Impact** - none

12. **Cosla Policy Position** - none

Author: Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 02 March 2018

POLICY BOARD :FINANCE, RESOURCES AND CUSTOMER SERVICES : OVERVIEW

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	%	
Employee Costs	269,382	224,960	224,339	(999)	223,340	1,620	0.7%	underspend
Property Costs	99,863	85,840	85,040	1,051	86,091	(251)	-0.3%	overspend
Supplies & Services	25,180	20,705	22,055	(239)	21,815	(1,111)	-5.4%	overspend
Contractors and Others	89,062	80,946	84,070	(2,261)	81,810	(863)	-1.1%	overspend
Transport & Plant Costs	13,024	11,593	11,200	635	11,836	(243)	-2.1%	overspend
Administration Costs	61,347	5,980	4,855	1,147	6,002	(22)	-0.4%	overspend
Payments to Other Bodies	57,608	45,921	45,243	(208)	45,034	887	1.9%	underspend
CFCR	5,136	(1)	0	(1)	(1)	0	20.0%	over-recovery
Capital Charges	37,259	12,888	14,403	(16)	14,386	(1,498)	-11.6%	overspend
GROSS EXPENDITURE	**657,861**	**488,832**	**491,205**	**(892)**	**490,312**	**(1,481)**	**-0.3%**	**overspend**
Income	(264,621)	(168,875)	(168,896)	(4,970)	(173,867)	4,992	3.0%	over-recovery
NET EXPENDITURE	**393,239**	**319,957**	**322,308**	**(5,862)**	**316,445**	**3,510**	**1.1%**	**underspend**

	£000's	
Bottom Line Position to 02 March 2018 is an underspend of	**3,510**	**1.1%**
Anticipated Year End Budget Position is an underspend of	**3,688**	**0.9%**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 02 March 2018

POLICY BOARD :FINANCE, RESOURCES AND CUSTOMER SERVICES : OVERVIEW

Description (1) £000's	Revised Annual Budget (2) £000's	Revised Period Budget (3) £000's	Actual (4) £000's	Adjustments (5) £000's	Revised Actual (6) = (4 + 5) £000's	Budget Variance (7) £000's	%	
Education and Children	206,280	158,968	159,743	(867)	158,876	92	0.1%	underspend
Leisure Services	12,856	7,515	7,619	(104)	7,515	0	0.0%	underspend
Environment & Communities	56,480	41,925	42,841	(621)	42,220	(295)	-0.7%	overspend
Finance & Resources	11,464	33,339	33,339	(0)	33,339	0	0.0%	underspend
Other Housing	4,435	9,927	9,440	487	9,927	0	0.0%	underspend
Regeneration	7,442	6,055	6,040	16	6,055	(0)	0.0%	overspend
Roads & Transport	0	0	0	0	0	0	0.0%	breakeven
Chief Executives	2,532	6,075	6,253	(233)	6,020	55	0.9%	underspend
Miscellaneous	22,631	11,256	8,407	(951)	7,456	3,800	33.8%	underspend
Corporate Landlord	4,787	6,256	5,851	404	6,256	0	0.0%	underspend
Adult Services	65,414	56,419	56,418	0	56,419	(0)	0.0%	overspend
Trading Accounts (Surplus)/Deficit	(1,082)	(1,028)	3,984	(4,871)	(886)	(142)	-13.8%	under-recovery
SUB -TOTAL GENERAL SERVICES	**393,239**	**336,707**	**339,935**	**(6,739)**	**333,197**	**3,510**	**1.0%**	**underspend**
Housing Revenue Account (HRA)	(0)	(16,750)	(17,627)	878	(16,750)	(0)	0.0%	under-recovery
NET EXPENDITURE	**393,239**	**319,957**	**322,308**	**(5,862)**	**316,447**	**3,510**	**1.1%**	**underspend**

	£000's	
Bottom Line Position to 02 March 2018 is an underspend of	**3,510**	**1.1%**
Anticipated Year End Budget Position is an underspend of	**3,688**	**0.9%**

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 02 March 2018

POLICY BOARD :FINANCE, RESOURCES AND CUSTOMER SERVICES : 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	5,249	(5,107)	142	(142)	0.0%	breakeven
Catering Trading	(451)	(772)	(1,008)	236	(772)	0	0.0%	over-recovery
Transport Trading	(505)	(393)	(221)	(172)	(393)	0	0.0%	over-recovery
Roads Trading	(125)	137	(36)	173	137	0	0.0%	underspend
NET EXPENDITURE	**(1,082)**	**(1,028)**	**3,984**	**(4,871)**	**(886)**	**(142)**	**-13.8%**	**under-recovery**

	£000's	
Bottom Line Position to 02 March 2018 is an overspend of	**(142)**	**-13.8%**
Anticipated Year End Budget Position is an overspend of	**(70)**	**-6.5%**

Renfrewshire Council

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

On: **6 JUNE 2018**

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

Heading: **Capital Budget Monitoring Report**

1. **Summary**

1.1 Capital expenditure to 2nd March 2018 totals £5.272m compared to anticipated expenditure of £5.270m for this time of year. This results in an over-spend position of £0.002m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Corporate Issues	£0.002m o/spend	0% o/spend	*£0.005m u/spend*	*0% u/spend*
Total	**£0.002m o/spend**	**0% o/spend**	***£0.005m u/spend***	***0% o/spend***

1.2 The expenditure total of £5.272m represents 76% of the resources available to fund the projects being reported to this board. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

2. **Recommendations**

2.1 It is recommended that Members note this report.

3. Background

3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive.

3.2 This capital budget monitoring report details the performance of the Capital Programme to 2nd March 2018, and is based on the Capital Investment Programme which was approved by members on 23rd February 2017, adjusted for movements since its approval.

4. Budget Changes

4.1 Since the last report budget changes totalling £1.167m has arisen which reflects the following:-

Budget re-profiled from 2017/18 to 2018/19 reflecting updated cashflows received for the projects: (£1.429m):

- ICT Infrastructure Maintenance & Renewal Programme (£0.119m);
- Corporate Asset Management Information System (£0.043m)
- Energy Efficiency Programme (£0.139m)
- Enterprise Resource Planning (£1.128m).

Budget re-profiled from 2018/19 to 2017/18 reflecting updated cashflows received for the projects: (£0.084m):

- Lifecycle Capital Maintenance Fund (£0.084m)

Budget Increases in 2017/18 (£0.178m)

- Lifecycle Capital Maintenance Fund (£0.043m) reflecting grant award for restoration of war memorials;
- Digital Infrastructure Provision (£0.135m) from a contribution from revenue for the project.

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, 23rd February 2017.

The contact officers within the service are:

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

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

Finance, Resources & Customer Services - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

Project Title	Approved Programme @23/02/17	Current Programme MR 12	Year To Date Budget to 02-Mar-18	Cash Spent to 02-Mar-18	Variance to 02-Mar-18	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
CORPORATE PROJECTS								
ICT Infrastructure Maintenance & Renewal Programme	1,400	1,305	1,150	1,135	15	1%	170	87%
Corporate Asset Management Information System	0	0	0	0	0	0%	0	-
RVJB - Council Requisition (56.2%)	0	18	0	0	0	0%	18	0%
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	61	50	53	-3	-6%	8	87%
Lifecycle Capital Maintenance (LCM) Fund	6,435	3,294	2,620	2,607	13	0%	687	79%
Enterprise Resource Planning	1,512	1,854	1,050	1,086	-36	-3%	768	59%
Digital Infrastructure Provision	0	435	400	391	9	2%	44	90%
TOTAL FINANCE, RESOURCES & CUSTOMER SERVICES	**17,188**	**6,967**	**5,270**	**5,272**	**-2**	**0%**	**1,695**	**76%**

Renfrewshire Council

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

On: **6 JUNE 2018**

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

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

1. **Summary**

1.1 This report provides an overview of the performance of the Housing and Non-Housing Capital Programmes for the period to 2nd March 2018.

1.2 The Council Approved Programme figures reflect the Capital Investment Strategy which was approved by Council on 23rd February 2017 for both Housing Services and Non Housing Services. The Private Sector Housing programme was approved by the Housing and Community Safety Policy Board on 14th March 2017. The Current Programme figures reflect adjustments to the approved Capital Programme since approval.

1.3 The Council must determine and keep under review the maximum amount which it can afford to allocate to capital expenditure. In addition, the Council must also keep under review its Capital Financing Requirement (CFR) i.e. the level of resources that are used to fund capital expenditure over the longer term (rather than at point of spend). It is also the duty of the Council to have regard to the Prudential Code in setting its capital expenditure limit and its capital expenditure requirement.

1.4 The limit on capital expenditure which the Council has set for 2017-18 is shown in the table overleaf. The limit is based on the resources available to fund the capital programmes, split between Housing and Non Housing Services, but excludes PSHG as this is not considered to be capital spend.

	Approved Limit £m	Actual Expenditure £m
Non Housing	73.330	60.663
Housing	11.247	10.951
Total	**84.577**	**71.614**

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

	Approved CFR to 31 March 2018 £m	Projected CFR to 31 March 2018 £m
Non Housing	253	243
Housing	127	122
Total	**380**	**365**

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1.6 68% of the available resources for Housing and 72% for Non Housing have been spent to 2nd March 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 2nd March 2018 is summarised for both the Housing & Non-Housing programmes on Appendix 2.

4. **Housing Services Programme**

4.1 The programme approved by Council on 23rd February 2017 totalled £19.895m. The programme currently stands at **£10.951m**, a decrease of £8.944m, 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 £11.756m.

4.2 Capital expenditure at 2nd March 2018 totals **£7.479m** compared to anticipated expenditure of £7.523m.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing Programme	£0.044m u/spend	1% u/spend	*£0.006m u/spend*	*0% u/spend*

4.3 The actual capital expenditure of **£7.479m** is 68% of the available resources, and compares with 68% for the equivalent time in 2016/17.

4.4 Capital income of £2.302m has been received in the period to 2nd March 2018 representing 58% of the estimated capital income for the year. This compares with 100% in 2016/17. The majority of the remaining income is in relation to a grant to be received by the Scottish Government in late March for Council House New Build.

5. **Non Housing Services Programme**

5.1 The programme approved by Council on the 23rd February 2017 totalled £75.987m. The current programme totals **£60.663m**, a decrease of £15.324m, being the net effect of resources brought forward from 2016/17 of £16.829m, projects re-profiled from 2017/18 to 2018/19 of £38.013m and new funding in 2017/18 of £5.860m 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 2nd March 2018 totals **£43.917m** compared to anticipated expenditure of £43.978m, and therefore shows an under-spend of £0.061m. The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Non Housing Programme	£0.061m u/spend	0% 0/spend	*£0.038m o/spend*	*0% o/spend*

5.3 The actual cash expenditure of **£43.917m** is 72% of the available resources, and compares with a 76% 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 £19.391m has been received to 2nd March 2018. This represents 76% to date of the total anticipated income, and compares with 79% for the equivalent period in 2016/17.

6 Private Sector Housing Grant Programme

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

6.2 The programme approved by the Housing and Community Safety Policy Board on 14th March 2017 was £2.500m. The programme currently stands at **£1.069m**, a decrease of £1.431m, 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 £1.911m and new funding in 2017/18 of £0.197m which is a result of an increase in revenue funding.

6.3 Expenditure to 2nd March 2018 totals **£1.069m** compared to anticipated expenditure of £1.069m, and therefore shows a break even position.

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, 23rd February 2017.
(b). Housing Revenue Account Budget and Rent Levels 2017/18 and Housing Capital Investment Plan 2017/18 to 2019/20 – Council, 23rd February 2017.
(c). A Prudential Framework for Capital Finance in Renfrewshire Progress Report – Council, 21st December 2017.

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

Appendix 1

CAPITAL PROGRAMME 2017/18 - BUDGET MONITORING REPORT TO 02 MARCH 2018 (£000s)

Project Title	Approved Programme @23/02/17	Current Programme MR 12	Year To Date Budget to 02-Mar-18	Cash Spent to 02-Mar-18	Variance to 02-Mar-18	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
EDUCATION & CHILDREN'S SERVICES								
Education & Children's Services	22,447	23,090	16,952	16,898	54	0%	6,192	73%
TOTAL	22,447	23,090	16,952	16,898	54	0%	6,192	73%
COMMUNITIES, HOUSING & PLANNING								
Housing(HRA)	19,895	10,951	7,523	7,479	44	1%	3,472	68%
Housing(PSHG)	2,500	1,069	1,069	1,069	0	0%	0	100%
Development & Housing(THI/LGAN)	2,849	230	188	192	-4	-2%	38	83%
TOTAL	25,244	12,250	8,780	8,740	40	0%	3,510	71%
INFRASTRUCTURE, LAND & ENVIRONMENT								
Environment & Communities	14,385	16,105	12,644	12,626	18	0%	3,479	78%
TOTAL	14,385	16,105	12,644	12,626	18	0%	3,479	78%
FINANCE, RESOURCES & CUSTOMER SERVICES								
Corporate Projects	17,188	6,967	5,270	5,272	-2	0%	1,695	76%
TOTAL	17,188	6,967	5,270	5,272	-2	0%	1,695	76%
LEADERSHIP								
Leisure Services	5,690	908	874	872	2	0%	36	96%
Development & Housing Services	13,428	13,283	8,020	8,026	-6	0%	5,257	60%
Social Work Services(Adult Social Care)	0	80	30	31	-1	-3%	49	39%
TOTAL	19,118	14,271	8,924	8,929	-5	0%	5,342	63%
TOTAL ALL BOARDS	98,382	72,683	52,570	52,465	105	0%	20,218	72%
MADE UP OF :-								
Non-Housing Programme	75,987	60,663	43,978	43,917	61	0%	16,746	72%
Housing Programme(HRA)	19,895	10,951	7,523	7,479	44	1%	3,472	68%
Housing Programme(PSHG)	2,500	1,069	1,069	1,069	0	0%	0	100%
PROGRAMME TOTAL	98,382	72,683	52,570	52,465	105	0%	20,218	72%

Appendix 2

RENFREWSHIRE COUNCIL
2017/18 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO PERIOD 02 MARCH 2018 (92% OF FINANCIAL YEAR 2017/18)

		2017/18							
		Housing Services		Non Housing Services		PSHG Programme		Total	
A.	**RESOURCES AVAILABLE TO FUND CAPITAL PROGRAMME**	£'000		£'000		£'000		£'000	
1.	Prudential Borrowing	6,995		27,975				34,970	
2a	General Capital Grant			16,645		900		17,545	
2b.	Specific Capital Grant	1,825		239				2,064	
3.	Usable Capital Receipts	2,131		8,564				10,695	
4.	Contribution From Current Revenue (CFCR)	0		7,239		169		7,408	
5	Total Resource Availability	**10,951**		**60,662**		**1,069**		**72,682**	
B.	**CAPITAL PROGRAMME**								
6.	Resources Available	10,951		60,662		1,069		72,682	
7.	Current Programme	10,951	100%	60,662	100%	1,069	100%	72,682	100%
C.	**ACTUAL EXPENDITURE VS PROJECTED**								
8.	Resource Availability	10,951		60,662		1,069		72,682	
9.	Cash Spent as at 02/03/2018	7,479	68%	43,917	72%	1,069	100%	52,465	72%
10.	Cash to be Spent by 31/03/18	3,472		16,745		0		20,217	
D.	**ACTUAL RECEIPTS VS PROJECTED**								
11.	Current Programme (total receipts expected)	3,956		25,448		900		30,304	
12.	Actual Cash Received to 02/03/2018	2,302		19,391		825		22,518	
13.	Receipts available to augment capital programme to 02/03/2018	2,302	58%	19,391	76%	825	92%	22,518	74%
14.	Receipts to be received by 31/03/18	1,654		6,057		75		7,786	

Renfrewshire Council

To: Finance, Resources & Customer Services Policy Board

On: 6th June 2018

Report by: Director of Finance and Resources

Heading: **Annual Efficiency Statement 2017/18**

1. **Summary**

1.1. Scottish Councils have agreed to publish an Annual Efficiency Statement which reports the council's efficiency projects and activities, and seeks to quantify the level of efficiencies achieved. The attached Annex A identifies the efficiencies achieved in 2017/18.

1.2. Efficiencies should comply with the definition adopted by the Scottish Government. There is also an expectation the Statement will be published on the Council website.

2. **Recommendations**

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

3. **Background**

3.1 Renfrewshire Council has a strong record of achieving and reporting efficiencies, as evidenced by the annual Efficiency Statements published by the Council over the past number of years.

3.2 The format of the template for the Efficiency Statement, as requested by COSLA and the Scottish Government remains unchanged from previous years, with the template summarising efficiencies achieved.

3.3 The Scottish Government definition of an efficiency is "where a body manages to deliver services or functions that can be shown to result in a broadly similar (or improved) level of outcome for a lower unit input than previously, an

efficiency saving has been made". The efficiencies outlined in the Council's statement have been considered in light of the above definition.

3.4 The 2017/18 statement highlights that efficiencies totalling £3.116m were achieved. These efficiencies have been analysed as:

Workstream	Saving
Procurement	£0.101 million
Shared Services	£0.070 million
Asset Management	£1.400 million
Other Efficiencies	£1.545 million
Total	**£3.116 million**

3.5 A range of performance information is available to demonstrate that the efficiencies generated have not impacted detrimentally on performance, and these are outlined in the Statement. In addition to indicators such as those monitored in both service and corporate scorecards, the audit activity undertaken by independent scrutiny bodies such as Audit Scotland as part of the Council's strategic risk assessment has resulted in a Local Scrutiny Plan which details no significant risks in terms of service delivery.

Implications of the Report

1. **Financial -** This statement will provide a local and national audience with information regarding the council's efficiency programme.

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

3. **Community Planning –** None

4. **Legal** – None

5. **Property/Assets** – The statement highlights the total efficiencies attributable to improved asset management

6. **Information Technology** - None

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

8. **Health & Safety** - None

9. **Procurement** - The statement highlights the total efficiencies attributable to improved procurement practice.

10. **Risk** - None

11. **Privacy Impact** – None

12. **COSLA Impact** – COSLA act as the co-ordinating body in collating all Scottish Council's Efficiency Statements and therefore will require a copy of this submission by August 2018

Author: Alastair MacArthur, Ext 7363

ANNEX A

CONFIRMATION OF EFFICIENCIES DELIVERED IN 2017-18

1	**Local Authority Name**	Renfrewshire Council
2	**Total cash efficiency achieved for 2017-18 £'000**	£3.116m
3	**Summary of efficiency activity** e.g. The main initiatives the local authority has taken over the year to ensure a strategic approach to increased efficiency and productivity and the improvements achieved in these areas. The main information that the local authority uses to assess productivity, service quality and performance and how the scope, usefulness or reliability has been improved during the year. Specific steps the local authority has taken during the year to improve collaboration and joint working to deliver efficient and user-focussed services and the improvements achieved.	Renfrewshire Council has a strong commitment to efficient government. The Corporate Management team (CMT) undertakes a strategic overview of savings workstreams, via the "Better Council Change Programme" Workstreams progressed in 2017/18 include: • Energy efficiency measures to reduce the councils carbon footprint and limit the consumption of energy. • Better Council – review of sales, fees and charges in conjunction with a Scotland wide benchmarking review. • Improved Facilities Management arrangements resulting in reduced costs. • Better Council - Overtime cost reductions. • Better Council – Improvements in the customer digital portal. The Council has a robust performance management in place, which ensure that performance is monitored rigorously by corporate and service level management teams and scrutinised by elected members through governance mechanisms. SPI and LGBF Returns are now submitted and reported to the Improvement Service over a phased timeline. To ensure the reliability of the indicators a standardised verification procedure is in place. The performance of councils services, based on considerations such as quality, cost and satisfaction of service users is monitored through a number of mechansims including: external validation of services through for example inspections of schools, pre 5 establishments and registered care services; 6 monthly reporting to the Leadership Board on progress relating to the implementation of the Council Plan; quarterly performance reports scrutinised by the Corporate Management Team; 6 monthly reports to relevant policy boards in relation to Service Improvement Plans and related performance scorecards; detailed consideration of aspects of performance such as complaints handling by the relevant policy board or Audit, Risk and Scrutiny Board; and operational performance reporting at a service level, including business plans monitored by policy boards. The Local Government Benchmarking Framework (LGBF) brings together performance indicators covering information about a wide range of key services such as education, housing and adult social care. In February 2018, the validated 2016/17 LGBF data was formally published. There are 75 indicators within the LGBF suite of performance indicators. Of these 64 national indicators (where current data is available) • 44 indicators (69%) have improved since last year or have remained relatively unchanged (39 improved, 5 remained the same); and • 20 indicators (31%) have declined in performance. Renfrewshire Council received their Best Value Assurance

		report in August 2017. It commended the Council on: • Progress since the previous Best Value Audit; • Evidence of improving service performance; and • Effective financial plans and a record of sound financial management. Renfrewshire Council actively participates in shared service arrangements e.g. Waste Facilities and a shared Civil Contingencies Service as well as progressing major collaborative infrastructure investment opportunities through the Glasgow and Clyde Valley City Deal. Statutory Performance Indicators, for each service's improvement plan and the CMT Quarterly Scorecard. Audit activity undertaken by Audit Scotland and other scrutiny organisations as part of the council's shared risk assessment has resulted in the Local Scrutiny Plan, which highlights no significant risks.
4	**Breakdown of efficiency saving by Procurement, Shared Services or Asset Management £'000** (only where relevant – not all efficiencies will fall into these categories, so the figures here do not have to match the overall total).	Procurement = £101k
		Shared Services = £70k
		Asset Management = £1,400k
5	**Evidence**: What performance measures and/or quality indicators are used to ensure that efficiencies were achieved without any detriment to services?	See comments above. Renfrewshire Council has a suite of Statutory Performance Indicators associated with each of it's service department's Service Improvement Plans and the CMT Quarterly Scorecard which reflects Council priorities.

Signed ……..... (Chief Executive or equivalent)

Signed (if applicable)……..... (Council Leader or equivalent)

Date ……

Renfrewshire Council

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

On: **6 June 2018**

Report by: **Chief Executive**

Heading: **COSLA Annual Levy 2018/19**

1. Summary

1.1 COSLA has now agreed the annual levy for 2018/19. As in previous years the Council's contribution has been assessed on the basis of a standard fixed sum of £10,000 per council with the balance of the subscription being determined by the number of people living within Renfrewshire.

1.2 The Council's contribution for 2018/19 has been set at £105,579 (exclusive of VAT). The 2018/19 levy is payable in June 2018.

2. Recommendations

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

a) Agrees payment of the COSLA levy for 2018/19

Implications of the Report

1. **Financial –** An allowance for the COSLA subscription has been included within the 2018/19 Chief Executive's Service budget.

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

3. **Community/Council Planning –** none

- *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

List of Background Papers - None

Author: Gemma Wilson, Chief Executive's Service.

To: Finance, Resources and Customer Services Policy Board

On: 6 June 2018

Report by: Director of Finance & Resources

Heading: Increase in the level of School clothing grants

1. **Summary**

1.1 COSLA Leaders agreed at their meeting on 25 May 2018 the proposal that a minimum level of £100 for school clothing grants is in place for the beginning of the 2018/19 academic year. The Scottish Government has provided a total of £6m of additional funding in 2018/19 in order to allow councils to make school clothing grants at a minimum level of £100 per eligible pupil.

1.2 Council agreed in March 2018 to set the level of grant for the 18/19 academic year at £70. The additional funding provided by the Scottish Government of £219,000 will be sufficient to allow the level of grant to be raised to £100 in Renfrewshire.

2. **Recommendations**

2.1 Note the additional funding provided by the Scottish Government to enable the Council to increase its financial provision for School clothing grants.

2.2 Agree to increase the level of school clothing grant to £100 per eligible pupil from the 2018/19 academic year; and

2.3 Note that there is no change to the eligibility criteria applied in Renfrewshire.

---

3. **Background**

3.1 School clothing grants are provided to qualifying parents or guardians to assist with the purchase of school uniforms. The amount awarded per eligible pupil was raised from £55 to £70 by the Council at its budget meeting on 2 March 2018.

3.2 The Scottish Government has proposed that a minimum level of grant of £100 is made to eligible pupils, and has indicated that additional funding amounting to £6.0 million nationally will be available to deliver this policy; of which Renfrewshire will be allocated £0.219 million. Funding is not ringfenced and will be included within general revenue grant.

3.3 This additional funding is sufficient to meet the additional cost of £30 per eligible pupil based on an estimated 6,000 – 7,000 eligible pupils. There is no change to the eligibility criteria proposed, which will remain based on the current financial conditions.

3.3 COSLA Leaders agreed at their meeting on 25 May 2018 to the Scottish Government proposal with regards a minimum level of grant, and also with regards to the distribution methodology. The minimum level of grant will be reviewed every 2 years.

3.4 The Scotttish Government's announcement of additional funding for clothing grants represents a material change of circumstances that was not apparent at the time of the Council budget meeting when the grant of £70 per eligible pupil was approved.

Implications of the Report

1. **Financial** – the additional cost of the increased level of grant will be met from the additional income provided by the Scottish Government.

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

3. **Community/Council Planning –**

- *Tackling inequality, ensuring opportunities for all* – school clothing grants provide support to families to address the costs of school attendance.

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** – COSLA Leaders agreed the proposal that a minimum level of £100 per eligible pupil for school clothing grants is in place from the start of the 2018/19 academic year.

List of Background Papers

(a) Background Paper 1 – minute of COSLA Leaders meeting 25/5/18

Author: *Alastair MacArthur, Ext 7363*

To: Finance, Resources and Customer Services Policy Board

On: 6 June 2018

Report by: Director of Finance and Resources

Heading: Customer & Business Services Performance Report

1. **Summary**

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

2. **Recommendations**

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

3. **Revenue Collection**

3.1 **Council Tax**

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

3.1.2 The billable sum for 2018/19 is £77,463,120

3.1.3 The sums collected to date for 2018/19 are £11,304,362 which is 14.59% of the billable sum. This is broadly the same level of cash collection as a proportion of net charges billed compared with the same position for 2017/18, reporting a less than 0.1% difference.

3.1.4 The Council Tax Reduction awarded is £12,490,536 amounting to 13.89% of the billable sum, which is 0.43% 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 28th April 2018 for Non Domestic Rates (NDR). It also provides details of the total sums collected for the previous year.

3.2.2 The Non Domestic Rates (NDR) charges billed for 2018/19 amount to £132,544,042.

3.2.3 The cash receipts to date amount to £3,000,261 which is 2.26% of the sums billed. This is a decrease in cash collection as a proportion of net charges billed of 0.91% compared with the same position for 2017/18.

3.2.4 NDR collection is at a very early stage with 1st instalment not due until 7th May 2018, 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 April 2018. Also provided is an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund.

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

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

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

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

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

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

Table 1 – Performance Summary

Performance measure	5 Week Reporting Period 16 March 2018 to 19 April 2018	Year to date position	Annual Target
New Claims – processing time	20 days	20 days	24 days
New Claims - % processed within 14 days of all information received	93%	93%	92%
Changes in Circumstance – processing time	6 days	6 days	10 days

4.4 **Discretionary Housing Payments**

4.4.1 The total budget for Discretionary Housing Payments for 2018/19 is shown in table 2 below.

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

4.4.2 The DHP budget has been calculated to include the full Scottish Government estimate of the amount of funding required to fully mitigate the effect of the Bedroom Tax. This estimate includes a 20% reserve allocation which will be paid in May 2019, if required.

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

4.4.4 Table 3 shows the performance information in relation to DHPs. The table shows that processing time in relation to DHP is slightly behand target, this is due mainly to the initialisation process for the new financial year, it is expected that this figure will be within target by the next reporting cycle.

Table 2 – DHP Budget

Funding – indicative allocations	**amount**
Financial Hardship (non Benefit Cap)	£99,384
Financial Hardship (Benefit Cap)	£186,847
Bedroom Tax*	£1,940,786
Total budget for the year	£2,227,017

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

Table 3 – DHP Performance Summary

Measure	**1 April 2018 to 28 April 2018**
Volume of DHP applications received	79 applications
Volume of DHP decisions made	135 decisions
Number of DHP awards	121 awards
Average processing time (target 29 days)	31 days
Total amount committed/paid	£52,498

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 2018/19 in line with Scottish Government guidance and had spent 5.77% of its total budget for the Scottish Welfare Fund (SWF) by the end of April 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

Measure	1 April 2018 to 28 April 2018
Number of Crisis Grant applications received	814
Number of Crisis Grant Awards	652
Total amount paid for Crisis Grants	**£45,228**
Average Processing time (2 working days target)	**1 day**
Average Processing time (within month)	**1 day**
Number of Community Care Grant applications received	161
Number of Community Care Grant Awards	89
Total amount paid for Community Care Grant	**£50,904**
Average processing time year to date (15 working days target)	**14 days**
Average processing time (within month)	**14 days**
Total amount paid/committed from the fund	**£67,686**
Total Budget	**£1,172,473**

5. **Customer Service Provision**

5.1 This section details the performance of the customer service unit for April 2018 and a full year overview for the 2017/18 financial year. 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 April the contact centre received 35,360 calls and answered 90% against a primary target of 90% for the period.

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

Primary target	Year	Calls Received	April	Year to Date
90% calls answered	2018	35,360	90%	90%
	2017	28,156	97%	97%

5.2.3 The contact centre achieved the primary target of answering 90% of all calls. This was achieved despite an increase of 7,204 calls (25%) compared to 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	April	Year to date
70% calls in 40 seconds	2018	56%	56%
	2017	71%	71%

5.2.5 The contact centre performance in relation to the secondary target was below target for the month of April, mainly due to the increased demand which can be attributed to Council Tax Annual Billing and the Easter Weekend holiday period coinciding with the start of the financial year.

5.2.6 Call handling was further impacted by the introduction on the 25th of April, of a new contact centre call management system. The new system will deliver enhanced functionality to the call centre operating system however as with any new system, it required significant effort to ensure continuity of service for our customers while training staff to handle calls effectively and adjust to the new ways of working.

5.3 **Face to face provision**

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

5.3.2 The service received 3,795 customer visits in the period and continues to deal with these customers within target performance. This is compared to 3,684 visits for the same period last year. All locations continue to achieve target for face to face customer service visits.

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

Location	Year	April	Year to Date
Paisley	**2018**	**19:03**	**19:03**
	2017	14:07	14:07
Renfrew	**2018**	**05:41**	**05:41**

	2017	08:18	08:18
Johnstone	**2018**	**11:13**	**11:13**
	2017	11:52	11:52

5.4 **Factors impacting performance in the period**

The service level for the contact centre was below the target of 70% of calls answered in 40 seconds. The key factors during the month which caused this are outlined below.

- The contact centre experienced a 25% increase in demand compared to the same period in the previous year. This is mainly attributed to the timing of this year's Council Tax Annual Billing which historically increases queries from customers in relation to billing and payment issues.

- The service was also affected by the Easter Weekend shutdown coinciding with the start of the financial year and the start of the school holidays, with the combination of all three at the one time impacting on call response times.

- Finally, the contact centre implemented a new enhanced call management system on the 25th April. As noted at 5.2.6 the change over from one system to another required significant effort to develop and test the new system to ensure continuity of service and the necessary training activity resulted in reduced resources at times through the month.

5.5 **Last Year Performance Summary**

5.5.1 The table below outlines the overall performance for the contact centre from 1st April 2017 to 31st March 2018. Overall the primary target of 90% of calls answered was achieved, with the service level ending marginally lower than the 70% target at 69%.

	Calls Received	% Answered	Service Level
Full Year	353,684	96%	69%

The Table below outlines the overall performance for the customer service centre and service points in Renfrew and Johnstone from 1st April 2017 to 31st

March 2018, with overall performance below the primary target of 20 minutes wait time.

	Customer visits	Average Wait Time
Full Year	27,049	12:53

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

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Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28TH APRIL 2018

COUNCIL TAX

	2017/18 £m	2018/19 £m
Projected Yield	82.043	85.957
Gross Charges	86.359	89.954
Less rebates	12.185	12.491
Net Charges Billed	74.174	77.463
Cash Collected	70.431	11.304
Rebate Grant	12.185	12.491
	82.617	23.795
Cash collected as % of Net Charges	94.95%	14.59%
Income as % of Projected Yield	100.70%	27.68%

NON DOMESTIC RATES

	2017/18 £m	2018/19 £m
Projected Yield	124.132	129.893
Gross Charges	146.359	151.335
Less reliefs	19.693	18.791
Net Charges Billed	126.666	132.544
Cash Collected	122.730	3.000
Cash collected as % of Net Charges	96.89%	2.26%
Cash collected as % of Projected Yield	98.87%	2.31%

APPEALS

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

Target processing speed	60		
Result: last 3 months (days)	Feb: 60 days	March: 33 days	April: 33 days
Average (12 months to date)	42 days		
Average Appeals Completed	6 Appeals per month		

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

REVISIONS

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

Target	28 days		
Result last report	Dec: 34	Jan: 40	Feb: 38
Result Last 3 months	Feb: 38	March: 44	April: 50

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

ACCURACY

The Service proactively monitors the accuracy of benefits decisions made through a robust audit checking programme. The Service targets to audit 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 requiring100% of their work to be checked.

	Target %	Actual %
Volume of Audits	3%	15%
Accuracy – February 18	95%	98%
Accuracy – Year to Date	95%	98%

Comment:- The Service has set a stretching target for Accuracy and this has been more than achieved for the period.

OVERPAYMENTS

	Target %	Actual %
16/17: % recovery of debt raised	73%	76.77%
17/18: % recovery of debt raised	73%	96.16%

Comment:- The value of overpayments reported at the last Board was £7,384,343, the current value is £7,460,758. The collection percentage was boosted by targeted action for recovery of overpayments from ongoing Housing Benefit during April.

Renfrewshire Council

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

On: **6 June 2018**

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

Heading: **Better Council Change Programme Update**

1. **Summary**

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

2. **Recommendations**

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

i. Note the progress being made on the implementation of the Council's Organisational Development Strategy.

ii. Approve two new HR & OD Policies; People, Performance and Talent (PPT) and Recruitment.

ii. Note the progress being made to create the action plan and initiate the programme of work to deliver the Customer Strategy 2017 – 2022.

3. Background

3.1 The Better Council Change programme has been an 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. This report focusses on the Council's Organisational Development Strategy and the Customer Strategy, two strategies critical to delivery of wider BCCP projects.

4. Update on the Council's Organisational Development Strategy 2016-19

4.1 Council employees deliver essential day to day services to the Renfrewshire Community which help to make a real difference to individuals and their families.

4.2 To support employees to deliver our services of the future, progress continues to be made with the implementation of the Council's Organisational Development Strategy 2016-19. The strategy, which builds on previous workforce plans has three key priorities focusing on improving how we manage and develop employee performance, how we support workforce planning and how we ensure that the workforce is appropriately supported to be skilled, engaged, motivated and adaptive. The entire focus of the strategy, aligned to the outcomes in the Better Council Change Programme, is the investment in the development of our people, our most valuable asset.

4.3 Key progress made since the last update provided to Members in March 2018 is detailed below under each priority.

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

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

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

4.6 Each Service has in place its own Workforce Plan and associated priorities which are aligned to the above key Council themes. Each Workforce Plan is monitored through the Council's Pentana Performance System ensuring the robust monitoring of progress.

4.7 Progress made against these priorities is provided regularly to all the Trade Unions as part of the joint Trade Union Liaison Meetings which take place with HR&OD, Trade Unions and Services. HR & OD continue to meet regularly with senior management teams in all services to provide support on workforce planning whilst agreeing progress to date and actions to be progressed over the next 6 months.

4.8 **Appendix 1** provides a high-level summary of the priorities and progress made by Services collectively as at end of May 2018.

4.9 The table below highlights overall progress made by services since the plan was approved August 2017.

Council Workforce Plan Progress by Service and theme.

Theme	Chief Executive's Service	Children's Services	Development and Housing Services	Environment and Communities	Finance and Resources	Overall Council Progress %
A Modernised and Flexible Workforce	58%	58%	55%	43%	56%	**54%**
A Developing Workforce	83%	83%	83%	83%	83%	**83%**
A Resilient Workforce	57%	44%	43%	31%	33%	**42%**
A Skilled Workforce	60%	56%	50%	37%	63%	**53%**
A Partnering Workforce	85%	87%	75%	75%	75%	**79%**
Total Progress	**68%**	**65%**	**61%**	**53%**	**61%**	**62%**

4.10 **Appendix 2** highlights the workforce planning priorities for the next 6 months.

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

4.12 The roll out of management and leadership development programmes is progressing well with approximately 250 managers from across all services participating in the new Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Level 3 Certificate in First Line Management. Across the three programmes, 14 cohorts have commenced with 98 workshops having been delivered to date. 71% of all managers attending these programmes are female supporting our gender pay gap actions. Attendance levels are positive at 86% and evaluations measuring a range of factors continue to cite delivery style, course content, Head of Service endorsement and peer networking opportunities as the key benefits of participating in the programmes.

4.13 Furthermore, to increase the Council's offering of formal accredited development opportunities, discussions are underway with the University of West of Scotland to identify more strategic levels of CMI programmes, specifically a Level 5 Qualification in Management and a Level 7 Qualification in Leadership, which would be aimed at completed ASPIRE and Leaders of the

Future delegates. This will allow the Council to build on its suite of accredited and academic learning and development provision.

4.14 A new CMI Level 2 Certificate programme for frontline employees is in the final stages of development with an anticipated launch of August 2018. The level 2 programme will support front line employees with development, career pathways and a qualification around supervisory and team leader skills.

4.15 The Council is leading the implementation of a new Cross Organisational Mentoring scheme with neighbouring Councils and NHS Greater Glasgow and Clyde. The scheme is for senior managers and aims to facilitate the sharing of knowledge and expertise across organisations for managers at different stages in their career supporting their personal and career goals and development. Key benefits for participating Councils include:

- Developing a culture of personal and professional growth in senior staff;
- Demonstrating the steps taken to invest in and improve senior staff morale, performance and motivation;
- Learning from other desired organisational behaviours and attitudes;
- Enhancing the leadership and coaching skills of managers;
- Identifying emerging talent;
- Supporting the development of professional relationships.

4.16 Partners involved (Glasgow City, Inverclyde, South Lanarkshire, West Dunbartonshire Councils and NHS Greater Glasgow and Clyde) have met and agreed the principles of the scheme, with an anticipated launch date of August 2018. Materials to support, communicate and promote the scheme are in the process of being developed. Each partner has agreed to put forward mentors and mentees ranging from Senior Manager to Chief Officer and to place a focus on encouraging females to become involved, a key action to support the improvement of the gender pay gap in Renfrewshire. In addition, the Council is exploring the potential to implement an internal mentoring scheme to further support those managers who complete the Leaders of the Future, ASPIRE and CMI development programmes.

4.17 Following detailed analysis of the Council's Gender Pay Gap, a report was presented to the Council's Leadership Board in April 2018. The report outlined the gender make-up of the Council and highlighted a pay gap of 4.59% or £0.70 per hour in favour of male, along with suggested steps to be taken to reduce the pay gap.

4.18 As the future demand to use technology becomes more essential for work, life and learning the Council, in partnership with West College Scotland, Trade Unions and our local libraries are offering front line employees the opportunity to improve their digital skills. The training aims to build our employees confidence in using technology, whilst gaining new skills to help them in their everyday personal and working lives. Initial funding has been secured from the Flexible Workforce Development Fund and Unison to deliver training to approx. 350 employees. Phase 1 of the programme has commenced and runs from April to June 2018. The programme is delivered in 3 different sessions (2 hours each) and covers the following core topics:

- **Managing Information** - Using the internet to find, manage and store information safely and securely.
- **Communicating** - Keeping in touch using email, social media, forums and messaging.
- **Transacting** - Booking travel, ordering shopping and managing your banks accounts.
- **Problem Solving** - Using tutorials and support to teach yourself new skills.
- **Creating** - Discovering new and improved ways to make connections and engage with people through the creation of social media posts, photo albums, feedback forums.

4.19 Phase 1 is being delivered over a variety of dates, times and venues and managers are supporting the potential release of employees during working hours where possible. Pre-and post-evaluation will be carried out as the programme evolves to measure the success and impact the training has. To date, 85 employees have signed up for the training and 13 workshops have been delivered.

4.20 The review of all Corporate People Development provision is nearing completion. All people development activities including the e-learning provision and how to support our female workforce in management and leadership roles has now been reviewed. Results are currently being analysed, alongside the results from the 'Your Development, Our Future' People Development Survey, of which circa 750 employees completed, approximately 10% of the Council's workforce. An update from the review will be presented to Members in the next board cycle.

4.21 The HR & OD Policy Review Plan for 2018 is progressing well with the Trade Unions with the new Carers Leave and Flexible Retirement Policies approved by Members at the Board in March 2018. Members are asked to approve two new HR & OD Policies; People, Performance and Talent (PPT) and Recruitment (**Appendices 3 and 4**).

4.22 In terms of recruitment, our Council of the future requires a highly skilled, flexible, adaptive and motivated workforce committed to driving continuous improvement to achieve the Council's vision and values and meet the needs of Renfrewshire's communities. The new Recruitment Policy, attached at **Appendix 4** provides the Council's statement of intent for recruitment, outlining how it will conduct its recruitment process to attract the right people, for the right jobs, with the right skills, knowledge and competencies. The Council will strive to reach out to all community groups through its recruitment campaigns and targeted activities to attract a wide and diverse talent pool. Appointments will be made on merit and best-fit with the Council's organisational competencies, goals and values whilst meeting best practice and legislative requirements. Supporting guidance and development in recruitment good practice will be made available for managers and employees to support the fair, inclusive and consistent implementation of this policy.

4.23 ***Key priority 3 - Performance Appraisal (A highly effective, systematic & objective process for setting standards for, managing and developing individual performance will be developed and implemented. Performance standards, measures and output, will be aligned to service plans, BCCP, Council Plan and underpinned by core competencies).***

4.24 The new People, Performance and Talent Policy (PPT), attached at **Appendix 3** will modernise the Council's approach to performance appraisal by introducing a continuous improvement cycle, incorporating a new set of Council core competencies, which are used to set fair and consistent guidance on the expected behaviours for employees. This approach will promote investment in our people, by maximising employee performance to support them to reach their full potential.

4.25 A key change in approach is the removal of prescribed times for performance reviews to take place in the calendar year. PPT aims to ensure that, as a minimum, employees have a performance review at least once a year. Where is it operationally possible, a mid-cycle review should take place to monitor progress and agree any new or revised objectives whilst providing support when required. The change in approach is in line with modern continuous performance review practice and will provide more ownership and flexibility to

managers and employees whilst enhancing the performance review experience.

4.26 Managers are encouraged throughout the PPT process to strengthen understanding of service and Council priorities, when planning and discussing individual objectives. This is to establish a golden thread and reinforce the importance of what employees do day-to-day and the impact it can have on the achievement of improved outcomes for the Council. The 6 core competencies are:

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

4.27 The expected behaviours against each competency change in complexity depending on the grade of employee. There are 4 levels of complexity within each core competency.

4.28 The core competencies should be considered in relation to each job. At the start of the PPT cycle, employees will self-evaluate by providing specific work examples to demonstrate how expectations are met, exceeded or where development is required against each core competency. Managers will also review the employee's performance prior to the meeting to inform the discussion and provide relevant feedback. The PPT meeting allows the expected standards to be affirmed, discussed and feedback provided about the performance levels being demonstrated. A development plan to support job-specific objectives will also be agreed.

4.29 All employee competency levels will be captured and recorded electronically through Business World when it's available to identify Council-wide performance levels and development requirements. Until then, an interim solution is being developed to capture competency levels as part of the PPT process.

4.30 Data and analysis from the PPT process will help the Council identify where it needs to focus people development solutions as well as identifying high performing talent. By identifying and managing talent strategically, the Council can work towards creating a high performing and sustainable workforce capable of meeting the Council's future challenges.

4.31 Supporting guidance has been developed for both managers and employees. This sets out the purpose and importance of PPT and how improved employee performance can have a direct positive impact on the Council's strategic outcomes.

4.32 Employee development on PPT, will involve a multi-channel approach including video and on-demand learning solutions with a suite of guidance and supporting materials to supplement these. Face to face development will be provided where appropriate depending on the requirements of specific services.

5. Customer Strategy Update

5.1 The Customer Strategy 2017-2022 was approved by the Finance, Resources and Customer Services Policy Board on 8th November 2017. It was agreed that 6 monthly updates will be provided to this board.

5.2 An action plan has been developed and work is underway to create the programme team to lead the implementation of the new Customer Strategy for the Council. The programme is structured around the 5 key themes of the Council Plan, with deliverables defined for each workstream. The action plan for each of the strategic themes is attached to this report at **Appendix 5**.

5.3 The Council has a strong commitment to improving the service it provides to citizens by looking at innovative technologies and developing services based on customer's needs. Training has begun to develop Service Design skills within the Council and a new Digital Team is being recruited to support the development of online services for customers.

5.4 Work to develop an updated Customer Strategy was started at the beginning of 2017 and involved consultation with customers and staff over the summer period to validate the key themes which were apparent following the customer insight project.

5.5 The feedback received from the consultation resulted in the strategy being developed around five key themes which have been used to create workstreams aiming to deliver the key objectives outlined in the strategy. The key themes described in the strategy are:

- Customers
- Service Fulfilment
- Access to Services
- Communication
- Developing Digital Skills

5.6 The action plan has been developed for each of the key themes to ensure the strategic objectives outlined in the strategy are achieved. The key actions will be translated into Service Improvement Plans activities across the Council and will be monitored through that formal reporting route as well as reporting to the CMT on six-monthly basis, and reported back to the Finance, Resources and Customer Services Policy Board on a six-monthly basis.

5.7 The Better Council Change programme Customer Experience and Digital theme 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.

5.8 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.

5.9 With over 30,000 Renfrewshire citizens signed up for MyAccount and over 200 new users joining each week, development of these services continues to be crucial 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 and deploy a fully end to end digital solution for Special Uplifts.

5.10 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

5.11 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.

Implications of the Report

1. **Financial -** the Better council programme is an important element of the Council's approach to transformation and supporting longer term financial sustainability

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 -** 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** – none

List of Background Papers

(a) None

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Appendix 1 – Summary of Council Workforce Planning Priorities and Progress

Theme	Definition	Key Priorities	Key Progress/Activity
A Modernised and Flexible Workforce	Resources are deployed effectively to support a modernised and sustainable approach to service delivery.	• Service re-designs arising from modernisation projects. • Flexible employment contracts, working patterns and HR policies. • Recruitment and retention strategies. • Employee pay and benefits package. • ICT/Enterprise Resource Planning (ERP).	• Service Workforce Plans are aligned to the Council Workforce Plan 2017-2020. • Workforce Planning Priorities are integrated into Service Improvement Plans. • Customer Digital Strategy approved in late 2017 to better understand customer needs, expectations and how they interact with the Council. • Detailed analysis of the Council's Gender Pay Gap was presented to the Leadership Board in April 2018 with key actions to reduce the gap. • The Strategic Organisational Development and Workforce Planning Board has been established. • New and updated HR and OD Policies scheduled for implementation throughout 2018. • Reviews of employment contract types, working patterns, flexible working opportunities, sessional work and out of hours working in progress for key areas. • Introduction of flexible / generic posts, agile working and electronic scheduling in key areas. • 57 Teachers offered employment as a result of a recruitment initiative for Primary Schools. • A number of service re-designs have been completed recently or are in progress. • Clusters and localities have been established in the HSCP.
A Developing Workforce	Employees are supported to reach their full potential through access to development creating a high performance culture.	• Management and Leadership development. • People Development Review. • People, Performance and Talent Policy.	• Leaders of the Future (LOTF), ASPIRE and Chartered Management Institute (CMI) Level 3 management development programmes are well underway with 246 managers participating. 14 Cohorts with 98 workshops have been delivered. • Some ASPIRE and CMI programmes already

			completed with more to follow. • LENS intrapreneurship principles are embedded in the Management programmes. • New Coaching Programme for managers launched. • Renewed core and customised people development workshops continue to be provided to services • Some Services are delivering leadership and management development activity / programmes at a local level. • The Corporate People Development Review "Your Development, Our Future" is nearing completion. • A new People, Performance and Talent (PPT) Policy and guidance is in the final stages of development, due to be presented to Board in June 2018.
A Resilient Workforce	Effective communication to promote opportunities will support employees to be engaged and understand the benefits of working in a healthy, inclusive and innovative environment.	• Employee engagement – strong Council employment brand. • Career pathways to support succession planning. • Strengthen health, safety and well-being.	• A new Council Employee Engagement Strategy is in development to consider the best way of reaching the full workforce with key messages, whilst allowing employees to feedback and have their views heard. Services have in place a variety of ways to communicate and engage with employees just now, i.e. team briefs, newsletters, 1-2-1's, staff panels etc. • Increase in attendance for people development programmes. • There is pro-active knowledge share activity in place across services and with external partners. • Introduction of new local professional/technical competency frameworks in some Services. • Collaboration with local colleges and universities to promote specific professions and the Council as an 'Employer of Choice'. • Generic job roles have been introduced in key Service areas supporting the Council's approach to having a flexible workforce. • A regional approach has been adopted to accessing specialist skills on demand. • The graduate internship programme has created new career entry points for Graduates.

			• Free Graduate Level Apprenticeship (Degree) courses have been sourced, delivered by Glasgow Caledonian University, funded through Skills Development Scotland using the Apprenticeship Levy. Courses include Applied Business Management, Cyber Security, Construction Management and Data Analytics. Employees are enrolled to commence in June 2018. • Promotion of STEM (Science, Technology, Engineering and Maths) careers with partners to support young females into employment and help future workforce supply. • A regional approach to developing career pathways with other Councils is being utilised in some Service areas. • Continued accreditation to BS OHSAS 18001:2007 for the occupational health and safety management system and retention of the Scottish Centre for Healthy Working Lives Gold Award. • New Corporate Health and Safety Policy implemented. • There is an increased on-going focus supporting employee health, well-being and attendance i.e. mindfulness training and annual awareness events.
A Skilled Workforce	Current and future skills are identified, and barriers removed, to ensure the workforce can deliver the services of the future.	• Current skills gap analysis. • Future needs, specialist skills and access on demand. • Barriers to accessing skills development.	• Some key current and future skills requirements have already been identified in services. • A refreshed Corporate People Development Planner has been launched. • On-demand development solutions are available on request, along with 300+ e-learning courses. • Digital skills training to frontline employees. • Mindfulness workshops are offered across the Council to support employee self-management of personal well-being. • Seminars have been delivered to Head Teachers on Discipline and Grievance and Conflict at Work. • Phase 2 of the LENS programme is being rolled out supporting employees to develop intrapreneur and

			innovation skills. • A new Cross Organisational Mentoring Scheme is planned for launch in August 2018. • On the job skills development is available through secondments, short term, “acting up” positions and project working / embedded specialist support-posts within services. • Team development plans in place within the HSCP via I Matter. • Support is available to achieve the qualifications which enable professional registration. • A new Lesbian, Gay, Bisexual, Transgender plus (LGBT+) staff equality network group has been established to provide support and a safe place to discuss and inform decisions and policies that may affect LGBT+ staff. • Barriers to development have been identified and solutions to address are being considered.
A Partnering Workforce	Existing partnership arrangements are strengthened and new opportunities are identified to support capacity and capability.	• Utilise partnerships to strengthen service capacity and flexibility. • Further embed business partnering model to support services. • Engage with Trade Unions on workforce planning progress.	In addition to the Council’s strategic partnership arrangements currently in place in areas of the HSCP, Better Council Plan, Glasgow and Clyde Valley City Deal, Town Centre regeneration, Paisley 2021 City of Culture Bid Legacy, Tackling Poverty and Invest In Renfrewshire, Services across the Council continue to foster and develop relationships with partners to deliver core priorities with some examples being: • An Education collaborative has been established for the West of Scotland Region. The Collaboration will bring a collective focus to driving improvement, and the sharing of best practice between schools and across our education system. • Partnership working remains strong with local universities on workforce supply for roles such as Teachers and Social Workers. • Services being in collaboration with West College Scotland to offer student placements. • The Council participated in West College Scotland’s

			West of Scotland Skill Survey. • Collaboration with external partners and across services to access Early Years Expansion skills. • The Five to Thrive programme for Early Years Practitioners is delivered in partnership with Barnardo's. • The Community Safety Partnership has been highlighted as an area of good practice in the recent Audit Scotland report. • The Council working closely with Engage Renfrewshire, Police Scotland and West College Scotland on the Family Firm initiative. • Working with West College Scotland and the Trade Unions to deliver basic digital training to frontline employees. • Working with other Councils from the Clyde Valley Learning and Development Consortium to share expert knowledge, skills and resources. • Joint Forums and Committees have been established in the HSCP. • The Council is a member of the National Workforce Planning Group facilitated by the Improvement Service • Regular updates are provided to the Trade Unions on OD and Workforce Planning progress at the formal Joint Trade Union Liaison Board to maintain a healthy working environment good working relations.

Appendix 2 – Workforce Planning Priorities for next 6 months

A Modernised and Flexible Workforce	• Continue to implement service re-designs. • Conclude the review of temporary employment contracts. • Implement new and revised HR and OD policies in line with the 2018 HR Policy Plan. • Integrate living wage into Council's pay model and conclude terms and conditions review. • Implement the ERP system.
A Developing Workforce	• Increase participation in the new management and leadership development programmes. • Conclude People Development Review and develop a new Council Learning & Development Strategy. • Implement new People, Performance and Talent Policy.
A Resilient Workforce	• Build on the current career pathways in services to support succession planning approach. • Continue with the programme of employee health, safety and well-being.
A Skilled Workforce	• Implement a skills profile to capture current skills baseline to inform future people development needs and solutions. • Identify key barriers to accessing skills development and work with services to address. • Develop targeted development programme supporting women more senior roles. • Promote equality and diversity awareness.
A Partnering Workforce	• Utilise partnerships to strengthen service capacity and flexibility. • Engage with Trade Unions on workforce planning progress.

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This document is available in alternative formats on request.

Finance and Resources
HR and Organisational Development

People, Performance and Talent Policy

Supporting our employees to reach their full potential

Applies to Local Government Employees and Craft Operatives (excluding the Chief Executive, Chief Officers and Teachers)

Renfrewshire Council

Contents

1.	Introduction	Page 3
2.	Purpose and Aims	Page 3
3.	Scope	Page 4
4.	Responsibilities	Page 4
5.	Best Practice	Page 4
6.	PPT Cycle	Page 4
7.	Supporting Under Performance	Page 6
8.	Capturing and Recording of agreed Performance and Development Objectives	Page 6
9.	Talent Management	Page 6
10.	People Development	Page 6
11.	Confidentiality	Page 6
12.	Impact Assessment	Page 7
13.	Monitoring and Review	Page 7

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1. Introduction

1.1 The Council recognises that employees perform most effectively when the expectations of their job role, work objectives and the wider aims of the Council are made clear to them.

1.2 The Council continues to operate in an environment dominated by change and reform and therefore, the People, Performance and Talent Policy (PPT) supports and complements the Council's workforce planning approach by enabling services and employees to identify areas for development and engage in effective workforce capability and skill building.

1.3 Any adverse impact on performance identified as a result of absenteeism or conduct should still be managed under the respective Council's Supporting Attendance Procedures or Council's Code of Conduct and Disciplinary Procedures.

1.4 PPT replaces MTIPD and MDP and applies to Local Government Employees and Craft Operatives. It does not apply to the Chief Executive, Chief Officers and Teachers as they have their own provisions in place.

2. Purpose and Aims

2.1 The purpose of PPT is to provide a robust continuous improvement cycle which ensures employee performance and development is reviewed fairly and effectively and that individual objectives are agreed and supported.

2.2 PPT aims to:

- Support the Council to identify where it needs to target people development solutions as well as identifying high performing talent.
- Create a culture of continuous improvement through feedback and development objectives, which supports employee aspirations, engagement and workforce resilience.
- Support organisational change leading to flexibility, increased capacity and modernised service delivery.
- Reinforce employee understanding of the performance standards and behaviours that are expected and how this impacts on individual and Council performance.
- Make sure employees have the right to a discussion about how they are performing, and as a minimum, have an annual performance and development review resulting in meaningful objectives.
- Promote mid-cycle review meetings and supportive discussions to achieve performance objectives, recognise areas of good performance and talent, areas for improvement and development needs.

- Address any skills gaps across the workforce to ensure that investment in people development is targeted and makes a difference, providing a return in investment and expectations for the Council and its workforce.

- Support employees who are not meeting the minimum standards expected in the role, by considering the reasons for this and providing additional support where required.

- Ensure managers support and make reasonable adjustments for employees protected under the Equality Act 2010 to achieve their objectives and reach their full potential.

3. Scope

3.1 PPT applies to Local Government Employees and Craft Operatives. It does not apply to the Chief Executive, Chief Officers or Teachers, as they have their own provisions in place.

3.2 Where services and partner organisations have existing arrangements in place to support performance and development needs, for example, Supervision and Professional Development for Social Workers, Health and Social Care Partnership provision or professional development commitments, these must continue as the PPT policy has been aligned to these.

4. Responsibilities

4.1 All management levels, the Trade Unions, employees and HR & Organisational Development have responsibilities for the implementation of this policy and to support employees in achieving their objectives. These responsibilities are detailed in the PPT Supporting Guidance.

5. Best Practice

5.1 PPT has been developed in line with relevant ACAS guidelines on effective performance management and best practice in this area. PPT should also be read in conjunction with other relevant Council policies, procedures and associated guidance.

6. PPT Cycle

6.1 PPT follows a continuous improvement cycle with four phases – Evaluate, Meet, Support and Review. The four phases of the cycle are to:

Evaluate: Assess against the core competencies and job specific skills
Meet: Agree gaps and job specific objectives
Support: Manager provides continuous support and feedback to achieve objectives
Review: Discuss performance against agreed objectives.

6.2 The Council has identified 6 core competencies which provide fair and

consistent guidance on the expected standards of behaviour for employees, regardless of the job they do. The core competencies change in complexity as the grades advance.

6.3 Unlike the technical or specific skills required for each job, the core competencies set the expected standards of behaviour to be demonstrated in achieving work objectives. The core competencies must be considered in relation to each job, demonstrating through examples how these are achieved, exceeded or where development is required.

6.4 The core competencies are:

1. Understand the Bigger Picture
2. Self and Team Development
3. Achieving Excellent Customer Service
4. Communication, Relationships and Engagement
5. Planning and Delivery
6. Approach, Attitude and Values

6.5 Employees will self-assess against the core competencies by considering job specific examples and managers will review performance prior to meeting with the employee to inform the discussion.

6.6 At the PPT meeting, the core competencies are used by managers and employees to discuss the standards expected, performance levels that are demonstrated and agree job specific development objectives detailing what needs to be achieved against each competency. A review period will also be agreed.

6.7 In exceptional situations, there can be flexibility on the level of competency an employee is measured against, depending on the circumstances and discussions between the manager and employee. Further details and guidance are provided in the Council core competencies.

6.8 **360 Review**

6.9 As part of the PPT process, managers are expected to undertake a '360 review' to self-assess themselves against the Council core competencies. The term 360 review means that managers have the opportunity to get feedback on their performance from a number of sources. Feedback from the line manager is mandatory, however feedback can also be requested from, for example, peers, colleagues, direct reports, customers or clients, as part of a 360 review. The outcome of the 360 review is a report which can be used for discussion at PPT review meetings.

6.10 **Mid-Cycle Review**

6.11 Although as a minimum, the purpose of this PPT policy is to ensure that employees have a right to a discussion about their performance and development at least once a year, regular review is also recommended. Where

it is operational possible, mid-cycle review meetings allow progress against objectives to be monitored to agree new or revised objectives, where required. Where progress has not been achieved, this meeting provides an opportunity to discuss the reasons why and put further support in place, where necessary.

6.12 **End of Year Review**

6.13 At the end of the 12-month cycle, a review meeting should take place. At this meeting, discussion should focus on the achievement of performance and development objectives throughout the year and to refresh and agree priorities for the coming cycle.

7. Supporting Under Performance

7.1 Managers may identify at any point that performance does not meet the minimum standards expected in the role. In this situation, additional support should be provided to the employee to enable them to reach the required level of performance.

7.2 If through continued support and feedback employees cannot meet the minimum standards, then the Council may have to consider the circumstances in accordance with our Disciplinary Procedures. Disciplinary proceedings will not be considered until alternatives have been exhausted. Managers must consult HR & OD prior to commencing any disciplinary proceedings.

8. Capturing and Recording of agreed Performance and Development Objectives

8.1 Managers should ensure that all performance levels and development needs are captured through the PPT process as this detail will require to be input and monitored through the Council's appropriate recording systems.

9. Talent Management

9.1 Outcomes from PPT meetings will support the Council's approach to Talent Management. Talent Management is about how the Council identifies through the PPT process its skilled and high performing employees. By identifying and managing talent strategically, the Council can work towards identifying specific talent in expert areas, creating a high performing and sustainable workforce capable of meeting the Council's future challenges.

10. People Development

10.1 The Council will offer development to support the implementation of this policy to both managers and employees through various methods.

11. Confidentiality

11.1 Information relating to employee performance and development should only be recorded and maintained by the relevant manager and shared with HR &

Organisational Development where appropriate.

11.2 Information processed may include paper or electronic records and will be done so in line with the General Data Protection Regulation (Regulation EU 2016/679) ("GDPR"), the Privacy and Electronic Communications (EC Directive) Regulations 2003 (as may be amended by the proposed Regulation on Privacy and Electronic Communications) and any legislation that, in respect of the United Kingdom, replaces, or enacts into domestic law, GDPR or any other law relating to data protection, the Processing of personal data and privacy as a consequence of the United Kingdom leaving the European Union.

12. Impact Assessment

12.1 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.

13. Monitoring and Review

13.1 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.

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Finance and Resources
HR and Organisational Development

Core competencies

A self-evaluation framework for employees on key behaviours.

Applies to Local Government Employees and Craft Operatives (excluding the Chief Executive, Chief Officers and Teachers)

Renfrewshire Council

Introduction

This guidance sets out the Council's Core Competencies and describes the expected behaviours required from employees in carrying out their role.

Purpose of Core Competencies

The Core Competencies are applicable across all jobs in the Council (excluding the Chief Executive, Chief Officers and Teachers).

Core Competencies provide fair and consistent guidance to employees on the expected standards of behaviour required by the Council.

Unlike specialist or technical skills which are usually job specific, the Core Competencies relate to 'how', through an employee's behaviours, specific work objectives can be demonstrated and achieved. Core Competencies can be continuously developed in people through effective coaching and support.

Core Competencies

The Council's six Core Competencies are:

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

The Core Competencies are detailed fully on pages 3-8.

Core Competencies in practice

The Core Competencies must be used during the People, Performance and Talent (PPT) process. Guidance on the PPT process can be found here: PPT Guidance

During PPT, an employee will self-assess against each core competency. The core competencies must be considered in relation to the specific requirements of the job, to demonstrate how these are achieved, exceeded or where development is required. Specific work examples should be used to demonstrate each competency.

Employees then have the opportunity to meet with their manager to discuss how they feel they are performing, receive feedback and to discuss their development and career aspirations.

Discussion and feedback from the manager ensures that meaningful development objectives can be identified and achieved against each competency and implemented to support development – see the PPT Objectives Plan Form. Even where employees are performing well, objectives will still be agreed to ensure employees have a meaningful development plan.

Note: There can be flexibility on the level of competency an employee is measured against, depending on the specific circumstances, and discussions between the manager and employee. Managers should seek advice on this from HR & OD if required.

Job Specific Skills

In addition to the Core Competencies, managers will include job specific skills in the PPT discussion. These consider the skills and knowledge needed in a specific role, profession or technical job e.g. a Social Worker or Tradesperson.

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Understand the Bigger Picture

Understanding how your role fits with the Council's priorities, its partners and the wider community needs.

Behaviours to be demonstrated	Behaviours demonstrated
Level 4 (Grades GRN – GRQ)	
• Deliver the achievement of key Council/service priorities with partners. • Develop understanding in others about the short and long-term priorities of the service. • Lead service improvement programmes to deliver positive change for local people and the local economy. • Engage key partners and groups to inform service delivery and future direction. • Provide awareness of the Council's current and future financial position.	O Development required O Meets expectations O Exceeds expectations
Level 3 (Grades GRK – GRM)	
• Manage and plan activities to achieve the Council/service priorities. • Communicate service priorities clearly and help people see their role in achieving these. • Share knowledge and expertise of current and future challenges or opportunities for the service. • Continually evaluate service performance to improve outcomes. • Foster relationships with partners to bring together views and ideas to improve service delivery.	O Development required O Meets expectations O Exceeds expectations
Level 2 (Grades GRG – GRJ, including Craft Operatives)	
• Show awareness of the priorities and emerging challenges for the Council/service. • Contribute to activities to achieve service priorities and improvements for local people. • Highlight challenges and opportunities for the service using your operational knowledge. • Suggest new approaches to improve service performance including working with partners. • Build relationships with partners to successfully deliver the service.	O Development required O Meets expectations O Exceeds expectations
Level 1 (Grades GRA – GRF, including Craft Operatives)	
• Open to the need for change in the way Council services are delivered. • Show awareness of the importance of doing your job well and the impact it has on Council. • Suggest ideas to improve how we do things. • Carry out agreed new ways of working to support your service. • Work together with colleagues to achieve team targets and objectives.	O Development required O Meets expectations O Exceeds expectations

Self and Team Development

Sharing knowledge, experience and supporting employees to reach their full potential.

Behaviours to be demonstrated	Behaviours demonstrated
Level 4 (Grades GRN – GRQ)	
• Create a culture where people development is a key priority. • Invest in talent to develop leaders and managers of the future. • Succession plan and engage partners to develop the right skills and knowledge in the service. • Know your leadership style, strengths and plan for on-going self-development. • Lead service managers and involve partners to deliver successful programmes of change.	O Development required O Meets expectations O Exceeds expectations
Level 3 (Grades GRK – GRM)	
• Promote a culture of continuous improvement through people development. • Build understanding of the people development priorities in your team. • Identify ways to build skills and knowledge within the service and by working with partners. • Support and arrange people development opportunities. • Actively undertake self-development and share knowledge and experience to develop your team.	O Development required O Meets expectations O Exceeds expectations
Level 2 (Grades GRG – GRJ, including Craft Operatives)	
• Request feedback to achieve continuous improvement for yourself and the service. • Apply the latest practice, procedures and legislation in service delivery. • Explore and propose opportunities to develop in your role. • Show awareness of your strengths and identify areas for personal development. • Share knowledge and expertise to help colleagues develop.	O Development required O Meets expectations O Exceeds expectations
Level 1 (Grades GRA – GRF, including Craft Operatives)	
• Open to training that will improve your team and service performance. • Request and identify opportunities to develop in your role. • Show understanding of how feedback is important to improving your knowledge or skills. • Use up to date and safe working practices that have been agreed. • Offer advice to colleagues based on your knowledge and experience.	O Development required O Meets expectations O Exceeds expectations

Achieving Excellent Customer Service

Using knowledge, experience and skills to meet the diverse needs of our customers.

Behaviours to be demonstrated	Behaviours demonstrated
Level 4 (Grades GRN – GRQ)	
• Promote and embed the Council's Customer Service Strategy principles. • Ensure customer needs and expectations are understood to improve outcomes. • Drive customer experience improvements through monitoring and evaluation. • Lead the achievement of service priorities by overcoming any public concerns or challenges. • Deliver successful service improvements by learning from feedback and partner organisations.	O Development required O Meets expectations O Exceeds expectations
Level 3 (Grades GRK – GRM)	
• Communicate the importance of customer service excellence as a Council priority. • Build understanding of changing customer needs and expectations through engagement and partnerships. • Focus team effort on service improvements that enhance customer experience. • Develop multi-partner approaches to improve outcomes and respond to customer challenges successfully. • Deliver, monitor and contribute to frameworks that measure customer service performance.	O Development required O Meets expectations O Exceeds expectations
Level 2 (Grades GRG – GRJ, including Craft Operatives)	
• Suggest changes and improvements to meet changing customer needs and expectations. • Use multi-partner approaches to achieve good outcomes or resolve customer challenges. • Contribute to the development of processes that improve customer experience. • Use facts, evidence and expert knowledge when communicating with customers. • Respond to challenges or complaints by planning and developing options to resolve them.	O Development required O Meets expectations O Exceeds expectations
Level 1 (Grades GRA – GRF, including Craft Operatives)	
• Communicate in a way that meets customer needs and Council standards. • Show awareness of how your actions, advice or assessment will impact on customers and the Council. • Explain things clearly, either verbally or in writing. • Do not over focus on process rather than customer needs. • Act to prevent any problems that customers may face based on your experience.	O Development required O Meets expectations O Exceeds expectations

Communication, Relationships and Engagement

Communicating clearly, building relationships and understanding the importance of opportunity for all.

Behaviours to be demonstrated	Behaviours demonstrated
Level 4 (Grades GRN – GRQ)	
• Promote Council standards of equality and valuing diversity. • Communicate the Council/service priority outcomes, purpose and values. • Represent Council/service interests at internal and external meetings and events. • Foster relationships with elected members and partners to strengthen commitment to the service direction. • Lead a culture of two-way communication, inviting the views of employees, partners and the community.	O Development required O Meets expectations O Exceeds expectations
Level 3 (Grades GRK – GRM)	
• Ensure the Council's commitment to equality and of valuing diversity is upheld. • Contribute to appropriate forums to drive activities and progress service priorities. • Build good relationships with partners and elected members to improve outcomes. • Communicate service priorities with clarity to engage and motivate employees. • Create a team environment that respects the values and views of all employees.	O Development required O Meets expectations O Exceeds expectations
Level 2 (Grades GRG – GRJ, including Craft Operatives)	
• Demonstrate awareness of the Council's equality and diversity commitment. • Contribute to meetings and forums about team and service priorities. • Confidently handle challenging or sensitive conversations with colleagues, partners and customers. • Support colleagues in having difficult or sensitive conversations. • Open to the views of others and always communicate in a respectful way.	O Development required O Meets expectations O Exceeds expectations
Level 1 (Grades GRA – GRF, including Craft Operatives)	
• Respect differences in people at work in line with Council standards. • Act fairly and consistently towards colleagues, customers and the public. • Communicate in an appropriate manner for the situation. • Deal with queries, requests and complaints quickly and involve your manager when required. • Build good relationships with colleagues and customers.	O Development required O Meets expectations O Exceeds expectations

Planning and Delivery

Understanding how good organisation at work will positively impact on future Council performance.

Behaviours to be demonstrated	Behaviours demonstrated
Level 4 (Grades GRN – GRQ)	
• Lead transformational change programmes with partners to achieve Council priorities. • Communicate progress on plans at corporate meetings and Council boards. • Utilise specialist skills, knowledge and experience to deliver service improvement plans. • Control budget in line with financial forecast and targeted savings. • Connect future service demands with workforce planning strategies to strengthen service resilience.	O Development required O Meets expectations O Exceeds expectations
Level 3 (Grades GRK – GRM)	
• Manage transformational change activities, working in partnership to achieve these. • Develop the key skills and knowledge across your team(s) to achieve service priorities. • Ensure key milestones in plans are visible and are achieved. • Track budget spend and communicate position and/or make proposals for adjustments. • Assess service demands and put workforce plans in place to deploy people and skills effectively.	O Development required O Meets expectations O Exceeds expectations
Level 2 (Grades GRG – GRJ, including Craft Operatives)	
• Deliver a high-quality approach in your role to achieve service priorities. • Organise, plan and record information effectively in line with standards and processes. • Involve subject matter experts and partners to deliver appropriate outcomes. • Keep abreast of changes and updates in your professional or technical area. • Manage competing workloads effectively and consider the strengths and abilities of people if delegating work.	O Development required O Meets expectations O Exceeds expectations
Level 1 (Grades GRA – GRF, including Craft Operatives)	
• Plan well to carry out your work and understand the importance of this for the Council. • Allow enough time to complete work or record it, in line with service standards. • Tell your manager as soon as possible when you know work will not be done on time. • Meet targets or deadlines. • Make suggestions to improve work tasks or processes.	O Development required O Meets expectations O Exceeds expectations

Approach, Attitude and Values

Using good judgement, evidence and knowledge to arrive at decisions.

Behaviours to be demonstrated	Behaviours demonstrated
Level 4 (Grades GRN – GRQ)	
• Promote the service delivery approach and vision in line with Council standards and values. • Deliver strategic actions and service models by considering all partner interests. • Take informed, confident and decisive action to move things forward. • Recommend actions and solutions at a corporate and Council board level. • Engage elected members and key partners when making recommendations or decisions.	O Development required O Meets expectations O Exceeds expectations
Level 3 (Grades GRK – GRM)	
• Ensure service delivery approaches are implemented in line with Council standards and values. • Consider all stakeholder interests in managing service delivery. • Communicate options, risks and recommendations at a corporate level. • Make informed decisions by considering complex and important information. • Involve key partners to overcome any barriers and deliver positive or agreeable outcomes.	O Development required O Meets expectations O Exceeds expectations
Level 2 (Grades GRG – GRJ, including Craft Operatives)	
• Deliver the expected approach to service delivery in line with Council values and standards. • Promote and follow safe working practices in line with standards and legislation. • Use professional judgement to make decisions using information from appropriate sources. • Take up development opportunities to increase experience in decision making. • Transfer knowledge and experience to support colleagues or team to make informed decisions.	O Development required O Meets expectations O Exceeds expectations
Level 1 (Grades GRA – GRF, including Craft Operatives)	
• Demonstrate behaviours at work that meet the standards and values of the Council. • Work safely in line with the agreed service practices and processes. • Get the right equipment to carry out work or information to make decisions. • Explain clearly and respectfully, verbally or in writing, how a decision has been reached. • Seek advice from your manager when unsure of how to proceed.	O Development required O Meets expectations O Exceeds expectations

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Finance and Resources
HR and Organisational Development

Recruitment Policy

Attracting and building our talented workforce of the future

(This policy applies to all Council employees. Local recruitment procedures should be applied for all staff groups including The Chief Executive, Chief Officers and Teaching Staff)

Renfrewshire Council

Contents

1.	Introduction	Page 3
2.	Purpose of the Policy	Page 3
3.	Scope	Page 3
4.	Responsibilities	Page 4
5.	Stage of Recruitment	Page 4
6.	Supporting Renfrewshire's Communities	Page 5
7.	Recruitment Training	Page 5
8.	The Equality Act and the Public Sector Equality Duty	Page 6
9.	Recruitment Complaints	Page 6
10.	Confidentiality	Page 6
11.	Equality and Human Rights Impact Assessment	Page 6
12.	Monitoring and Review	Page 6

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1. Introduction

1.1 The Council's success in achieving the outcomes set out in the Council Plan depends on the quality of its workforce. Effective recruitment plays a crucial role in the day to day success of meeting the operational demands on the Council. The Council of the future requires a highly skilled, flexible, adaptive and motivated workforce committed to driving continuous improvement to achieve the Council's vision and values and meet the needs of Renfrewshire's communities.

1.2 This policy provides the Council's statement of intent for recruitment, outlining how it will conduct its recruitment process efficiently to attract the right people, for the right jobs, with the right skills, knowledge and competencies, whilst providing candidates and recruiting managers with a positive "Renfrewshire" experience.

1.3 The Council will strive to reach out to all community groups through its recruitment campaigns and targeted activities to attract from the widest and most diverse pool of candidates. Appointments will be made on merit and best-fit with the Council's organisational competencies, goals and values whilst meeting best practice and legislative requirements.

1.4 As required by the Equality Act 2010, the Council will ensure that all potential applicants are treated fairly and given equal opportunity, regardless of ethnic origin, religion or belief, disability, age, sex, gender reassignment, sexual orientation, marriage or civil partnership status, pregnancy or maternity, carer responsibility, race, nationality, social or economic status, or trade union membership or activity.

1.5 Supporting guidance and training in recruitment good practice is available for managers and employees to support the fair, inclusive and consistent implementation of this policy. The guidance is available on the Council's intranet, from HR & OD and Customer and Business Services – Employee Services.

2. Purpose of the policy

2.1 The purpose of this policy is to support the Council to manage all recruitment effectively through the provision of a clear, fair, transparent, legal and lean process.

2.2 The policy aims to:

- Build and appoint our workforce of the future based on merit;
- Meet all legislative employment requirements;
- Implement fair, inclusive and consistent recruitment ensuring recruiting managers are appropriately developed in the process;
- Support the achievement of the Council's equality, diversity and gender pay outcomes.

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3. Scope

3.1 The principles of this policy apply to all potential and existing employees of the Council. Separate local guidance procedures are in place for the recruitment of the Chief Executive, Chief Officers and Teaching staff which must be applied when recruiting to these employee groups.

3.2 This policy applies to the recruitment of posts that are permanent, temporary, fixed term or casual/sessional. Services must ensure that any partner agencies providing

recruitment resources or shared recruitment campaigns are reminded of the principles in this policy.

4. Responsibilities

4.1 Managers, Elected Members, HR & OD, Customer and Business Services and the Trade Unions all have a part to play in ensuring the principles of this policy are applied effectively. Responsibilities are outlined in the Recruitment Supporting Guidance.

5. Stages of Recruitment

5.1 There are broadly 5 stages to the recruitment process and will vary depending on each staffing group. A brief outline of each stage is detailed below and further information is contained in the Recruitment Supporting Guidance.

- **Stage 1 – Vacancy Management**

  Before any post is advertised, the vacancy management panel within HR & OD will work with and advise services based on the business case presented whether a post is suitable for alternative recruitment. This involves the use of vacancy management practices, considering the Council's redeployment list, opportunities for Secondments, Modern Apprentices, Graduate Interns and Job Ready Looked After Children and forthcoming end of contracts i.e. temporary/fixed term.

- **Stage 2 – Preparing to Recruit**

  If a post is deemed appropriate by the vacancy management panel to progress to advert, recruiting managers should ensure that the Job Outline has been evaluated if required and that the person specification and advert are prepared and provided to HR & OD for consistency checking. All relevant documents, as well as any 'straight to advert' posts will be forwarded to Customer and Business Services - Employee Services to process and advertise.

- **Stage 3 – The Selection Process**

  Recruiting managers must complete training on the Council's Recruitment Policy before taking part in the recruitment process. A variety of selection methods may be utilised such as assessment centres, competency based interviews including the use of digital resources where appropriate and/or recruitment open days. It is good practice that the selection panel should have a gender equality balance where possible through the selection process. Consideration should be given as to whether any reasonable adjustment is required to prevent candidates with disabilities or other protected characteristics from being unfairly disadvantaged in the selection process. Advice on reasonable adjustments should be sought from HR & OD.

  Customer and Business Services – Employee Services will support recruiting managers as they carry out the process, ensuring all relevant documentation is completed in line with process and within the agreed Council KPI timescales. The documentation will include and highlight the preferred candidate subject to satisfactory pre-employment checks.

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- **Stage 4 – Pre-Employment Checks**

  Prior to the preferred candidate commencing employment for the Council, a number of pre-employment checks dependent on the requirements of the post will be carried out by Customer and Business Services – Employee Services, including eligibility to work in the UK, pre-employment health checks, qualifications and professional registrations, driver licence checks, criminal record checks, Disclosure/PVG, SSSC registration, references and Fitness for Jobs. Some of these checks are dependent on other third-party organisations' timescales.

- **Stage 5 – Offer of Appointment and Induction**

  Following interview and assessment outcomes, an offer of appointment subject to satisfactory pre-employment checks can be made to the preferred candidate. An offer of feedback to unsuccessful candidates should also be provided as best practice.

  On acceptance of an offer of appointment, the recruiting manager must offer the starting salary at the first point of the grade for that post. In exceptional circumstances, i.e. hard to recruit posts, the recruiting manager may seek approval from the HR Manager to offer a starting salary above the first point of that grade subject to justified business case. Customer and Business Services – Employee Services will issue the successful candidate with a Contract of Employment which includes information about the terms and conditions related to that post including leave entitlement, pay frequency, continuous service criteria, employee benefits and pension arrangements.

  When the successful candidate commences employment with the Council, the recruiting manager(s) are responsible for ensuring completion of all induction processes.

6. Supporting Renfrewshire's Communities

6.1 The Council is committed to supporting local business growth and tackling unemployment in Renfrewshire, and as such will participate in relevant local and national government initiatives to assist with training opportunities and creating jobs for disengaged groups across Renfrewshire. The Council through its workforce planning approach is committed to its continued involvement with schools, colleges and universities, promoting the Council's employment opportunities and various routes into employment through apprenticeships, traineeships and internship programmes.

7. Recruitment Training

7.1 Employees undertaking recruitment are representing the Council and therefore should take every opportunity to promote the Council in a positive manner. Employees participating in recruitment must have received training on the Council's Recruitment Policy and Processes from HR & OD and the Recruitment Team in Customer and Business Services.

8. The Equality Act and the Public Sector Equality Duty

8.1 In line with the Equality Act 2010 and the Public Sector Equality Duty, the Council is legally required to gather evidence and use equality data from applicants. Equality monitoring helps the Council to ensure its recruitment practices are fair and reasonable,

and helps it to understand the impact that its recruitment processes has on applicants from different equality groups. The Council will investigate reasons for any disproportionate trends in the recruitment information, and will consider where appropriate using positive action and targeted recruitment to better perform the equality duty and encourage applications from underrepresented groups for posts within the Council.

8.2 In addition, the Council is committed to applying its Equality and Diversity Policy at all stages of the recruitment process. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability or any other protected characteristic. The Council is a Disability Confident employer and as such all applicants with a disability who meet the essential requirements of the job as set out in the job outline and person specification will be guaranteed an interview.

9. Recruitment Complaints

9.1 If an applicant considers they have been unfairly treated in the application of this policy, a complaint can be made to the Head of Transformation & OD who will thoroughly investigate the matter and take any appropriate actions.

10. Confidentiality

10.1 Information relating to the recruitment process and activities should be recorded, maintained and processed confidentially and securely by the relevant Service, HR & OD and Customer and Business Services and will be used only to monitor the effectiveness of this policy.

10.2 Information processed may include paper or electronic records and will be done so in line with the General Data Protection Regulation (Regulation EU 2016/679) ("GDPR"), the Privacy and Electronic Communications (EC Directive) Regulations 2003 (as may be amended by the proposed Regulation on Privacy and Electronic Communications) and any legislation that, in respect of the United Kingdom, replaces, or enacts into domestic law, GDPR or any other law relating to data protection, the Processing of personal data and privacy as a consequence of the United Kingdom leaving the European Union.

11. Equality and Human Rights Impact Assessment

11.1 This policy has been equality impact assessed in line with the Council's obligation to comply with the Equality Act 2010.

12. Monitoring and Review

12.1 This policy will be reviewed regularly and in line with any legislative changes and best practice relating to recruitment activities. The recognised trade unions will be consulted on any future changes to this policy.

DRAFT

Customer Strategy Themes

Appendix 5

Theme 1 - Customers

Workstream 1	Workstream 2	Workstream 3
Customer Insight	**Support Networks**	**Service Design Principles**
Lead - Chief Execs Service	**Lead - Chief Execs Service**	**Lead - PMU**

Strategy Objectives	Strategy Objectives	Strategy Objectives
1. Ensure the right information is available from services across the council. 2. Use customer data to determine how customers and their expectations of service will change over the next 5 years	3. Continue to develop the support networks that are available for our customers to ensure they get what they want from our services 4. Recognise the challenges some of our customers face and ensure that appropriate support is in place for them	5. Consult our customers when we are going to make a change, and maintain that relationship to understand how well we are doing 6. Ensure our customers are involved in service design by implementing a Customer Centric Service Design Framework across the council

Key Deliverables	Key Deliverables	Key Deliverables
Creation of a Council Wide Customer data repository	Identify partners and groups involved in supporting Council customers	Develop and introduce a new Service Design Framework
Creating a single view of the customer, around the services they consume	Create a partner's customer support network (akin to advice partnership)	Train and develop project staff in the new framework
Forward planning process to help inform future service delivery	Identify key "Customer Champions" from the network	

Theme 2 - Service Fulfilment

Workstream 1	Workstream 2	Workstream 3
Customer Journeys	**Channel Development**	**Service Recovery**
Lead - Digital First Team	**Lead - Digital First Team**	**Lead - Chief Execs Service**

Strategy Objectives	Strategy Objectives	Strategy Objectives
1. Work towards ensuring our services are simple and accessible for our customers - from request to fulfilment 2. Develop services end-to-end, not just focussing on making contact easier, ensuring service delivery is improved 3. Our staff are trained to think of our customers first when reviewing or delivering services	4. Provide customers with the same level of service, no matter how they access it 5. Provide a simple registration process to access our services digitally and securely 6. Continue to deliver telephone and face-to-face services where digital is not appropriate for our customers or their circumstances	7. Have agreed service delivery standards and customers know what they can expect 8. Ensure our customer facing staff are kept up to date with our back-office performance and are honest with our customers about fulfilment 9. Create responsive services that use available information to manage customer demand

Key Deliverables	Key Deliverables	Key Deliverables
Digital First Programme Plan	Digital First Programme Plan	Corporate Complaint Handling Review
Staff guidance on basic service design tools	Strategic review of customer operations	Transfer of Complaints from Lagan / Mailtrack to Firmstep

Theme 3 - Access to Services

Workstream 1	Workstream 2	Workstream 3
Partner Development	**Customer Service Essentials**	**Accessibility**
Lead - Chief Execs Service	**Lead - CBS**	**Lead – Chief Execs Service**

Strategy Objectives	Strategy Objectives	Strategy Objectives
1. Ensure that, where our customers are supported to receive Council services, the partners who provide that support are appropriately skilled 2. Make services more accessible by developing the support networks that are already in place for individuals 3. Work with our partners to remove any barriers to accessing services that have arisen from past customer experiences, eliminating stigma they feel may be present when visiting the Council	4. Create customer self service areas where technology and support is provided for those who need a bit more help to access online services 5. Ensure other channels remain accessible when digital is not an option for our customers 6. Give our customers the choice of when they can access services by creating appointment based services that reduces customer wait time	7. Make 'accessibility and 'usability' a key element in the redesign of Council services, end ensure customers have the opportunity to have a say 8. Make wi-fi available in public buildings and key town centre locations 9. Design our digital services so they are accessible, no matter what type of advice our customer has 10. Ensure our channels remain accessible when digital is not an option for customers 11. Make our buildings accessible where services are delivered face to face

Key Deliverables	Key Deliverables	Key Deliverables
Create "Supporting our Customers" programme for partners	Develop i-learn training course on customer service essentials	Physical Accessibility / Suitability Review of all customer buildings
Review of "on behalf of" processes across all services	Re-assess customer self service capabilities across the council	Create and maintain a Digital Directory
STAR project engagement to support staff training on removing stigma	Implement appointment based service where this is appropriate	Review of Telephony set up across the Council (0300 rules and routing)

Theme 4 - Communication

Workstream 1
Social Service and web chat introduction
Lead - CBS / Comms

Strategy Objectives
1. Offer a range of channels to raise concerns, issues and compliments including e-mail, phone, face to face, letter and social media 2. Make it easy for our customers to communicate with us and provide clear methods of feedback regardless of their chosen channel 3. Communicate with our customers through their channel of choice 4. Provide all customers with the same level of service regardless of the method they choose to contact us 5. Build trust with our customers by encouraging two-way dialogue in an open and honest manner

Key Deliverables
Develop and launch social customer service policy
Develop campaign to promote and raise awareness of new channels
Identify social ambassadors and implement training programme
Develop a framework for social media responses, tone of voice and content plan

Workstream 2
Communications Framework
Lead - Comms

Strategy Objectives
6. Our approach to communication will be tailored to customer's needs. 7. Make communication easy to read and accessible for all 8. Design our communications for digital channels and make the most of the online customer experience

Key Deliverables
Develop a Council-wide communication and marketing strategy which provides a clear outline of key messages, target audiences and communication channels
Develop an accessible communications framework to ensure all services within the council adopt good practice
Gain and build insight into customer's needs
Develop a framework for testing our digital content to ensure it reflects customers' needs

Theme 5 - Digital Skills

Workstream 1	Workstream 2	Workstream 3
Customer Skills	**Staff Skills**	**Future Skills**
Lead - Chief Execs Service	**Lead - OD**	**Lead – OD / Children's Services**

Strategy Objectives	Strategy Objectives	Strategy Objectives
1. Work with our customers and partners to understand the level of digital skills of our customers and provide support to develop these 2. Involve our customers in developing online services and make their interaction with the Council easier 3. Help our customers take advantage of the wider benefits of accessing digital services.	4. Recognise that our staff will be required to support customers to use digital services, and we will ensure their skills are developed to deliver this	5. Utilise the skills of the young people of Renfrewshire and our younger workforce to help build digital skills in others and help shape service delivery so it is ready to meet their future needs

Key Deliverables	Key Deliverables	Key Deliverables
Digital Participation Programme	Create a staff digital skills training programme	Engage with Children's services to develop a young person's programme

Renfrewshire Council

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

On: **6 June 2018**

Report by: **Chief Executive**

Heading: **Chief Executive's Service Improvement Plan – Outturn Report For 2017/18**

1. Summary

1.1 The Chief Executive's Service Improvement Plan 2017/18 – 2019/20 was approved by the Finance, Resources and Customer Services Policy Board in June 2017.

1.2 This report provides an overview of the Chief Executive's Service's performance over the period 1 April 2017 to 31 March 2018. The main purpose of the report is to provide:

- details of the key achievements of the service over the period;
- a progress update on implementing the action plan linked to the 2017-20 Service Improvement Plan; and
- an assessment of performance in relation to the service scorecard of core performance indicators.

1.3 The attached Service Improvement Action Plan (Appendix 1) and Performance Scorecard (Appendix 2) show progress against the agreed priorities for the service as set out in the Service Improvement Plan approved in 2017. These priorities have been realigned against the 5 Strategic Outcomes in the Council Plan 2017/2022 approved by Council on 28 September 2017 to ensure more consistent reporting of progress to members.

1.4 Service improvement plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Implementation of the Service Improvement Plan is monitored and reported to Policy Board on a six-monthly basis to allow the Board to review progress. A six-month progress update on our Service Improvement Plan was previously reported to this Board in November 2017.

1.5 The Chief Executive's Service continued to progress an ambitious programme of service development over 2017/18. Key achievements are detailed below:

- 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 destination brand 'Paisley.is' was launched in early March 2018 and includes brand guidelines; a toolkit for stakeholders and partners; a new website; social media channels; and new town centre dressing;
- The Renfrewshire Visitor Plan 2018-2021 was approved by the Leadership Board in December 2017, 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;
- An enhanced events programme for Renfrewshire continues to be delivered, attracting increased audience numbers and positive media coverage. The events programme delivered £2.45m in local and visitors' spend and audience numbers increased from 122,500 to 162,925 with event visitor numbers increasing from 24,100 to 56,200. In 2017, we also bid for and won the opportunity to host the British Pipe Band Championships.
- The Tackling Poverty Programme generated over £4m of income for local people through a number of innovative and outcome focused initiatives including income maximisation services, school based projects, energy management and employability initiatives. The Tackling Poverty Programme won the Programme of the Year award at the Association of Project Management Awards 2017;
- Following an extensive programme of consultation and development, full Council approved a new Council Plan 2017-2022 and new Community Plan 2017-2027 in September 2017. These plans were also the first items to be considered by the Council's Cross-Party Sounding Board. Performance frameworks have been developed for both of these plans to assess the impact and progress that is being made, with significant progress being achieved in terms of a number of key priorities, as reported to the Leadership Board in April 2018.
- A streamlined community planning structure was implemented during 2017/18 to create, develop and implement 'Our Renfrewshire Community Plan'. A significant programme of work has also been undertaken to review local area committees in Renfrewshire with extensive consultation undertaken with elected members, community groups and organisations, partners and local people.
- In August 2017, the Best Value Assurance Report for Renfrewshire Council was published by Audit Scotland. The report provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. Progress in implementing the action plan was reported to the Leadership Board in April 2018;
- The procurement team, working closely with the Health and Social Care Partnership, supported work to ensure that all employees providing direct care and support services to adults were paid at least the Scottish Living Wage; and
- Officers within the service continue to support a number of innovative initiatives which promote digital inclusion of some of our most vulnerable residents, working with partners to deliver tablet classes and coding clubs amongst other things. The roll-out of the public wifi network which has been led by the service, supports both

the digital inclusion and economic regeneration agendas. 29 out of the 33 Phase 1 buildings switched over to the new public wifi in mid-November 2017 with Johnstone Town Centre wifi going live in November 2017.

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2. Recommendations

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

- Notes the progress that has been made by the Chief Executive's Service with implementation of the 2017 to 2020 Service Improvement Plan, its actions and performance indicators, as detailed in appendices 1 and 2.

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3. Background

3.1 The Chief Executive's Service Improvement Plan provides a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer needs and resource availability.

3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This outturn report provides an update on progress against the 2017-18 Plan actions and performance indicators.

3.3 In June 2017, the Chief Executive's Service presented a Service Improvement Plan aligned to the then-current Council Plan, which was due to come to an end. A new Council Plan setting out 5 Strategic Outcomes was approved in September 2017 and consequently, service improvement plans have been realigned to reflect these outcomes. The Council Plan 2017-2022 strategic outcomes are detailed below.

- Outcome 1: Reshaping our place, our economy and our future;
- Outcome 2: Building strong, safe, and resilient communities;
- Outcome 3: Tackling inequality, ensuring opportunities for all;
- Outcome 4: Creating a sustainable Renfrewshire for all to enjoy; and
- Outcome 5: Working together to improve outcomes.

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

3.5 Appendix 1 to this report provides a summary of progress achieved on the Chief Executive's Service Improvement Plan Action Plan to the end of March 2018. It highlights areas where significant advances have been made and any actions that may have been reviewed or delayed.

3.6 Appendix 2 to this report details the performance on the Chief Executive's Service strategic performance indicators.

3.7 The service improvement planning process is a key part of our Public Performance Reporting framework with additional public performance reports produced and further information available on our council web pages.

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4. Summary of main achievements

4.1 The key achievements of the Chief Executive's Service for the year to 31 March 2018 are highlighted below under each of the Council Plan priorities. Full details of the progress in terms of implementing the actions outlined in the Chief Executive's Service Improvement Plan are detailed in Appendix 1 to this report.

4.2 **Council plan priority 1 - Reshaping our place, our economy and our future**

- 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 destination brand 'Paisley.is' was launched in early March 2018 and includes brand guidelines; a toolkit for stakeholders and partners; a new website; social media channels; and new town centre dressing;
- The Renfrewshire Visitor Plan 2018-2021 was approved by the Leadership Board in December 2017, 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;
- An enhanced events programme for Renfrewshire continues to be delivered, attracting increased audience numbers and positive media coverage. The events programme delivered £2.45m in local and visitors' spend and audience numbers increased from 122,500 to 162,925 with event visitor numbers increasing from 24,100 to 56,200. In 2017, we also bid for and won the opportunity to host the British Pipe Band Championships; and
- Phase 1 of the public wifi project commenced in 2017 and is nearing completion. 29 out of the 33 Phase 1 buildings switched over to the new public wifi in mid-November 2017 with Johnstone Town Centre wifi going live in November 2017.

4.3 **Council Plan Priority 2 – Building strong, safe, resilient communities**

- A streamlined community planning structure was implemented during 2017/18 to create, develop and implement '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;
- Following engagement with communities and community planning partners during 2017 and 2018, 'Our Renfrewshire Community Plan 2017-27' was published by the Scottish Government deadline of 1 October 2017 with an associated Locality Plan also being published at the same time and

- A review of the Local Area Committees (LAC) structures in Renfrewshire is now nearing completion. 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. Subsequently, Council approved a second phase of consultation based on nine proposals for action. These were presented to Council in May 2018.

4.4 Council plan priority 3 - Tackling inequality, ensuring opportunities for all

- The Tackling Poverty Programme won the Programme of the Year award at the Association of Project Management Awards 2017; and
- The procurement team, working closely with the health and social care partnership, concluded negotiations to ensure that all employees providing direct care and support services to adults were paid at least the Scottish Living Wage.

4.5 Council Plan priority 4 – Creating a sustainable Renfrewshire for all to enjoy

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

4.6 Council plan priority 5 – Working together to improve outcomes

- The approval of a new Council Plan and performance framework in September 2017. This was developed through consultation and engagement with services and the Cross-Party Sounding Board;
- In August 2017, the Best Value Assurance Report for Renfrewshire Council was published by Audit Scotland. The report provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. Progress in implementing the action plan was reported to the Leadership Board in April 2018;
- The corporate procurement unit were finalists in the Government Opportunities Scotland Awards for Innovation for the negotiated contract established for the provision of Functional Family Therapy; and
- 11 applications from across the Council were received for the second phase of the Lens Programme, which supports innovation through financial investment for ideas and projects, and also training and mentoring for staff. 8 finalists have been selected to present their ideas at the final in June 2018.

5. Areas where actions have been reviewed or delayed

5.1 Since the publication of the Service Improvement Plan 2017-2020, the majority of actions have progressed in line with anticipated timescales. A small number of actions have been carried forward to 2018/2019:

- Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reform – this action has been carried forward to the 2018/19 service

improvement plan, as the roll-out of Universal Credit within Renfrewshire will not commence until September 2018;

- Undertake a review of the complaints handling process and roll-out to services – this review was delayed due to resource constraints and is underway and scheduled for completion by Autumn 2018; and
- Implement a new model for self-assessment – the timescale for the development of the proposed model was impacted by changes at a national level to the Public Services Improvement Framework. A pilot model for Renfrewshire is now fully developed and work has already begun with the Improvement Service to develop this model with pilots due to commence in Summer 2018.

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6. Progress against service scorecard

6.1 The Chief Executive's Service performance framework has been realigned with the priorities set out in the 2017 Council Plan. Relevant operational performance is reported to this Policy Board every six months.

6.2 The Chief Executive's performance scorecard contains 21 indicators, of which 4 are for information only and have no target. Of those indicators with targets, 11 are performing well (Green) and 5 are currently not achieving their target (Red). The full performance scorecard containing a detailed explanation of performance for each indicator is included in Appendix 2 of this report.

6.3 The performance indicators where we exceeded our target include:

- Local spend at events – the total spend for 2017/18 was £2,046,373 against a target of £150,000;
- Regional economic impact of events – the total economic impact was £402,000 which exceeded the target of £400,000;
- Opportunities to see or hear something positive about Paisley and Renfrewshire – there were 600,000,000 opportunities to hear or see something positive compared to the target of 120,000,000; and
- Our presence on social media continues to grow with both the friends on Facebook and followers on twitter increasing from previous years. Facebook friends increased from 11,055 to 17,181 and twitter followers increased from 17,512 to 22,915.

6.4 Performance indicators which did not meet their target include:

- The percentage of FOI requests completed within timescales – 89% of requests were completed within timescale, which relates to 25 enquiries out of 28 requests. Senior management within the service will continue to focus on the improvement of this indicator.
- Satisfaction levels with Council's Public Performance Reporting arrangements – Satisfaction levels for our public performance reporting in the most recent Public Services Panel survey have decreased from 82% in 2016/17 to 42% in 2017/18. However, 63% of panel members felt that they are well informed about the Council, an increase from 39% the previous year. A new way of presenting public performance reporting was introduced this year which will hopefully improve this performance indicator. The service will undertake more detailed consultation through the Public Services Panel on the types of approaches to

public performance reporting that would be preferred, recognising that the information needs and requirements of citizens continue to evolve.

- The percentage of responses received for the Public Services Panel – this indicator did not meet its target with only a 43% response rate. As response rates have been decreasing in recent years, we are currently reviewing our approach to citizen engagement through the public services panel process. This exercise will conclude in the next few months.
- Average number of work days lost through sickness absence – the average number of days lost exceeded the target (9.6 days against a target of 6.5 days). Due to the size of the service relative to others across the Council, a few absences have a disproportionate impact on our performance. Performance remains below the Council average and senior officers will continue to work closely with the HR team to support staff attendance and to drive improvements in this indicator; and
- The percentage of complaints responded to within timescales agreed with customer – this indicator did not meet the target with only half of complaints being responded to within timescales. A working group has been established to improve the Council's complaints handling process, with a revised approach being implemented in all services from August 2018.

Implications of the Report

1. **Financial** – None

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 Plan / Council Plan** – as detailed in report.

4. **Legal** – none.

5. **Property/Assets** – none

6. **Information Technology** – none.

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

8. **Health & Safety** – The Service Improvement Plan supports the Chief Executive's commitment to ensuring effective Health & Safety management.

9. **Procurement** – None.

10. **Risk** – The Service Improvement Plan supports the overarching management of risk within Renfrewshire Council and aligns closely with the Chief Executive's Service Risk Register.

11. **Privacy Impact** – None.

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

List of Background Papers: None

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Appendix 1 – Chief Executive's Service Improvement Plan 2017-2020 Action Plan

Renfrewshire Council

Action Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed

01: Reshaping our place, our economy and our future

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.01.01	Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances		100%	31-Mar-2018	An enhanced events programme continues to be delivered, attracting increased audience numbers and positive media coverage. The events programme delivered £2.47m in local and visitors spend and audience numbers increased from 122,500 to 165,088 with event visitor numbers increasing from 24,100 to 56,200. We bid for and won the opportunity to host the British Pipe Band Championships, the Scottish Album of the Year Awards, MG Alba Scottish Trad Awards 2017 and the Royal National Mod which will be hosted in 2022. Weave and Halloween were listed as top 20 events to attend. External funding was received from Event Scotland for Weave and the British

Action Code	Action	Status	Progress	Due Date	Update
					Council for The Spree allowing an enhanced and international programme to be developed for both festivals.
CE.SIP.17.01.02	Implement the Renfrewshire Tourism Strategy		100%	31-Mar-2018	The Visitor Plan to 2021 approved by Leadership Board and endorsed by Visit Scotland, Scottish Tourism Alliance, Scottish Enterprise and Chamber of Commerce. The annual action plan has been agreed to March 2019 and will be implemented through the internal tourism group and through industry engagement. Key projects - development of Paisley Welcomes and Product Innovation workshops complete and in progress.
CE.SIP.17.01.03	Implement plans to expand free public wifi in Paisley and other town centres		90%	30-Nov-2018	Review date changed to 30th November 2018 Renfrewshire free public wifi system design completed and installation of hardware across outdoor areas (Paisley, Johnstone and Renfrew town centres) and priority indoor areas currently underway. Phased go live scheduled to start 18 November 2017. Soft launch of prototype wifi service went live in StreetStuff buses and Glencairn day care centre in October 2017.
CE.SIP.17.01.04	Launch a destination brand to promote Paisley and the wider region as a great place to live, work and visit		100%	31-Mar-2018	The destination brand Paisley.is was launched early March 2018. This includes brand guidelines; toolkit for stakeholders and partners; a new website; social media channels; and new town centre dressing. The three-year marketing strategy is now being implemented and will support the delivery of the Events Strategy (2018 - 2022); City Deal activity; and the legacy plans to deliver the step changes.
CE.SIP.17.01.05	Deliver the UK marketing and PR campaign Paisley for UK City of Culture and key influencer strategy		100%	30-Nov-2017	Paisley 2021 generated 600 million opportunities to see or hear something positive about Paisley and Renfrewshire. Social media also reached an audience of 19.2 million.

02: Building strong, safe resilient communities

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.04.21	Prepare Local Outcome Improvement Plan (LOIP) priorities and linked locality plans		100%	31-Oct-2017	The new Community Plan for Renfrewshire and its associated locality plans have now been prepared with partners and published as required by the Community Empowerment Act. Detailed action plans and performance framework will now be developed through the new Community Planning Governance arrangements.
CE.SIP.17.04.22	Carry out a strategic needs assessment to inform the development of the new Council and Local Improvement Plans		100%	30-Sep-2017	The Strategic Needs Assessment has been produced to support the development of the Council and Community Plan.
CE.SIP.17.04.35	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership		100%	31-Oct-2017	The new governance arrangements are now in place, with the Executive Group having met regularly and the Oversight Group having met once. The new arrangements will now develop the detailed actions to support the delivery of the new Community Plan.
CE.SIP.17.04.36	Undertake a review of Local Area Committees (LACs)		100%	31-Oct-2017	The findings of the review of Local Area Committees were reported to Council in December 2017. At this meeting, Council approved that consultation could commence on a set of proposals for a new model of community level governance in Renfrewshire.

03: Tackling inequality, ensuring opportunities for all

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.02.06	Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy		100%	31-Mar-2018	At Council in March 2018, £5million was allocated to extend key projects within the Tackling Poverty programme based on evaluations. Current focus is on the development of the next five year programme based on key learning.
CE.SIP.17.02.07	Manage the delivery of projects within the Tackling Poverty Programme		100%	30-Apr-2018	Projects within the programme continue to be delivered on time and within budget, and with streamlined governance arrangements. The programme won 'Programme of the Year' in the Project Management Awards 2017, recognising the quality of programme management and governance.
CE.SIP.17.02.08	Continue service improvements and delivery of long term outcomes as part of an ongoing approach to tackle poverty		100%	31-Oct-2017	Exit strategies for projects across the programme have now been developed, along with a programme wide evaluation document which summarises the key outcomes, achievements and learning from across the programme.
CE.SIP.17.02.09	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms		80%	31-Mar-2018	A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.
CE.SIP.17.02.10	Deliver a range of interventions to support financial inclusion across Renfrewshire		90%	31-Mar-2018	Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum continue to deliver key partnership working in financial inclusion. The re-commissioning of external advice services in the area is no complete, with the new service due to commence from 1 July 2018.
CE.SIP.17.02.11	Continue to promote fair working practices including payment of the living wage across the Councils supply base		100%	31-Mar-2018	As part of Living Wage week, a number of publicity activities were carried out to promote the new Living Wage rate, and raise awareness of newly accredited Living Wage employers within Renfrewshire.
CE.SIP.17.02.12	Implement our digital participation plan to support low income families and other disadvantaged groups to benefit from access to the internet		100%	31-Mar-2018	The Digital Participation project continues supported by a Digital Participation Officer (DPO) working in partnership with local organisations Roar: Connections for Life and the Disability Resource Centre (DRC) to provide targeted digital support to the most digitally excluded groups, including • testing of the free Public wifi log-on with older adults and disabled groups, the initial response has been very positive, reporting a user-friendly experience; • several more tablet training Classes for older adults in Renfrewshire have been run with over 170 attendees to date over the duration of the project with more classes scheduled; • a digital suite at the Disability Resource Centre has been established, supported by the DPO which includes specialist

Action Code	Action	Status	Progress	Due Date	Update
					computers, tablets and other accessible equipment, and has been well used. Projects produced in the DRC include: photography; video; animation; 3D printing; and digital mapping; • The DPO has delivered several talks on digital exclusion and accessibility at the University of the West of Scotland, SCVO and Creative Renfrewshire; • Roar's "VR over the doorstep" Paisley 2021 funded project has created a Virtual Reality app recreating a tour of the Paisley Coats Observatory working with older users from Roar; • A partnership project supporting PhD research with UWS and Edinburgh University and DRC was initiated and is looking at the therapeutic uses of virtual reality with disabled communities; and • The social media presence and impact of Digital Renfrewshire continues to grow with over 50k twitter impressions per month and over 1200 followers.

05: Working together to improve outcomes

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.03.13	Improve how we communicate with our employees		100%	30-Jun-2017	Progress will be measured every two years (next due 2019). An internal communications and engagement advisor has been appointed. A new staff magazine (online and limited print) has been introduced. A new intranet has been implemented along with a weekly news email to staff, introduction of Team Brief, regular Chief Executive's blog and communications.
CE.SIP.17.03.14	Review the success of the Lens programme and develop options for future programmes		100%	31-Oct-2017	A review of the first phase of the Lens programme was undertaken and completed by September 2017. The second phase of the programme commenced in October 2017 and provided an opportunity for approximately 2000 staff to take part. 8 finalists have been shortlisted to pitch their ideas at the Lens final being held on 7 June 2018.
CE.SIP.17.03.15	Develop an improved staff development process for Chief Executive's, linked to the refreshed council-wide approach		100%	31-Dec-2017	Regular development sessions are held within Policy and Commissioning. The Strategic Planning function and associated teams have identified opportunities for an internal knowledge share programme which is being progressed. The Marketing, Communications and Events Teams have supported staff development through team members attending training courses, seminars and conferences throughout the year. The team attended a

Action Code	Action	Status	Progress	Due Date	Update
					Mindfulness session and we are developing an annual plan for development. We will be trialling the new competency framework on behalf of HR and OD.
CE.SIP.17.04.16	Develop collaborative relationships across Local Authorities and other public sector bodies		100%	31-Mar-2018	Renfrewshire Council is a partner in the Clyde Valley Waste Project and the Glasgow City Region City Deal. These provide excellent opportunities for collaboration across councils. We are also actively involved with the Scottish Local Government Procurement Forum which provides a forum to share knowledge, best practice and workplans and identifying future collaboration opportunities.
CE.SIP.17.04.17	Protect the council's reputation and positioning the council as best in Scotland		30%	31-Mar-2019	This action has been reworded going forward and changed to "Protect the council's reputation and become a leading Local Authority in Scotland" and is included in the new Service Improvement Plan.
CE.SIP.17.04.18	Replace printed RenNews magazine with an online news site		100%	31-Mar-2018	The last printed edition of Ren Magazine was delivered to households in late November 2017. Following a procurement exercise, Gov Delivery have been appointed to deliver this. It includes a database tool and email functionality to local groups and residents. This will be implemented from August 2018.
CE.SIP.17.04.19	Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions		30%	31-Mar-2019	The team have supported submissions for several awards programmes including the COSLA Excellence Awards, the Scottish Public Service Awards and The Association of Project Management Awards. The service is currently reviewing its approach to communicating and co-ordinating awards programmes to other services to be accredited / recognised.
CE.SIP.17.04.20	Prepare new Council Plan		100%	31-Oct-2017	The Council Plan was approved by Full Council on 28 September 2017, following discussion at the Cross-Party Sounding Board in August 2017. A performance management framework for the Council Plan was approved by Leadership Board in December 2017. The first 6-monthly report on progress was reported to Leadership Board in April 2018.
CE.SIP.17.04.23	Implement the recommendations from the Best Value Assurance Report		75%	31-Mar-2019	The improvement plan and associated progress, is monitored on a quarterly basis by the Corporate Management Team. The actions contained within the improvement plan are monitored on a quarterly basis by the Corporate Management Team The first full six-monthly update to elected members was approved by the Leadership Board in April 2018. The update provided assurance to elected members that positive progress is being achieved in terms of addressing the 7 recommendations set out by Audit Scotland.

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.04.24	Work with services to develop Phase 3 of the Better Council Change Programme		100%	31-Dec-2017	Work is ongoing with services to progress the Better Council Change Programme and associated initiatives. Further progress will be reported through the Finance and Resources Service Improvement Plan following the transfer of the Programme Management Unit to the service in December 2017.
CE.SIP.17.04.25	Successfully deliver Phase 3 of the Better Council Change Programme		100%	31-Mar-2019	Work is ongoing with services to progress the Better Council Change Programme and associated initiatives. Further progress will be reported through the Finance and Resources Service Improvement Plan following the transfer of the Programme Management Unit to the service in December 2017.
CE.SIP.17.04.26	Undertake a review of the complaints handling process and roll-out to services		70%	31-Dec-2017	The initial review of the Complaints Handling procedure was completed in May 2018 following the establishment of the Corporate Complaints Working Group in April 2018. It is anticipated that a revised approach will be implemented in Autumn 2018.
CE.SIP.17.04.27	Implement a new model for self-assessment		70%	31-Mar-2018	A revised model for self-assessment was presented to the Corporate Management Team in February 2018. This was approved subject to minor refinement with the pilots scheduled to commence in Summer 2018.
CE.SIP.17.04.28	Establish and maintain an Open Data Portal which will revolutionise the way in which data is used in Renfrewshire		100%	31-Mar-2018	A test version of an open data platform has been created using the ArcGIS Online platform. We are now consulting with colleagues, partner agencies and community groups on the functionality of the platform and the data. We will continue to monitor developments in available national open data platforms.
CE.SIP.17.04.29	Undertake second phase review of activity of policy and commissioning activities across the council		100%	31-Mar-2018	Review complete. Generic job descriptions in place at key grades and further development and training identified as required to support staff going forward.
CE.SIP.17.04.30	Review the performance management framework		100%	31-Mar-2018	Performance Framework for the Council Plan was approved by the Leadership Board in December 2018. This has informed quarterly performance monitoring undertaken by the Corporate Management Team as well as all Service Improvement Plans approved in March/April 2018.
CE.SIP.17.04.31	Review corporate GIS provision to identify potential options for development		100%	31-Mar-2018	A new three year enterprise licence has been agreed with our GIS supplier and a roadmap document for the development of the system has been put in place. Work is now underway to migrate the GIS infrastructure to the Council's new cloud based data centres.
CE.SIP.17.04.32	Introduce in-depth intelligence briefings providing information on published research in corporate priority areas		50%	31-Mar-2019	A report has been collated on current research, initially focusing on attainment. Discussions are now underway with the service on how this information should be presented, distributed and maintained.
CE.SIP.17.04.33	Roll-out the Covalent web-browser		100%	31-Aug-2017	The web-browser has been rolled-out to services in the form of training being provided to the Covalent super-users within each service for them to roll-out within their own service.

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.04.34	Review current Public Services Panel arrangements		80%	31-May-2018	Review complete with options paper under development for consideration by the Corporate Management Team at end May 2018.
CE.SIP.17.04.37	Work with local equalities led community groups and employees to develop and implement specific and meaningful equalities outcomes from 2017		100%	31-Dec-2017	New Equalities Outcomes were developed with equalities led community groups and were published in line with the requirements of our Specific Duties under the Equality Act in April 2017. These outcomes will now be reflected as part of the Service Improvement Plans and monitored in line with these plans.
CE.SIP.17.04.38	Review staff engagement mechanisms		10%	31-Mar-2019	Initial work has been undertaken with consideration now being given to the roll out of a self-evaluation model for Renfrewshire Council, and the extent to which engagement will drive this process.
CE.SIP.17.04.39	Develop options for future self-assessment activities involving staff				This action is a duplicate of CE.SIP.17.04.38 and has been deleted.
CE.SIP.17.04.40	Implement Workforce Plan		100%	31-Mar-2018	Workforce Plan has been finalised and is being reviewed on a regular basis with managers and OD colleagues. The plan is flexible, with actions being added etc. as required.
CE.SIP.17.04.41	Provide equalities training for new elected members		100%	31-Aug-2017	An Equalities briefing was provided for members as part of the New Members Induction Training in May 2017.

Appendix 2 - Chief Executive's Service Improvement Plan 2017-2020 Scorecard

Renfrewshire Council

Local Outcome 01: Reshaping our place, our economy and our future

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	
CE.CP.EV 01	Number of visitors to the events we create	✔	85,500	70,000	122,500	115,000	165,088	105,000	An enhanced events programme continues to be delivered, attracting increased audience numbers. Attendances grew from 122,500 to 162,925.
CE.SIP17 .EV02	Local spend at events	✔	–	-	-	-	£2,046,37 3.00	£150,000.00	Local spend at events achieved £2.04m against a target of £150k which was achieved through the provision of a diverse programme of events. The winter events' programming is key to exceeding this target with audience numbers of over 75,000 people attending between Halloween, Fireworks and the Christmas Lights Switch on resulting in over £1m in local spend.
CE.SIP17 .EV03	Regional economic impact of events	✔	–	-	-	-	£402,000. 00	£400,000.00	The annual target of £400k regional economic impact was achieved through the delivery of a varied events programme. The British Pipe Band Championships and programme of winter events are key to achieving this target. Events are evaluated by an external agency and results on visitor numbers and economic impact have informed changes to the calendar for 2018/19.
CE.SIP17 .EV04	Number of visits to Renfrewshire (and Paisley) attractions	✔	1,390,000	1,740,000	1,740,000	1,770,000	1,759,021	1,800,000	2017 data does not yet include visits to Paisley Abbey - this is being calculated directly with the Abbey. Figures currently represent 1.7% growth in visits across the region and a 6.4% increase in visits to Paisley attractions. Key trends to note: - Sma Shot Cottages +2k visits (181%) - Paisley Museum +12k visits (35%) - Castle Semple, RSPB Lochwinnoch Nature Reserve and Renfrew Museum all saw visitor numbers decline last year. Working with the attractions to understand this trend.

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	
CE.SIP17.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire		–	-	72,000,000	45,000,000	600,000,000	120,000,000	Paisley 2021 generated 600 million opportunities to see or hear something positive about Paisley and Renfrewshire. 19.2 million social media reach was also achieved.

Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	
CE.SIP17.CP01	Number of people who felt they have been engaged within the community planning process		–	-	-	-	928		928 pledge cards and diagrams/surveys have been received by people involved in the community planning process.
CE.SIP17.TP01	Income generated across Tackling Poverty Programme		–	-	-	-	£4,000,000.00		£4m has been generated through the Tackling Poverty Programme: • £2m through Families First • £1.5m through Healthier, Wealthier Children • £450k through Energy Advice • £280k through cost of the school day
CE.SIP17.TP02	Number of Credit Union members		–	-	-	-	59,183	57,000	Increase in Credit Union membership continues to be supported by partnership working and the work of the Credit Union Development Officer and Outreach Officer.
CE.SIP17.TP03	Interest saved against high interest lenders		–	-	-	-	£196,188.36		Interest saved is checked against Sunny for Salary Stretcher loans (to those employed), and Provident for Fastcash Loans (to those unemployed), savings made each quarter will depend on interests charged by those organisations when the calculation is made.

Local Outcome 05: Working together to improve outcomes

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department		100%	100%	100%	100%	89%	100%	Although we did not meet our target, just three of the twenty eight requests were not completed within timescales
CE95	% Satisfaction levels with Council's Public Performance Reporting arrangements		78%	80%	73%	82%	42%	85%	This question was asked as part of the Public Services Panel Winter survey. A new way of presenting the Public Performance Report, in the form of a Story Map, was introduced this year which will hopefully improve satisfaction levels. The Public Services Panel arrangement is currently under review, and we intend to explore opportunities to improve this indicator through consultation with the Panel members.
CE.SIP17 .CP02	% of local people who feel well informed about their Council		34%	-	39%	-	63%	60%	This question was asked as part of the Public Services Panel Winter survey. The percentage has increased significantly from 39% in 2016/17 to 63% in 2017/18.
CE.SIP17 .IC01	% of staff who feel well informed about matters that are important to them		–	-	60.44%	60%	-	-	This is a new indicator from 2016/17 internal communications staff survey. 60.44% of staff feel well informed about matters that are important to them. The survey will be re-run in Spring 2019.
CE.SIP17 .IC02	Website SOCITM rating		–	-	-	-	-	-	Data not yet available.
CE138	Number of followers on social media (twitter)		15,100	11,000	17,512	14,000	22,915	15,000	The number of followers on social media continues to grow, there has been an increase of 5,002 followers since March 2017.
CE139	Number of friends on Facebook		–	8,000	11,055	8,000	17,181	8,500	The number of friends on Facebook continues to grow, there has been an increase of 5,496 since q1.
CE151	Percentage of responses received for the Public Services Panel		54%	65%	44%	67%	43%	70%	The response rate for the public services panel has decreased slightly since 2016/17 to 43%. Options for engaging with the public are being looked at to improve engagement levels.
CE153	% of complaints responded to within timescales agreed with customer		–	100%	100%	100%	50%	100%	% of complaints responded to within timescales agreed with customer – this indicator did not meet the target with only half of complaints being responded to within timescales. A working group has been established to improve the Council's complaints handling process, with a revised approach being implemented from August 2018. Initial

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		Explanation of Performance
			Value	Target	Value	Target	Value	Target	
									analysis of complaints handled by the service illustrates that these are increasingly cross service and complex in nature, often requiring high levels of investigation. The total number of complaints handled was 49.
CEABS01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)		5.1	2	8.12	1	9.61	6.5	Monitoring of absence continues across the service with monthly reports being provided to senior managers showing monthly, quarterly and cumulative absence information.
CEPERSOD09	% of CE employees having completed IDPs (from MDP/MTIPD)		65%	100%	65%	100%	N/A	100%	Data not yet available
FCSCREDCE01f	% of invoices paid within 30 days by the Chief Executive's Service		99.48%	95%	98.71%	95%	99%	95%	During 2017/18 680 invoices for Chief Executive's Service were processed within 30 days from a total of 687.

Renfrewshire Council

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

On: **6 June 2018**

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

Heading: **ENVIRONMENT & COMMUNITIES SERVICE IMPROVEMENT – OUTTURN REPORT FOR 2017/18**

1. Summary

1.1 The Environment & Communities Service Improvement Plan 2017/18 – 2019/20 was approved for Community Resources by the Finance, Resources and Customer Services; Communities Housing and Planning and Infrastructure, Land and Environment Policy Boards in June 2017.

1.2 It has been updated to reflect the service name change to Environment & Communities, agreed at Leadership Board on 19 September 2017, and the corporate priorities agreed in the Council Plan approved at Council on 28 September 2017.

1.3 The attached Service Improvement Action Plan (Appendix 1) and Performance Scorecard (Appendix 2) show progress against the agreed priorities for the service which have been realigned against the 5 Strategic Outcomes approved by Council on 28 September 2017 in the Council Plan for 2017 – 2022.

1.4 This report contains details of Environment & Communities performance over the period 1 April 2017 to 31 March 2018. The main purpose of the report is to provide:

- details of the key achievements of the service over the period.
- a progress update on implementing the action plan linked to the 2017-20 Service Improvement Plan.
- an assessment of performance in relation to the service scorecard of core performance indicators.

1.5 Environment & Communities has continued to progress an ambitious programme of service development over 2017/18 covering the areas of activity overseen by the Finance, Resources and Customer Services Policy Board. Key achievements that are relevant to the remit of this Policy Board have included:

- Development and delivery of key capital programmes to invest in community halls
- Supporting the City of Culture 2021 Bid
- Progressing the Integration of Facilities Management services
- Maintaining ISO 9001, ISO 22000 and OHSAS 18001 accreditation; integrating Building Services into the Environment & Communities Quality Management System for ISO 9001
- Tackling poverty through support for Families First, provision of breakfast clubs and provision of employability and training opportunities

1.6 Service Improvement Plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Implementation of the Service Improvement Plan is monitored and reported to this Policy Board on a six-monthly basis to allow the Board to review progress. A six month progress report was previously provided to the Board on the 2017 to 2020 Service Improvement Plan in November 2017.

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2. Recommendations

It is recommended that the Finance, Resources & Customer Service Policy Board:

2.1 Notes the progress that has been made by Environment & Communities with implementation of the 2017 to 2020 Service Improvement Plan actions and performance indicators as detailed in Appendix 1 & 2 and as specific to the areas of activity delegated to this Policy Board.

2.2 Notes that this Service Improvement Plan Outturn Report for Environment & Communities is also being presented to the Communities, Housing and Planning Policy Board and the Infrastructure, Land and Environment Policy Board for their approval with regard to relevant areas of their respective delegated activities.

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3. Background

3.1 The Environment & Communities Service Improvement Plan provides a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured.

3.3 In June 2017, Community Resources presented a Service Improvement Plan aligned to the then-current Council Plan, which was due to come to an end. A new Council Plan setting out 5 Strategic Outcomes was approved in September 2017 and consequently, service improvement plans have been realigned to reflect these outcomes. The Council Plan 2017-2022 strategic outcomes are:

- Outcome 1: Reshaping our place, our economy and our future
- Outcome 2: Building strong, safe, and resilient communities

- Outcome 3: Tackling inequality, ensuring opportunities for all
- Outcome 4: Creating a sustainable Renfrewshire for all to enjoy
- Outcome 5: Working together to improve outcomes

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

3.5 Appendix 1 to this report provides a summary of progress achieved on the Environment & Communities' Service Improvement Plan Action Plan to the end of March 2018. It highlights areas where significant advances have been made and any actions that may have been reviewed or delayed, as specific to the area of activity delegated to this Policy Board.

3.6 Appendix 2 to this report details the performance on Environment & Communities' strategic performance indicators, as specific to the area of activity delegated to this Policy Board.

3.7 The service improvement planning process is a key part of the Council's Public Performance Reporting framework with additional public performance reports produced and further information available on Council web pages.

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4. Summary of main achievements

4.1 The key achievements of Environment & Communities for the year to 31 March 2018 delegated to this Policy Board are highlighted below. Full details of the progress in terms of implementing the actions outlined in the Environment & Communities Service Improvement Plan are detailed in Appendix 1 to this report.

- Development and delivery of key capital programmes to invest in community halls
- Supporting the City of Culture 2021 Bid
- Progressing the Integration of Facilities Management services
- Maintaining ISO 9001, ISO 22000 and OHSAS 18001 accreditation; integrating Building Services into the Environment & Communities Quality Management System for ISO 9001
- Tackling poverty through support for Families First, provision of breakfast clubs and provision of employability and training opportunities

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5. Areas where actions have been reviewed or delayed

5.1 Since the publication of the Service Improvement Plan 2017-2020, all actions have been progressing in line with anticipated timescales.

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6. Progress against service scorecard

6.1 The Environment & Communities performance framework has been realigned with the priorities set out in the 2017 Council Plan. Relevant operational performance is reported to each meeting of this Policy Board.

6.2 The performance scorecard containing a detailed explanation of performance for each indicator as specific to the area of activity delegated to this Policy Board is included at Appendix 2 of this report.

6.3 Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service released a validated version of the LGBF data for 2016/17 in February 2018. A summary of Renfrewshire Council's performance was reported to the Audit, Risk and Scrutiny Board on 19 March 2018.

6.4 Some examples of good performance with particular relevance to the remit of this Policy Board include:

- The % of street lighting faults which were repaired within the 7 day timescale, in 2017/18 was 97.1% which achieved the target set. The operational performance has improved continuously since the service was brought in house in February 2016. In 2014/15 the % of street lighting faults repaired within timescale was 62.4%, which is an increase of 34.7% in a 3-year period.)

6.5 Some examples of performance indicators that are currently performing below target that are of relevance to the remit of this Policy Board include:

- Absence in 2017/18, at 7%, was above target (4%). Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.

- The number of managers with a completed 360 report and the number of employees being supported to obtain SVQ qualifications or having completed an IDP are currently below target. These will be addressed as the corporate workforce and OD strategy and performance development review process are agreed and implemented across the service.

- The number of frontline resolutions and complaint investigations dealt with within timescale are below the 100% target. Over 5,300 frontline resolutions or complaints were received by the service in 2017/18 with 85% completed on time.

Implications of the Report

1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital Estimates for 2017/18.

2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Environment & 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.

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

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

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

4. **Legal** – None.

5. **Property/Assets** – Section 7.5 of the 2017 – 2020 Service Improvement Plan sets out the asset management priorities for 2017/18.

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** – Not applicable

List of Background Papers: None

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Environment & Communities Service Improvement Plan 2017-2020

Appendix 1

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

01: Reshaping our place, our economy and our future

Action Code	Action	Status	Progress	Due Date	Update
01	Actively participate in the Invest in Renfrewshire strategy to support young people into work		100%	31-Mar-2018	Environment & Communities continues to participate in the Invest in Renfrewshire youth employability initiatives including the Project Search employability programme for young people with learning disabilities and/or autism. Through workforce placements the service has provided a range of opportunities for young people to gain work experience and develop positive pathways to employment across a range of service areas.

02: Building strong, safe and resilient communities

Action Code	Action	Status	Progress	Due Date	Update
02	Carry out repairs and maintenance on Renfrewshire Council buildings and monitor actions through the Risk Register		80%	31-Mar-2019	The Environment & Communities Risk Register allows the risk associated with buildings to be captured and monitored. Following the issue of new corporate Health and Safety Guidelines for compliance. The Hard FM team has been working to ensure all areas within the document are covered. The development of the Corporate Asset Management Information System (CAMIS) is on-going, this will greatly assist in the scheduling of compliance across the Council property portfolio. Development work will be completed by Summer 2018. The asset management strategy will be monitored as part of the Corporate Risk Management plan which was reviewed in March 2018.

03: Tackling inequality, ensuring opportunities for all

Action Code	Action	Status	Progress	Due Date	Update
03	Contribute to the Tackling Poverty Action Plan through the Families First project by providing healthy hot meals during designated holiday periods		100%	31-Mar-2018	During School holidays, Families First clubs have operated within Renfrewshire. Families First clubs provide activities and healthy meals to pupils who are entitled to a free school meal, children who attend additional support needs schools and also to children under five who attend a Council Early Years Centre during school holidays.
04	Contribute to the Tackling Poverty program by delivering morning clubs in targeted areas		100%	31-Mar-2018	As part of the Council's Tackling Poverty initiative, morning clubs were established in 2016 within 9 primary schools and 1 secondary school and continued in 2017/18. The morning clubs in St Catherine's Primary School, Gallowhill Primary School, St David's Primary School, Cochrane Castle Primary School, St Mary's Primary School, St Margaret's Primary School, West Primary School, Brediland Primary School and Our Lady of the Peace School are open to all pupils and included a healthy breakfast and a programme of activities. Pupils eligible for a free school meal at Castlehead High School received a healthy breakfast in the cafe area before school starts.
05	Actively promote equality and diversity mainstreaming through its service activity		100%	31-Mar-2018	During 2017/18 service planning and delivery has continued to support all Renfrewshire's residents.

04: Creating a sustainable Renfrewshire for all to enjoy

Action Code	Action	Status	Progress	Due Date	Update
06	Achieve Sustainable Food Cities Status		25%	31-Mar-2018	Work is ongoing with the Soil Association and Renfrewshire Council representatives to progress Sustainable Food Cities status.
07	Review, update and formally launch Renfrewshire's Sustainable Food Strategy		50%	31-Mar-2018	Environment & Communities has led on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners. The food strategy continues to be delivered and work is ongoing to formally review, update the strategy to take into account new Council and partner priorities.

05: Working together to improve outcomes

Action Code	Action	Status	Progress	Due Date	Update
08	Provide our employees with the appropriate support to manage their attendance		100%	31-Mar-2018	Regular Trade Union liaison meetings take place to ensure consistency in guidance issued to employees. HR personnel are in attendance at all Supporting Attendance meetings.
09	Ensure effective management arrangements are in place for overtime levels		100%	31-Mar-2018	Overtime reports are discussed with managers on a four-weekly basis, to identify areas of concern and agree action to be taken. Overtime costs in 2017/18 were 7.2%.
10	Implement the Council's new Organisational Development Strategy		20%	31-Mar-2020	Environment & Communities is represented on the Councils Strategic Workforce Planning and Organisational Development Board with updates on progress being provided to the Environment & Communities Senior Leadership Team
11	A strategic planning approach to future skills and service requirements will be implemented through the Environment & Communities Workforce Plan		20%	31-Mar-2020	The Environment & Communities Workforce Plan has been developed. There are a number of managers engaged in relevant leadership programmes. A new model for training and development of frontline employees is being developed
12	Manage the four trading operations of Roads Services; Catering; Vehicle Maintenance; and Building Services and achieve their financial and operational targets		100%	31-Mar-2018	Trading Operations were presented to each cycle of the Infrastructure, Land and Environment and Finance, Resources and Customer Services Policy Boards.
13	Active participation in phase 3 of the Better Council Change Programme		40%	31-Mar-2019	Environment & Communities plays an active role in each phase of the Better Council Change Programme, achieving outcomes within the Better Council Change Programme.
14	Supporting the Council to implement the Enterprise Resource Planning system.		30%	31-Mar-2019	Environment & Communities are participating in user testing sessions and staff training to support preparedness to go live.
15	Continue to progress the schools PPP contract and progress and finalise the benchmarking of cleaning and catering services during 2017/18		90%	31-Mar-2018	The schools PPP contract is self-monitoring with the Council continuing to monitor on a random sampling basis to ensure services are delivered to a high standard and to specification. Regular meetings are held at an operational level as well as with the Renfrewshire Schools Partnership to ensure contract performance. The second formal benchmarking of cleaning and catering services commenced in September and is currently ongoing.
16	Review and maintain continuous improvement frameworks including: • quality assurance and self-evaluation;		100%	31-Mar-2018	Audits have continued throughout 2017/18 with Environment & Communities being accredited through all audits.

Action Code	Action	Status	Progress	Due Date	Update
	• actions arising from Best Value assurance report, • health and safety accreditations; and • staff and customer service national accreditations				The service continues to demonstrate compliance with ISO9001 for quality management systems. The Facilities Management Catering Service in Secondary Schools and Council run Care Homes operate to ISO22000 for Food Safety Management Systems, providing confidence in the food produced within the kitchens and served to customers. Building Services were also successfully integrated into the overarching Environment & Communities Quality Management System for ISO 9001. In addition, Environment & Communities, successfully contribute to the Corporate Occupational Health and Safety accreditation, OHSAS18001, a commitment to comply with defined health and safety standards to safeguard employees and customers.

Appendix 2

Environment & Communities Service Improvement Plan 2017-2020

Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
01	% uptake of free school meals in primary and secondary schools		69.5%	72%	69.4%	73%	73%	75%	75%	75%	School meal uptake for 2017/18 was 73%. This is slightly below the target of 75%. In 2017/18, pupil absence was now taken into account when calculating school meal uptake. This provides a more accurate record of actual meal uptake but means that like for like comparisons with historic uptake are not now possible as the data collected has changed. Facilities Management are working with Head Teachers, Parents and young people to provide food that will help attract an increase in school meals uptake and to target schools where uptake is less than expected. Consideration will also be given to changes to the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals. Active Communities and Healthy Lives groups are also involved to consider menus in line with Health and Well Being initiatives in schools.

Local Outcome 05: Working together to improve outcomes

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
02	% of CR managers in the 360 process with a completed 360 report		88%	100%	88%	100%	88%	100%	100%	100%	The number of managers with a completed 360 report and the number of employees being supported to obtain SVQ qualifications or having completed an IDP are currently below target. These will be addressed as the corporate workforce and Organisational Development strategy and performance development review process are agreed and implemented.
03	% of CR employees having completed IDPs (from MDP/MTIPD)		84%	100%	84%	100%	84%	100%	100%	100%	
04	Improve SVQ levels across the front-line workforce - number of staff obtaining SVQ qualifications		49	50	39	50	0	50	50	50	
05	Environment & Communities - Absence %		4.9%	4%	5.8%	4%	7%	4%	4%	4%	The annual absence rate in 2017/18 was 7%. Absence continues to be addressed through the Council's supporting attendance procedures and utilisation of the services of Occupational Health.
06	% of reported street lighting faults which were repaired within the 7-day timescale		68.65%	95%	93%	95%	97.1%	95%	95%	95%	The % of street lighting faults which were repaired within the 7-day timescale, in 2017/18 was 97.1% which achieved the target set. The operational performance has improved continuously since the service was brought in house in February 2016. In 2014/15 the % of street lighting faults repaired within timescale was 62.4%.
07	Environment & Communities - Overtime as a % of total employee costs (cumulative)		7.3%	8%	7.3%	7%	7.2%	6%	5%	5%	Overtime costs for 2017/18 were 7.2% of total employee costs which, although just outside the target set this is an improvement on the 2016/17 annual performance of 7.2%.
08	% of FOI requests completed within timescale by Environment & Communities		100%	100%	100%	100%	99%	100%	100%	100%	The Service dealt with 506 Freedom of Information Requests in 2017/18. Unfortunately, the new tracker

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
											system has resulted in some requests being passed to the Service late and we were unable to comply with 20 day deadline in a very small number cases. This has now been addressed and action taken to ensure that we are aware of all new requests.
09	% of front line resolutions dealt with within timescale by Environment & Communities		87%	100%	84%	100%	85%	100%	100%	100%	The Service dealt with 5,347 front line resolutions in 2017/18, 85% of which were dealt with within the agreed 5-day timescale. Environment & Communities delivers the highest volume of front line Council services and receive approximately 75% of all front-line enquiries made to the Council. Although performance has not met target in 2017/18 it should be noted that the number of enquiries received in relation to the level of the service provided continues to be low. For example, the number of complaints about missed waste collections is less than 0.1% of the total number of collections made.
10	% of complaint investigations completed within timescale by Environment & Communities		94%	100%	91%	100%	72%	100%	100%	100%	In 2017/18 the service dealt with 50 complaint investigations, 36 of which were dealt with within the agreed timescale. This is an increase in the numbers due to more rigorous recording on investigations. The service has not met its target for completing complaint investigations within timescale. To address this, the service introduced a new procedure to ensure that complaint investigations were highlighted to managers to ensure the 20-day statutory target is met. Unfortunately the target has been

Code	Performance Indicator	Current Status	2015/16		2016/17		2017/18		2018/19	2019/20	Explanation of Performance
			Value	Target	Value	Target	Value	Target	Target	Target	
											unable to be met due to demands on the service during the period of severe weather in quarter 4. However, this was a temporary issue and the service anticipates meeting its target in the coming year.
11	Building Services - % of overall housing repairs completed within target		91%	95%	95%	95%	94.6%	95%	93%	95%	The 2017/18 performance was slightly under the 95% target due to the dip in performance during quarter 2 where resources were allocated to works within schools during the holiday period. Adverse weather and sourcing materials for specialist jobs, impacted on the completion of jobs within the target timescales. The performance during the winter months has remained steady at 95% despite challenging conditions during the month of February.

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

On: **6 June 2018**

Report by: **DIRECTOR OF FINANCE AND RESOURCES**

Heading: **FINANCE AND RESOURCES SERVICE IMPROVEMENT – OUTTURN REPORT FOR 2017/18 -2019/20**

1. Summary

1.1 The Finance and Resources Service Improvement Plan 2017/18 – 2019/20 was approved by the Finance, Resources and Customer Services Policy Board in June 2017.

1.2 The attached Service Improvement Action plan (Appendix 1) and Performance Scorecard (Appendix 2) show progress against the agreed priorities for the service which have been realigned against the 5 Strategic Outcomes approved by Council on 28 September 2017 in the Council Plan for 2017 – 2022.

1.3 This report contains details of Finance and Resources performance over the period 1 April 2017 to 31 March 2018. The main purpose of the report is to provide:

- Details of the key achievements of the service over the period;
- A progress update on implementing the action plan linked to the 2017-20 Service Improvement Plan; and
- An assessment of performance in relation to the service scorecard of core performance indicators

1.4 Finance and Resources has continued to progress an ambitious programme of service development over 2017/18 covering the areas of activity overseen by the Finance, Resources and Customer Services Policy Board. Key achievements that are relevant to the remit of this Policy Board are summarised in section 4 of the report.

1.5 Service Improvement Plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. Implementation of the Service Improvement Plan is monitored and reported to this Policy Board on a six-monthly basis to allow the Board to review progress. A six-month progress report was previously provided to the Board on the 2017 to 2020 Service Improvement Plan in November 2017.

2. Recommendations

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

(i) Notes the progress that has been made by Finance and Resources with implementation of the 2017 to 2020 Service Improvement Plan actions and performance indicators as detailed in Appendix 1 & 2 and as specific to the areas of activity delegated to this Policy Board.

3. Background

3.1 The Finance and Resources Service Improvement Plan provides a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2017-18 Plan actions and performance indicators.

3.3 In June 2017, Finance and Resources presented a Service Improvement Plan aligned to the then-current Council Plan, which was due to come to an end. A new Council Plan setting out 5 Strategic Outcomes was approved in September 2017 and consequently, service improvement plans have been realigned to reflect these outcomes. The Council Plan 2017-2022 strategic outcomes are:

- Outcome 1: Reshaping our place, our economy and our future
- Outcome 2: Building strong, safe, and resilient communities
- Outcome 3: Tackling inequality, ensuring opportunities for all
- Outcome 4: Creating a sustainable Renfrewshire for all to enjoy
- Outcome 5: Working together to improve outcomes

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

3.5 Appendix 1 to this report provides a summary of progress achieved on the Finance and Resources Service Improvement Plan Action Plan to the end of March 2018. It highlights areas where significant advances have been made and any actions that may have been reviewed or delayed.

3.6 Appendix 2 to this report details the performance on Finance and Resources strategic performance indicators.

3.7 The service improvement planning process is a key part of our Public Performance Reporting framework with additional public performance reports produced and further information available on our council web pages.

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4. Summary of main achievements

4.1 The key achievements of Finance and Resources for the year to 31 March 2018 delegated to this Policy Board are highlighted below. Full details of the progress in terms of implementing the actions outlined in the Finance and Resources Service Improvement Plan are detailed in Appendix 1 to this report.

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

- 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 and a funded legacy programme moving into 2018/19.

Strategic Outcome 2: Building strong, safe and resilient communities

- 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;

- 2017 saw the opening of Riverbrae School, the refurbishment of Mossvale and St James Primaries, and the commencement of work on the new shared campus for Bargarran and St John Bosco Primaries, and at St Paul's Primary and Foxlea Pre- 5 Centre. Good progress continues to be made across all projects with St John Bosco / Bargarran scheduled to be completed in April 2018.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

- The successful provision of advocacy services to mitigate the impact of fuel poverty within households in Renfrewshire.

- 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.

- 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. A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.

- Provision of advice from Claimant Support Officers across Renfrewshire's job centres. Since the start of 2017, over 2,000 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 deliver a robust plan to increase the number of funded early years placements, providing specific support on capital investment requirement on pre-5 facilities, workforce planning arrangements and financial costings underpinning the planning arrangements. Further planning has bene completed on the expansion of early learning and childcare from 600 hours to 1140 by 2020 which has subsequently been agreed with the Scottish Government and will support the growth in allocated resources in line the Council's costed plans over this period of phased delivery by 2020 and beyond.

- 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.

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

- There has been a significant reduction in CO2 emissions from public space lighting in 2016/17 due to the implementation of the LED replacement programme. This figure continues to show a significant improvement during 2017/18 through the energy usage compared to previous years. Early indications are that CO2 emissions have been reduced by 64%.

- 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.

- We continue to provide 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.

Strategic Outcome 5: Working together to improve outcomes

- In August 2017, the Best Value Assurance Report for Renfrewshire Council was published which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. An improvement plan to address the recommendations met has made significant progress.

- Successfully conducted and administered the General Election and Local Elections for Renfrewshire during 2017;

- 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 and for which significant progress has bene achieved in delivering key against actions;

- We developed and are implementing the new Customer Strategy for the Council, focusing on using innovative technology and developing services that are based upon the needs of our customers.

- The Better Council Change Programme now has 34 projects split across 5 key themes including: Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change. Looking forward the team will look to develop proposals to support the delivery of savings and efficiencies for 2019 and beyond.

- 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;

- A number of key HR policies have been reviewed and refreshed including a new People, Performance and Talent Policy which has bene developed and is presented to this Finance, Resources and Customer Services Policy Board for approval.

- We have delivered online access to over 30,000 customers in Renfrewshire through the MyAccount Online Customer Portal, and this continues to grow steadily with each passing week.

5. Areas where actions have been reviewed or delayed

5.1 Since the publication of the Service Improvement Plan 2017-2020, most actions have been progressing in line with anticipated timescales. The most significant area of delay has been experienced in the implementation of Business World. A go-live readiness assessment commenced in the closing months of 2017 and which flagged up several areas of concern in relation to both the readiness of the Council to migrate to the new system, issues with the Business World system build that had been developed to date and issues with data to be transitioned from existing legacy systems. Detailed consideration and review of the issues identified concluded that further development was required prior to a go live transition to ensure a successful cut-over from existing systems and the delivery of the envisaged business benefits that are expected to be realised by the project. A detailed re-plan has been concluded and the go-live is scheduled for September 2018. Positive progress is now being delivered against the revised go-live date plan and within e envisaged timescales.

6. Progress against service scorecard

6.1 The Finance and Resources performance framework has been realigned with the priorities set out in the 2017 Council Plan. Relevant operational performance is reported to each meeting of this Policy Board.

6.2 The Finance and Resources performance scorecard contains 32 indicators, of which 5 are for information only and have no target. Of those indicators with targets, 14 are performing strongly (Green), 6 are close to target (Amber) and will continue to be monitored and 7 are currently not achieving their target (Red). The full performance scorecard containing a detailed explanation of performance for each indicator is included at Appendix 2 of this report.

6.3 Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service released a validated version of the LGBF data for 2016/17 in February 2018. A summary of Renfrewshire Council's performance was reported to the Audit, Risk and Scrutiny Board on 19 March 2018.

6.4 Examples of good performance with particular relevance to the remit of this Policy Board include the following indicators which met or were well above target:

- The time taken for processing new housing benefit applications and change of circumstance up until the posting of notification of outcome of the application (cumulative);
-
- The average speed of processing a Crisis Grant (Scottish Welfare Fund) as well as a Community Care Grant (Scottish Welfare Fund);
- The percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date);
- The percentage of calls answered by the Customer Service Unit and those answered within target (40 seconds);
- The percentage of customer enquiries resolved at first point of contact by Customer Services advisor (cumulative);
- The average waiting time of customers in the Customer Service Centre has consistently met and exceeded the 20-minute target each quarter of 2017/18; and
- The number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative);
- The percentage of Finance and Resources invoices paid within 30 days;
- The percentage of IT incidents fixed within target fix time (annual cumulative to date figure).

6.6 Some examples of performance indicators that are currently performing below target that are of relevance to the remit of this Policy Board include:

- Sickness absence remains above the target of 1.82 days at 2.59 days. A deep dive of Sickness Absence has been conducted across the Council and new targets and interventions are being actioned;

- The number of Councillors with a Personal Development Plan in Place has consistently remained below target during 2017/18, but has recently increased to two councillors with a PDP in place and 11 councillors have requested and received access to the CPD online self-assessment questionnaire to help them develop their PDPs. Progress is dependent on participation by Councillors; and

- The percentage of Finance and Resources FOI requests completed within timescale has fallen to 71.4% in the last quarter of 2017/18 amid rising levels of requests;

Implications of the Report

1. **Financial** – The Service Improvement Plan includes an analysis of financial position for 2017/18.

2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for Finance and Resources, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.

3. **Community Planning**

   Community Care, Health & Well-being – the service promotes wellbeing to our employees through Workforce Development and our Corporate Health and Safety Policy.

   Empowering our Communities – Finance and Resources is actively promoting community empowerment.

   Greener – promoting carbon reduction through our Carbon Management Plan.

   Jobs and the Economy –the service has a strong locust in supporting the local economy via welfare reform.

   Safer and Stronger –none.

4. **Legal** – None.

5. **Property/Assets** –Finance and Resources supports the council's infrastructure and maintenance of council assets.

6. **Information Technology** – The Service Improvement Plan supports the implementation of the Enterprise Resource Planning System.

7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If

required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.

8. **Health & Safety** – The Service Improvement Plan supports Finance and Resources 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 Finance and Resources Risk Register.

11. **Privacy Impact** – None.

12. **COSLA Policy Position** – Not applicable

List of Background Papers: None

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Appendix 1
Finance & Resource Service Improvement Plan 2017-2020 Action Plan

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

01: Reshaping our place, our economy and our future

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.01.01	Progress Community Asset transfer applications; this strategy supports the commitments contained in the Community Empowerment Action Plan (CEAP) published by the Scottish Government to establish community empowerment as an important means of supporting...		33%	31-Mar-2020	To date the Clippens School transfer and Carbrook Street sites have been approved. Other applications have been received and are being progressed through an established procedure.
FRSIP17.01.02	Deliver on 2021 Infrastructure programme		33%	31-Mar-2020	Work is ongoing to deliver the 2021 infrastructure programme. Suggested name change to Cultural Infrastructure Programme.

03: Tackling inequality, ensuring opportunities for all

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.03.41	Provide professional Finance and Property support to Children's Services to deliver the 'early years' programme.		10%	31-Aug-2020	Costed plan now agreed with Scottish Government and confirmed funding provided moving forward through to 2020 and beyond.
FRSIP17.05.05	Deliver Advocacy Services to mitigate fuel poverty		33%	31-Mar-2020	Provision of future energy advocacy services now developed. During 2016.17 a total of 1,052 home visits were undertaken which resulted in annual savings to residents of £325,000
FRSIP17.05.06	Provide effective support to people affected by the introduction of Universal credit Full Service from May 2018 onwards		80%	30-Sep-2018	The Welfare Reform Group is overseeing the detailed planning and preparations required for the introduction of Universal Credit across Renfrewshire planned by DWP for September 2018. Detailed planning sessions have been progressed by council officers and with DWP.
FRSIP17.05.07	Monitor the progress of welfare reform and put in place effective controls to ensure the council is prepared for the impacts		70%	31-Mar-2020	The initial assessment carried out during 2017/18 continues to be updated as information on welfare changes becomes available, with mitigating actions considered and out in place to address any anticipated impact on council revenues and the workforce. Work is now focussed on defining the future operating model, considering the roll out of Universal Credit Full Service planned for September 2018.
FRSIP17.05.08	Continue to deliver effective support through the Claimant Support Officer and Energy Advice Tackling Poverty projects Renfrewshire		100%	31-Mar-2018	Claimant Support Officers continue to provide advice on Council Services to Claimants from the three job centres in the area (Paisley, Renfrew and Johnstone). Since the start of the financial year, they have supported 600 claimants with issues ranging from Council Tax Reduction, Housing Benefit Advice and signposting to other council services e.g. housing. The team are now focused on working with DWP to define the future operating model, taking into account the roll out of Universal Credit in September 2018. Provision of future energy advocacy services now developed.
FRSIP17.06.09	Support early learning and Childcare Workforce to increase funded placements by 2020/21		50%	31-Mar-2020	Children Services will be supported through the key actions of their workforce plans to support their Early Years workforce. Early Years expansion plans are well underway for the implementation of 1140 hours of free early learning and childcare by 2020, with a review of Early Years' management models, employment contracts and work patterns being considered. The service's plan for expansion has been submitted to Scottish Government and funding plans now agreed

Action Code	Action	Status	Progress	Due Date	Update
					providing clarity on future funding support to the delivery and implementation plan including growth in the associated workforce.
FRSIP17.06.10	Provide professional Finance and Property support to deliver the School Estate Management Plan (SEMP)		80%	31-Mar-2020	Support is available on an ongoing basis to the development of future phases of the schools estates strategy in conjunction with Children's Services colleagues; while the existing plan continues to be delivered and monitored.

04: Creating a sustainable Renfrewshire for all to enjoy

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.04.03	Meet the Scottish Government's targets and expectation on Carbon Reduction measures		33%	31-Mar-2020	Work is ongoing to meet the targets on Carbon Reduction measures and targets have been set through the carbon management plan and are monitored annually through Pentana.
FRSIP17.04.04	Increase focus on Carbon and Financial standings through monitoring and targeting.		33%	31-Mar-2020	Work is ongoing to increase focus on carbon and financial standing through monitoring and targeting. An Energy Officers post has been created to provide focus on monitoring & targeting by meeting with building manager to discuss their progress against their energy target and provide additional support to enable them to achieve or better their target. This post is temporary until February 2019.
FRSIP17.04.40	Implementing the key actions in the Carbon Management Plan		33%	31-Mar-2021	The carbon management has currently achieved a 34.7% reduction against the 2012/13 baseline for 2016/17 compared to the target for this period of 7.9%. Annual updates are provided through Pentana and updated for all services.

05: Working together to improve outcomes

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.05.42	Develop a new Corporate Asset Strategy		80%	31-Dec-2018	Report submitted to Finance and Resources Board in June 2018
FRSIP17.09.11	Introduce a corporate Workforce Plan and all service workforce plans for 2017/18 are implemented		100%	31-Mar-2018	The Council Workforce Plan and Action Plan was approved by Board on 30 August 2017. Regular updates on progress with implementation of the action plan is provided through Better Council change Programme reports to Board.

Action Code	Action	Status	Progress	Due Date	Update
					All workforce planning priorities are integrated and driven through the Service Improvement Plan progress and monitored through Pentana Performance system to ensure robust monitoring of progress and that workforce planning is not seen as a standalone activity.
FRSIP17.09.12	Develop a Talent Management strategy		50%	31-Mar-2019	The People, Performance and Talent Policy Guidance and Competency Frameworks is being presented to the Finance, Resources and Customer Services Board in June 2018 for approval. A Talent Planning approach will be embedded as part of the policy process across the workforce to support succession planning across the Council.
FRSIP17.09.13	Introduce a new appraisal system to capture employee performance and continuous improvement		90%	31-Mar-2019	The People, Performance and Talent Policy Guidance and Competency Frameworks is being presented to the Finance, Resources and Customer Services Board in June 2018 for approval. A Talent Planning approach will be embedded as part of the policy process across the workforce to support succession planning across the Council.
FRSIP17.09.14	Improve Learning and Development opportunities		50%	31-Mar-2019	The Corporate People Development Review is nearing completion. Engagement and consultation has taken place with a range of stakeholders. As part of the review, 'Your Development, Our Future' People Development Survey was launched and results of the full review will be presented to CMT and 'Our Leaders Forum' in June 2018.
FRSIP17.09.15	Strengthen our work as a Disability Confident Employer		100%	31-Mar-2018	The Council has continued its accreditation of the Disability Confident Level 2 Award which was achieved in September 2017.
FRSIP17.09.16	Workforce Redesign		50%	31-Mar-2020	Workforce re-design is a key focus and action in the Council's recently approved workforce plan. HR & OD will work with all services to ensure workforce re-design is reflective of the future needs of the Council and its Services. Any workforce re-design activities will be conducted in consultation with the TU's.
FRSIP17.09.17	Support staff who are involved in a BCC programme to ensure resilience and capacity is at a suitable level		50%	31-Mar-2019	Supporting the delivery of significant change projects is demanding for staff who retain operational responsibilities, and this continues to be monitored by line managers, SMT and the Better Council Change Programme Board to ensure appropriate supports are in place.

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.09.18	Review/identify opportunities to streamline current recruitment processes along with activity to promote Renfrewshire Council (including Finance and Resources) as an employer of choice		50%	31-Mar-2020	A Recruitment Policy is near completion and will be presented to Finance, Resources and Customer Services Policy Board in June 2018. Work with CBS has commenced to develop Recruitment Guidance on the Recruitment Process to support the policy principles.
FRSIP17.09.19	Develop and introduce a service succession planning approach to provide structure and focus and key actions to mitigate associated risks		40%	31-Mar-2020	An approach to succession planning is currently being scoped out in line with each service workforce plan. The introduction of the new People, Performance and Talent Policy will support the service and other services to further develop their approaches to succession planning, which are detailed within all services workforce plans. These approaches are being continuously developed.
FRSIP17.09.20	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		75%	31-Mar-2018	A generic skills profile has been developed for the Council and is currently out for consultation with key stakeholders. Progress will be reported in the 6 monthly Workforce Plan progress update report that will be presented to the Finance, Resources and Customer Services Board in June 2018.
FRSIP17.09.21	Develop career pathways and a learning and development plan for Finance and Resources		60%	31-Mar-2019	Key workforce planning progress identified that Career pathways are in place across different divisions of the service and these are identified in the service workforce plan. This approach will continue to be developed to support divisions by identifying where career pathways can be implemented to build skills resilience in areas of need and where required. As part of the Corporate People Development Review and the Finance and Resources Workforce Plan Actions, the OD & Workforce Planning Team is working with the divisions of the service to identify development needs across the FARS workforce and implement suitable interventions.
FRSIP17.10.22	Implement Business World		60%	31-Dec-2017	A go-live readiness assessment commenced in the closing months of 2017 and which flagged up several areas of concern in relation to both the readiness of the Council to migrate to the new system, issues with the Business World system build that had been developed to date and issues with data to be transitioned from existing legacy systems. Detailed consideration and review of the issues identified concluded that further development was required prior to a go live transition to ensure a successful cut-over from existing systems and the delivery of the envisaged business benefits that are expected to be realised by

Action Code	Action	Status	Progress	Due Date	Update
					the project. A detailed re-plan has been concluded and the go-live is scheduled for September 2018 and positive progress is now being made in line with the revised go-live date.
FRSIP17.10.23	Implement 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		50%	31-Mar-2020	Business World go live is scheduled for September 2018. A new dedicated ERP support function including ongoing development will be established pre- go live which will consider other phases and modules post go live. This new support function will be part of the corporate ICT service.
FRSIP17.10.24	Accelerate customer portal channel shift and deliver savings. Ensure equalities is considered in developing our digital channels		100%	31-Mar-2018	There are over 30,000 customers in Renfrewshire with a MyAccount, and this continues to grow steadily each week. The main services available are Council Tax, Benefits, Housing Rent and Payments. Work has been progressed with Environment & Communities staff and our customers to develop a new Special Uplift process through My Account. The process has been defined and as of March 2018 was live.
FRSIP17.10.25	Deliver new Customer Strategy for the Council, including accessibility for all customers		100%	31-Oct-2017	The Council's Customer Strategy 2017-2022 was approved at Finance Resources & Customer Services Policy Board on 8 November 2018. The monitoring of actions to fully implement the strategy will be reported to Board every 6 months.
FRSIP17.10.26	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme		20%	31-Mar-2019	Review of Records Management Plan (RMP) and first annual update to the Keeper Progression of ICT arrangements in relation to the Business Classification Scheme (BCS)
FRSIP17.10.27	Support implementation of new corporate approach to self-assessment		5%	31-Mar-2020	Work is currently underway by the Strategic Planning and Policy Development Team within Chief Executive's Service to develop a proposal for consideration by the Corporate Management Team.
FRSIP17.10.28	Deliver an induction programme for the new administration, actively preparing for potential changes emerging from the outcome of these election and implement any changes to governance structures		100%	31-Jul-2017	Both aspects of this action have been completed i.e. the induction programme and the implementation of changes to the governance structure approved at the statutory meeting on 18 May 2017.
FRSIP17.10.29	Conduct and administer the General Elections for Renfrewshire		100%	30-Jun-2017	Completed and no elections due until 2021
FRSIP17.10.30	Implement recommendations from the Council's Best Value Assurance Report		50%	31-Jul-2018	The BVAR was approved by Council on 28 September 2017, with key actions being agreed which are being actively and positively progressed with regular updates provided to the policy board.

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.10.31	Implement ICT Strategy		33%	31-Mar-2020	Work continues at pace around the projects underpinning the 8 work streams including the roll out of Telephony As A Service(TaaS), Windows 10, etc. In addition, the migration from Lotus Notes to Microsoft Office 365 is now complete.
FRSIP17.10.32	Lead on Better Council Programme projects phase 3		55%	31-Mar-2019	The projects in the Customer Experience/digital theme are progressing well from development of the business cases into delivery. Automated processes continue to be developed and deployed in Customer & Business Services and the streamlined, on-line Special Uplift process is now live. Opportunities for improving processes in schools are underway and paperless working is being progressed with the CMT.
FRSIP17.10.33	Monitor the impact of Brexit developments		25%	31-Mar-2020	A Brexit monitoring group involving key stakeholders (UWS, NHSGGC, Chamber of Commerce, WCS) from across Renfrewshire has been set up and meets regularly to discuss developments as they unfold and the potential impact on residents, businesses and public organisations. Professional advice to the group is provided by KPMG.
FRSIP17.10.34	Introduce NDR Revaluation appeals		33%	31-Oct-2020	The Council has lodged a block appeal of 100% of its non-domestic assets. Appeals are heard by the Joint Valuation Board, who determine what Assets they wish to discuss at Boards. The Joint Valuation Board have verbally advised that they have until the 31 December 2020 to settle all appeals.
FRSIP17.10.35	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 (NIF)		80%	31-Mar-2020	Many reports received as a result of the NFI have now been completed. An ilearn fraud awareness course is still being developed. Meetings have been held with many Council Officers to discuss the best way to deal with potential fraud cases within different areas. Fraud referrals meriting further investigation are taken forward by the Council Fraud Officers.
FRSIP17.10.36	Deliver the 2017/18 planned programme of internal audit assurance		93%	30-Jun-2018	As at 31 March 2018 93.2& of the audit plan was complete against a target pf 95%. The shortfall relates to reduced resources due to a vacancy within the team and service unavailability at the year-end dye to other service commitments.
FRSIP17.10.37	Respond to New Social Security Powers for Scotland and the impact on the Council		25%	31-Mar-2020	Senior officers continue to contribute discussions with Scottish Government and COSLA on the new powers and how the agency and the benefits it will provide will integrate with existing welfare support provision. An initial meeting has been arranged with Scottish Government officers to consider how the local agency presence might operate in Renfrewshire.

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.10.38	Continue to improve the suitability of office accommodation		59%	31-Mar-2020	Work is ongoing, Members Accommodation and Second Floor south works have been completed, as well as accommodation for Business World Team
FRSIP17.10.39	Implement a consistent approach to equality impact assessment to support members in their decision making and scrutiny		25%	31-Mar-2020	Following the equalities work over 2017, there continues to be some improvement in understanding and application of the Equality Impact Assessment process. The Fairer Scotland duty requirements (released in March 2018) will now require to be included in the impact assessment process. The need continues for further emphasis on this area of work to ensure that impact assessment write ups are completed consistently, including the new requirements, and considered by decision makers.

Appendix 2
Finance & Resources Service Improvement Plan 2017-2020 Outturn (Qtr4)

Renfrewshire Council

Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI005a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)				23.53	24	24.3	24	24.04	24	23.2	24	Processing speed for New Claims was within target for the 2017/18 year.
FCSKPI005c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)				5.21	10	6.87	10	7.87	10	6.98	10	Processing speed for Change of Circumstances was within target for the 2017/18 year.
FCSKPI010	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				1	2	1	2	1	2	1	2	Crisis Grants were processed well within target for the 2017/18 year.
FCSKPI011	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				11	15	10	15	13	15	12	15	Community Care Grants were processed well within target for the 2017/18 year.

Local Outcome 04: Creating a sustainable Renfrewshire for all to enjoy

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FRCMT24	Total CO2 emissions (tonnes) from public buildings						Not measured for Quarters						The 2017/18 figure will not be available until mid July.
FRSIP22	% Reduction in overall CO2 emissions for Renfrewshire Council (CMP 2014-2020)						Not measured for Quarters						The 2017/18 figure will not be available until mid July.

Local Outcome 05: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI001	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				32.68%	32.54%	60.27%	59.84%	88.32%	87.99%	96.05%	96%	Council Tax collection was 0.05% up on the year-end target position for 2017/18.
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)				69%	70%	62%	70%	74%	70%	71%	70%	Target met for Quarter 4.
FCSCOMPYR	Total % of investigation (Stage 2) complaints responded to within targets by Finance & Resources (cumulative to date)				91.43%	100%	90.32%	100%	95.1%	100%	96.5%	100%	By the end of Quarter 4, 144 Complaints were received in total (April - March). To date, 137 complaints have been completed within the required timescale. 1 complaint for December and 1 for February are still being followed up within timescale. 1 complaint from April 1 from July and 2 from November and 1 for December were completed outwith timescale.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSCORP01	Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure)				Not measured for Quarters								This data is published by the Improvement Service on an annual basis as part of the LGBF Framework and is extracted from the LFR information from the Scottish Government website. The 2017/18 data is due to be published late in 2018.
FCSCORP02	Cost of Democratic Core per 1,000 of Population				Not measured for Quarters								This was an LGBF indicator and the Improvement Service decided to no longer gather this data.
FCSABS01dii	Average number of work days lost through sickness absence per employee (F&R) (FTE)				2.29	1.32	2.16	1.47	2.2	1.79	2.59	1.82	It has been noted that absence is above target for Quarter 4. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information. Monitored through pentane processes through HR Team. All absent statistics go through CMT and reported to Board.
FCSKPI003	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				97.48%	96%	97.57%	96%	97.2%	96%	96.58%	96%	At the end of Quarter 4 a total of 285,896 invoices were received of which 276,108 were processed within 30days Was previously reported as 96.69%.
FCSKPI008	Cost of collecting council tax per chargeable dwelling				Not measured for Quarters								This indicator reports on the cost of collecting Council Tax per chargeable dwelling: b) Total cost of collecting Council Tax = £1,020,000 c) Number of properties = 86,093 a) Cost of Collecting Council Tax per chargeable dwelling = £1,020,000 / 86,093 = £11.85

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSPERSOD08	% of managers, in the 360° process, with completed reports				93%	100%	93%	100%	93%	100%	93%	100%	The 360 process is being reviewed with a view to making changes during 2017/18 to complement the roll out of the Aspire & Leaders of the Future programmes.
FCSPERSOD09	% of employees having completed IDPs (from MDP/MTIPD) cumulative to date				66%	100%	72%	100%	71%	100%	N/A	100%	The service-wide figure for Q4 2017/18 will be available mid-June.
CSADIV35MS	Number of Councillors with a Personal Development Plan in place				0	22	0	22	0	22	2	22	Two Councillors now have a PDP in place and 11 Councillors have requested and received access to the CPD online self-assessment questionnaire to help them develop their PDPs. Progress is dependent on participation by Councillors.
FCSCREDFCS01f	% of invoices paid within 30 days - Finance & Resources invoices				99.78%	98%	99.45%	98%	99.47%	98%	99.31%	98%	During Quarter 4 1,870 invoices for Finance & Resources were processed within 30 days from a total of 1,883.
FCSCSU07	Customer Service Unit - % of calls answered				96%	90%	95%	90%	97%	90%	96%	90%	Target achieved for the quarter.
FCSCSUENQ01c	Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative				100%	90%	100%	90%	100%	90%	100%	90%	The advisers in the CSU do not need to call for back office support as we handle all enquiries first time.
FCSCSUSAT09	Average waiting time of customers in the Customer Service Centre				14.6	20	17.25	20	12.33	20	15.21	20	Service has consistently met target this quarter.
FCSCSUSAT10	Customer satisfaction rating for services delivered by the Customer Service Unit				Not measured for Quarters								This PI is measured monthly and annually, and achieved 77.43% - this is an improvement on 74.9% which was achieved in 2016/17.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSFOI07	% of FOI reviews completed within 20 days				100%	100%	100%	100%	100%	100%	71.4%	100%	5 out of 7 reviews received were responded to on time.
FCSFOI08	% of Finance and Resources FOI requests completed within timescale				95.5%	100%	99.6%	100%	88.4%	100%	90.3%	100%	There were 113 enquiries due for responding solely by Finance and Corporate Services during 01/01/18 - 31/03/18. 11 of these requests missed the statutory deadlines. Giving a success rate of 90%.
FCSICT001	Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)				91.4%	85%	89.6%	85%	90.8%	85%	90.8%	85%	There has been a range of additional pressures on the ICT service this year which has increased the volume of support calls as well as diverting staff to work on development projects (e.g. rollout of O365 and Windows10). A new structure has been implemented in the last quarter of the year for front line support and work is now underway on streamlining processes to ensure that service is improved during 18/19.
FCSICT002	Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)				76.1%	85%	74.3%	85%	73%	85%	72.5%	85%	There has been a range of additional pressures on the ICT service this year which has increased the volume of support calls as well as diverting staff to work on development projects (e.g. rollout of O365 and Windows10). A new structure has been implemented in the last quarter of the year for front line support and work is now underway on streamlining processes to ensure that service is improved during 18/19.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	Q1 2017/18		Q2 2017/18		Q3 2017/18		Q4 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSICT004	Percentage of uptime for key IT systems				99.99%	99%	99.98%	99%	99.98%	99%	99.99%	99%	This performance indicator has met and exceeded target.
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)				97.04%	97.27%	97.09%	97.27%	97.16%	97.27%	97.2%	97.27%	Follow up continues to be run each month. We continue to monitor both the current year and previous years' collection.
FCSKPI004a	Percentage of Non-Domestic Rates due in the year, collected by the end of the year (cumulative to date)				19.46%	16.12%	51.27%	54.16%	78.26%	80.2%	98.03%	98%	This indicator has met target.
FCSKPI133	Percentage of Audit Plan completed (cumulative)				23%	19%	41.4%	42.8%	66.5%	66.5%	93.2%	95%	This was due to a vacancy during the year and the availability of services to accommodate audits in latter part of the year.
FRCOMPFL	F&R Front Line complaints (Cumulative)				90.3%	100%	79.18%	100%	81%	100%	82.8%	100%	April to March 494 complaints received and 409 answered within the timescale.
FRGPG01	Councilwide - % gender pay gap between average hourly rate of pay for male and female employees				Not measured for Quarters								An Equal Pay Audit was undertaken in January 2018 which highlighted the pay gaps between male and female employee across the Council. The pay gaps were calculated using the difference between men and women's average hourly pay which excludes overtime. The 2018 audit highlighted a 4.59% pay gap in favour of males.

Renfrewshire Council

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

On: **6 JUNE 2018**

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

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

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 for 2017/2018. The report also highlights the annual performance position for 2017/2018 for performance indicators reported regularly throughout the year and taken from the 2017-2020 service improvement plan.

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 previous

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

Void Properties

3.1.2 The Council's target time for reletting a void property is 14 calendar days. Voids over the 14 day target are monitored and reviewed 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.

Month	Returns	Completion within timescale
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%
February	107	52% (High volume of Asbestos works required , and additional turnaround times for sub-contractor impacting on return times)
March	92	24% (one complete week on return times was lost as a result of winter weather as well as additional turnaround times for asbestos works sub-contractor impacting on return times)
Totals	525	52.9% average

Compliance Update

3.1.3 The Repairs and Maintenance, Compliance team continues to develop and consolidate its compliance management strategy. This progression has been done in conjunction with 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.

3.1.4 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.

3.1.5 Street Lighting maintenance figures April 2017 to March 2018 are detailed below:

BUILDING SERVICES Street Lighting Summary April - March 2018	**Qty**	**Comments**
Jobs completed in period total this financial year.	3,196	2,499 Reactive Repairs & 747 Emergencies Backlog repairs
Jobs programmed within the next 2 months	-	-
Jobs to be planned and programmed.	43	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	218	Currently subject to contractor supplier reviews. (138 flooded)
Planned maintenance carried out April – March 2018	9.012	

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 The list below shows the current capital project works that are being undertaken by Building Services 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 performance outcomes, results, for Building Services, for the financial year 2017/2018 detail 53,985 individual responsive repairs requested across all trades. Building Services attended to over 95.43% within the time category allowed.

Category	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Total 2017/18	2016/17	
	Value	Value	Value	Value	Value	Value	Target
Total Repairs Completed	12,304	11,714	14,619	15,348	53,985	54,162	n/a
% Overall Repairs Completed Within Target	95.4%	94%	96.2%	95%	95.43%	93%	94%
% Emergency Repairs completed within target	98.8%	98%	98%	98%	98.31%	98%	97%
% Routine repairs completed within target	91.3%	89%	94%	91.3%	91.51%	89%	97%
% Programmed repairs completed within target	100%	100%	93%	99%	98.79%	100%	97%
% Right to Repair Qualifying repairs completed within target	99.6%	98%	98%	98%	99.04%	97%	97%

4.2 Facilities Management - Soft Services

Partnership Working

4.2.1 **Early Years and Childcare**

The catering service continues to work in partnership with Children's Services to facilitate the initial roll-out of the new Early Years 1140 hours service provision. This project will also have impact on the Hard Services service when alteration works are progressed in some premises to respond to the project.

The school catering service – working with pupils and partners

4.2.2 Work has been completed on the completion of the introduction of new school menu's for both primary and secondary pupils. The introduction will commence in late May early June to allow site familiarisation of the menu. This period will be used as a full trial thereafter all schools will be operating fully with the new menus at the start of the new term in August 2018.

4.2.3 Catering staff through their work with Hearty Lives Groups and the School Nutrition Action Groups in High Schools, are undertaking an event in Johnstone HS in May

2018. This consists of senior pupils preparing meals to be served to both fellow pupils and members of staff in three separate sittings.

Soil Association Food for Life Served Here

4.2.4 The work being undertaken in Primary Schools in conjunction with the Soil Association Food for Life scheme, is being extended into the Secondary Schools and they are currently providing assistance with menu options.

5. Workforce Development

5.1 Facilities Management - Hard Services

5.1.1 As part of an annual ongoing commitment to apprenticeships, trade apprentices are employed by the Building Services operation. Currently there are 7 trade apprentices and 3 adopted apprentices progressing through their training programmes both at college and on site. Quarterly reviews are carried out by Managers and the Training Coordinator to monitor progress.

5.1.2 Building Services also provides the opportunity for pupils from local schools to visit the depot for the day to learn about different apprenticeships within the construction industry. The pupils also participated in practical exercises in electrical, joinery, painting and decorating, with the assistance and guidance of existing Building Services apprentices**.**

5.2 Facilities Management - Soft Services

5.2.1 Soft Services continue to make a strong commitment to provide opportunities through both Project Search and Traineeship programmes of the authority. These programmes are having a positive impact on all individuals both mentors and trainees, the participation of Soft Services is being put forward for consideration in the COSLA awards for 2018.

5.2.2 A further phase of a Cooking Skills Development Course for catering staff will be rolled out on August 2018. This course has been designed specifically to meet our needs and is being delivered by West College Scotland on its Paisley campus. The feedback from participating staff is very positive.

5.2.3 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	Outturn 2017/18	Comments
Tackling inequality, ensuring opportunities for all		
1. % uptake of free school meals in primary and secondary schools		
75%	73%	Free school meal uptake for 2017/18 was 73%. This is slightly below the target of 75%. 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.
Working together to improve outcomes		
2. % of front line resolutions dealt with within timescale		
i) Environment & Communities		
100%	85%	**Environment & Communities** received 5,347 front line resolutions in 2017/18, of which 4,522 (85%) were responded to within timescale.
ii) Facilities Management (Hard & Soft Services)		
100%	88%	In 2017/18, **Facilities Management** received 171 front line resolutions of which 150 (88%) were responded to within timescale.

3. % of complaint investigations dealt with within timescale		
i) Environment & Communities		
100%	72%	In 2017/18, **Environment & Communities** dealt with 50 complaint investigations, 36 (72%) of which were dealt with within the agreed timescale. This is an increase in the numbers due to more rigorous recording on investigations. The service has not met its target for completing complaint investigation within timescale. To address the service introduced a new procedure was introduced to ensure that complaint investigations were highlighted to managers to ensure that the complaints were investigated to ensure the 20-day statutory target is met. Unfortunately, the target has been unable to be met due to demands on the service during the period of severe weather. However, this was a temporary issue and the service anticipates meeting its target in the coming year.
ii) Facilities Management (Hard & Soft Services)		
100%	100%	There was 1 complaint investigations for **Facilities Management** in 2017/18 and this was dealt with on time.
4. % of Freedom of Information requests completed within timescale		
Environment & Communities		
100%	99%	**Environment & Communities** dealt with 506 Freedom of Information Requests in 2018/19. Unfortunately, the new tracker system has resulted in some requests being passed to the Service late and we were unable to comply with 20 day deadline in a very small number cases. This has now been addressed and action taken to ensure that we are aware of all new requests. Of the 506 FOI requests were received, 394 of which were departmental specific and the other 112 were cross-departmental.
5. % of reported street lighting faults which were attended within the 7-day timescale		
95%	97.1%	97.1% of reported street lighting repairs were attended to within the 7-day timescale in 2017/18.

6. Overtime as a % of total employee costs		
i) Environment & Communities		
6%	7.2%	The level of overtime across the whole of **Environment & Communities**, for 2017/18, was slightly above target. This was due to additional overtime for events cover, elections cover, overtime required for vacancy and absence cover and the severe weather episode in March.
ii) Facilities Management (Hard & Soft Services – excluding trading services)		
6%	11.8%	The 2017/18 level of overtime for Facilities Management (Soft Services), above the 6% target. FM (Hard Services) overtime is reported within the Building Services Trading Report.
Target for 2017/18	**Outturn 2017/18**	**Comments**
7. Sickness Absence Figures:		
i) Environment & Communities		
4%	7%	The absence level for **Environment & Communities** in 2017/18 was 7% compared to the target of 4%. The absence level of 7% is due to a number of long term absences, with the overall absence rate consisting of:- - 73.4% long-term absences - 26.6% short-term absences. Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health services.
ii) Building Services		
4%	6.3%	The absence level in 2017/18 for Building Services was 6.3% This was made up of:- - 77.7% long term absences - 22.3% short term absences Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.

iii) School Catering		
4%	6.1%	Absence levels for School Catering employees was 6.1% in 2017/18. This was made up of: - 70.6% long term absences - 29.4% short term absences Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.
Target for 2017/18	**Outturn 2017/18**	**Comments**
iv) Building Cleaning		
4%	8.2%	Absence levels for Building Cleaning employees was 8.2% in 2017/18. This was made up of: - 79.7% long term absences - 20.3% short term absences Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.
v) Housekeeping		
4%	10.5%	Absence levels for Housekeeping employees was 10.5% in 2017/18. This was made up of: - 82.7% long term absences - 17.3% short term absences Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.
vi) School Janitorial		
4%	7.8%	Absence levels for School Janitorial employees was 7.8% in 2017/18. This was made up of: - 79.6% long term absences - 20.4% short term absences Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.

vii) School Crossing Patrol		
4%	6.5%	Absence levels for School Crossing Patrol employees was 6.5% in 2017/18. This was made up of: - 76.5% long term absences - 23.5% short term absences Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.
8. Building Services - % of overall repairs completed within target		
95%	95%	The 2017/18 performance was slightly under the 95% target due to the dip in performance during quarter 2 where resources were allocated to works within schools during the holiday period. Adverse weather and sourcing materials for specialist jobs impacted on the completion of jobs within the target timescales. The performance during the winter months has remained steady at 95% despite challenging conditions during the month of February.

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 fourth quarter of 2017/2018, 693 surveys were carried out with 100% of tenants satisfied with overall housing repair service including customer contact centre and housing repairs services.

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

List of Background Papers: None

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To: Finance, Resources & Customer Services Policy Board

On: 6th June 2018

Report by: Director of Finance & Resources

Heading: Corporate Asset Strategy (CAS)

1. **Summary**

1.1 The Corporate Asset Strategy 2018 - 2021, which is attached to this report, sets out a high level framework for the management of all of the Council's Assets:-

- Property;
- Open Spaces;
- Roads Infrastructure;
- Fleet;
- HRA Assets and
- Information Communications Technology (ICT).

1.2 The document is intended:-

- To guide the development and upkeep of strategies and plans for each classification of assets;
- To provide a context within which needs and priorities can be judged and managed across the spectrum of the Council's asset management responsibilities; and
- To assist in developing the Council capital and revenue strategies and plans.

2. Recommendations

2.1 It is recommended that the Corporate Asset Strategy (CAS) 2018 - 2021 be approved.

2.2 Note that a capital strategy will be developed over the course of 2018/19 in line with the revised Prudential Code for capital finance.

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3. Background

3.1 The Corporate Asset Strategy 2018 - 2021 provides an update to the previous Corporate Asset Strategy 2015 - 2018. The updated CAS has been written to reflect the continued desire to work more creatively and efficiently to enable:-

- Meeting the ever changing and increasing expectations of public services; and
- Being aware of the continued pressure on budgets, securing continuous improvement in value for money through adopting new ways of delivering services and working in partnership with existing and new community partners / third party organisations.

3.2 The strategy outlines that:-

- All assets are held corporately and their management needs to be well co-ordinated to maximise the benefits for Renfrewshire and support the achievement of the vision for the area and of the Council's key objectives; and
- There is a need to strengthen the Council's long term strategic planning and asset stewardship.

3.3 Strategic Asset Management can be underpinned by seven objectives:-

- Retain or acquire assets that are necessary and appropriate to our needs;
- Maximise utilisation of the corporate estate;
- Match fitness for purpose with our needs;
- Optimise value for money in investment;
- Improve the condition of our assets through continued lifecycle management;
- Improve environmental sustainability outcomes and
- Comply with all statutory requirements.

3.4 These are to be supported by a focus on seven management principles:-

- Long term strategic planning;
- Joint working;
- Governance arrangements;
- Clarity of roles and responsibilities;
- Strengthen and develop performance management;
- Importance of regularly reviewing and reporting on asset performance and
- Skills, competencies and capacities to undertake good asset management.

3.5 The strategy outlines high level responsibilities for Asset Management and its co-ordination. It provides summary statistics for each asset classification, with values as at 1st March 2018. It sets out key strategic actions that are planned to be undertaken within the planning period of 2018 - 2021.

3.6 The Prudential Code for Capital Finance underpins the system for capital investment by local authorities, and provides a framework which authorities by regulation must have regard to when making capital investment decisions. The Code has recently been revised and now includes a requirement to develop and publish a capital strategy which will provide an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; and also an indication of how risk is managed and implications for financial sustainability and asset management.

3.7 A capital strategy for the Council will be developed over the course of 2018/19 which will incorporate elements of the corporate asset strategy and the prudential financing reporting framework to provide long term context for capital expenditure and asset investment decisions.

4. Progress since last Corporate Asset Strategy

4.1 Key achievements that have been delivered include the following:-

4.2 Property

- Continued development of the Building Better Communities Programme. Prominent completions include:-
  - Refurbishment of Russell Institute, Paisley
  - Riverbrae ASN School, Linwood;

- Continue to deliver/develop the School Estates Management Plan (SEMP);
- Managing regeneration projects including the restoration of the Grand Fountain, Paisley;
- Delivery of the continued new ways of working environment within Renfrewshire House striving to rationalise the office estate and better utilisation of corporate offices;
- Continue to accommodate third party organisations within Renfrewshire House namely Renfrewshire Leisure (RL), Scotland Excel, Renfrewshire Integration Joint Board (RIJB) and more recently accommodating the Care Commission;
- Develop and implement Community Asset Transfer Policy Framework supporting the Scottish Governments objective of promoting community empowerment and public asset transfer.

4.3 Open Space

- Development of a Cemeteries, Parks and Play areas Strategic Plan to explore options for delivering a more effective and efficient services;

4.4 Roads Infrastructure

- Street lighting Strategy was implemented and this included replacing all lamps with LED to reduce power and maintenance costs;

4.6 HRA Assets

- Working in conjunction with Housing Association Partners, to deliver affordable housing throughout Renfrewshire;
- Progressing area regeneration projects in conjunction with partner organisations, including refurbishment of HRA assets;

5. Summary of key priorities between 2018 and 2021

5.1 The key priorities over the coming 3 years for the 6 key areas are:-

5.2 Property

- Implement the Council's approved Capital Investment Programme, taking forward the provision of new facilities within Erskine (St John Bosco & Bargarran Primary School joint project) and new build St Paul's PS/Foxlea NS , Foxbar;

- Support strategic Council initiatives such as Glasgow & Clyde Valley City Deal;
- Continue to review and drive improvement in the performance of property assets to ensure they remain fit for service delivery;
- Support the implementation of the Paisley Heritage Asset Strategy;
- Continue to review medium to long term asset management opportunities with Community Partners and third party organisations;
- Ensure Community Asset Transfer framework reflects legislative changes brought about through enactment of the Community Empowerment (Scotland) Act 2015.

5.3 Open Space

- Improve the condition of the Council's parks and cemeteries and
- Ensuring sufficient space is available to meet medium to long term demands on cemeteries;

5.4 Roads Infrastructure

- Roads Asset Management Plan currently being prepared which considers the network condition surveys.

5.5 Fleet

- Vehicle Replacement Strategy invests approximately £1.5 million per year replacing and updating the fleet;
- Continued maintenance of circa 434 owned vehicles and trailers including both light and heavy fleet;
- Number of vehicles owned / leased varies during on the year depending on operational requirements;

5.6 HRA Assets

- Housing Capital Investment Programme for 2017/18 and 2019/20 including planned regeneration and new build programme;
- £36.9m allocated to improvements to existing housing stock.

5.7 Information Communication Technology

- Continued development of ICT Strategy which provides a rolling development programme, providing robust ICT systems;
- Moving the Council's data centres to an external provider.

Implications of the Report

1. **Financial** – The Strategy will assist and inform the development of the Council's capital and revenue strategies and plans.

2. **HR & Organisational Development** – A long term approach to strategic asset management planning will assist in identifying and developing skills and capacities that will be required in their management.

3. **Legal** - none

4. **Property/Assets** – as outlined within the strategy document.

5. **Information Technology** – as outlined within the strategy document

6. **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.

7. **Health & Safety** - None

8. **Procurement** - None

9. **Risk** – The strategy will ensure that significant risks are identified, necessary management action properly debated and appropriate arrangements to remove, reduce or manage risks are taken. Key risks addressed, directly or indirectly, will include risks of major failure and compliance with statutory requirements, including health and safety.

10. **Privacy Impact** - None

11. **Cosla Policy Position** - None

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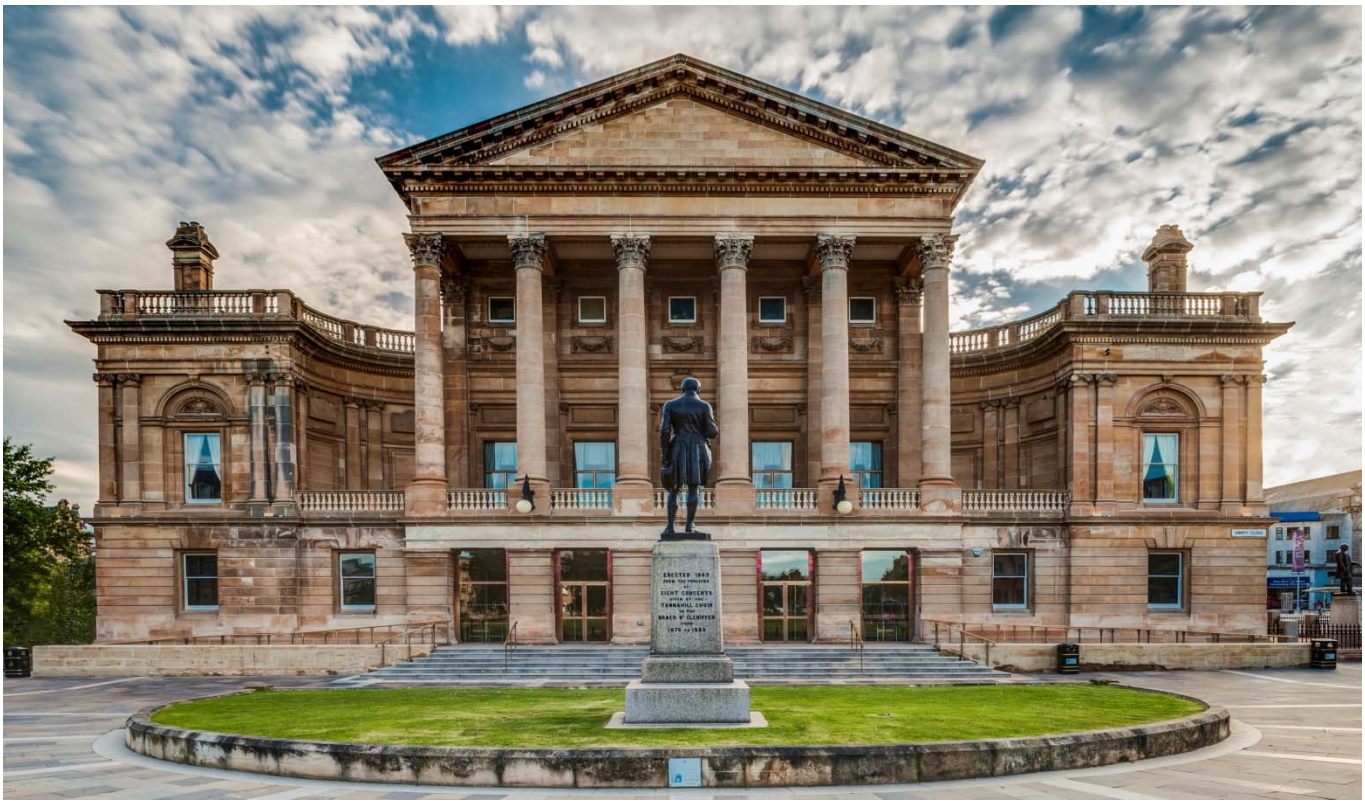
RENFREWSHIRE COUNCIL
CORPORATE ASSET STRATEGY
2018 - 2021



The Strategic Context

The 2018 – 2021 Corporate Asset Strategy (CAS) is a strategic document which sets out Renfrewshire Council's continued approach to Asset Management and provides a broad, long term plan for assets to support the Council's goals and objectives. The Corporate Asset Strategy outlines links to the priorities of the Renfrewshire Council Plan 2017 – 2022, the Council's financial strategies, and *Our Renfrewshire*, which is the community plan for Renfrewshire 2017-27 and also the Local Outcome Improvement Plan (LOIP). The community plan sets out the four priorities for Renfrewshire 2017-27 as:

Our Renfrewshire is thriving;
Our Renfrewshire is well;
Our Renfrewshire is fair;
Our Renfrewshire is safe;

The place dimension of the Community Plan/Local Outcome Improvement Plan will be developed through a series of Locality Plans, which will focus on developments within local communities.

Our Vision for Renfrewshire

"Working together for a thriving and connected Renfrewshire creating opportunities for all"

Key Themes

The Council Plan 2017 – 2022 whilst high level, sets out how the Council will work with Community Partners, communities and businesses to progress 5 key outcomes:-

- *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*

Corporate Asset Management

All assets are owned corporately by the Council and their management will be co-ordinated across the organisation to maximise the benefits for Renfrewshire as well as to support the achievement of the vision for the area and the Council's key objectives.

Introduction

Key Drivers

The demand for and supply of public services in Renfrewshire are key drivers for strengthening the Council's corporate management of its existing assets:

Drivers for Change in the Demand for Public Services

- changing public needs and priorities with changing demography, e.g. reducing population and school roles, ageing population;
- increasing public expectations as to quality and ease of access to joined-up public services;
- The Community Empowerment and Renewal (Scotland) Bill in 2015.

Drivers for Change in the Provision of Public Services

- increasing budget pressures (capital and revenue);
- the need to adopt new, more efficient, effective and economic ways of re-engineering how services are provided – e.g. home and flexible working;
- the opportunity and need to embrace joint and partnership working.

Corporate Asset Management

In accordance with the CIPFA "Guide to Asset Management and Capital Planning in Local Authorities" Renfrewshire Council has classified its assets under the following six categories:

- *Property (including historic assets such as monuments, the Grand Fountain);*
- *Open Space (including parks, play areas, civic spaces etc);*
- *Roads Infrastructure;*
- *Fleet;*
- *HRA Assets;*
- *Information Communication Technology (ICT);*

Services have prepared plans which outline their priorities and outcomes for service delivery known as Service Improvement Plans (SIP). These strategic plans also provide the framework for driving best value and continuous improvement in the management and performance of assets that are required to support current and future service delivery.

The Corporate Asset Strategy (CAS) does not restate the detail of the individual plans but provides a long term broad plan for our assets to support our corporate goals and objectives and provide a framework for the key actions we will take to achieve our targeted outcomes. Diagram 1, below outlines the strategic context for the CAS.

Effective asset management ensures that assets are administered in the best way to meet the needs of the organisation and the delivery of its corporate goals and objectives. Forward planning for assets is vital to secure the best value for money:

- *time is needed to formulate the Council's needs for assets and translate those into sound proposals;*
- *it takes time to procure and deliver change in assets;*
- *upkeep of assets can involve highly variable levels of expenditure that need to be forward planned;*
- *Assets are expensive to provide and need to be used for the maximum time appropriate*.

Nationally and internationally, asset management disciplines increasingly form a core part of effective strategic management of large organisations.

In the Scottish local government context:

- The Local Government in Scotland Act 2003, places a responsibility on local authorities to secure Best Value in all they do. This has direct implications for asset management;

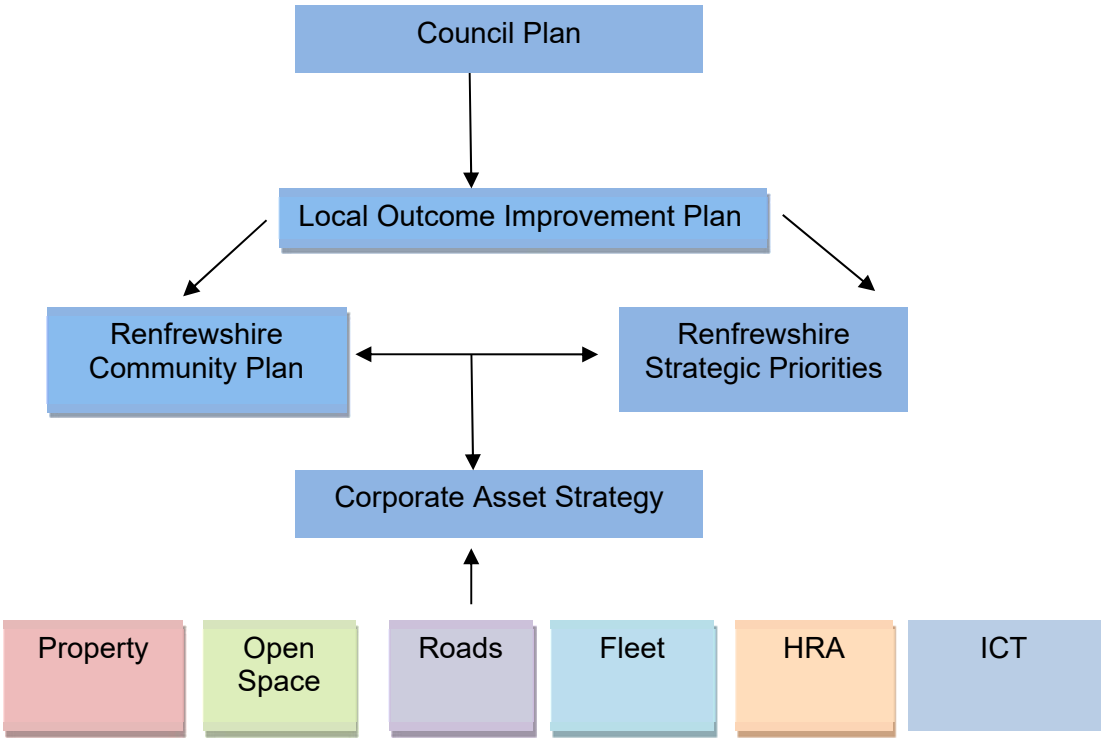
- "The Prudential Code for Capital Finance in Local Authorities" makes specific reference to the necessity for an Asset Plan as a means of ensuring that local authorities properly assess their existing assets against their corporate and service objectives and develop strategic plans for their medium / long term management and development, matched against financial strategies; and

- Asset plans are also essential to support partnership working.

The Council's Corporate Asset Strategy (CAS) sets the overall framework for strategies for the management of all Council assets. It is therefore high level and "generic" in its form and content.

The governance and monitoring for all asset classes recognises the best practice framework prepared by Audit Scotland (i.e. Best Value 2 toolkit) and aims to strengthen the Council's overall management and stewardship of all corporate assets.

Diagram 1



Corporate Asset Strategy

Renfrewshire Council is committed to good asset management that sets or at least matches best practice in councils.

Corporate Asset Management Vision

Our assets provide best value for money and excel in meeting the needs of the Council and the delivery of its services to the citizens and businesses of Renfrewshire.

Corporate Asset Management Aim

Our aim is to manage our assets in a balanced manner which takes cognizance of the Council's service needs and of the upkeep of our assets, ensuring their optimum use over the long term.

Corporate Asset Management Objectives

1. *Retain or acquire assets that are necessary and appropriate to our needs;*
2. *Maximise utilisation of the corporate estate;*
3. *Match fitness for purpose with our needs;*
4. *Optimise value for money in investment;*
5. *Improve the condition of our assets through continued lifecycle management;*
6. *Improve environmental sustainability outcomes and,*
7. *Comply with all statutory requirements.*

How the Council will deliver the Corporate Asset Strategy

1. We will continue to develop and apply long term strategic planning processes for asset management which are integrated with strategic management at both corporate and service levels;
2. We will work jointly wherever possible to secure best value in the acquisition, use and management of resources, both within the Council and with our community partners;
3. We will strengthen the governance arrangements for the management of our assets to provide clear leadership and drive for efficiencies, effectiveness and economy through clear accountability;
4. We will clarify roles and responsibilities for all involved in the management of assets and provide appropriate support and training;
5. We will strengthen and develop performance management for all our assets, playing a full part in benchmarking and similar groups appropriate to our assets;
6. We will keep corporate assets and their performance under review and report regularly to enable the Council to develop and apply a properly balanced long term strategic approach to the management of our assets;
7. We will provide the necessary skills, competencies and capacities to undertake good asset management through the development of necessary resources within the organisation and by external commissions where that provides better value for money.

Corporate Asset Management - Governance

Table 1.1 below represents the Council's governance arrangements for driving and embedding corporate asset management though the organisation:

- the Council provides the corporate framework, direction and overview;
- the Policy Boards have specific functions and areas of responsibility;
- The Corporate Management Team ensures officer co-ordination on corporate asset management and support to the Council and it's Policy Boards at chief officer and senior management levels.

Table 1.1

Council					
Community Plan, Corporate Plan, Financial Strategy & Budgets					
Leadership Board provides strategic leadership for the Council and ensures consistency across the Council's policy objectives and can call in decisions by other boards in circumstances where the Leadership Board considers that the matter requires to be reconsidered.					
Finance, Resources and Customer Services Policy Board	**Audit, Risk and Scrutiny Board**	**Communities, Housing & Planning Policy Board**	**Cross Party Sounding Board**	**Education & Children's Services Policy Board**	**Infrastructure, Land and Environment Policy Board**
Delivery of services, supported by Service Improvement Plans, Asset and other resources, plans and management & monitoring of budgets and capital projects and programmes.					
Corporate Asset & Facilities Management Civic Functions Customer & Business Services HR & Organisational Development ICT Risk Registers Procurement Renfrewshire Licensing Forum RVJB Scotland Excel Trading Operations Better Council Change Programme Building Services	Audit Committee Corporate Governance Risk Management Monitoring & Reviewing Service Delivery Performance Policies & Practices Community Leadership through monitoring of other public bodies Standards & Ethics	Housing Civil Contingencies Community Learning & Development Community Justice Criminal Justice Social Work Community Councils Community Safety & Public Protection Development Management Development Planning Consideration of Strategic Development Plan Clyde Muirshiel Park Authority	Sounding Board & Discussion Forum with no decision making powers Provides an opportunity to discuss matters of common interest or of council wide relevance Cross party discussion on non-partisan / non-political issues	Education Early Years Children & Families Social Work Social Work Community Learning & Development	Community Empowerment Act Environmental Issues Water & Sewerage Waste Management Flood Prevention Roads & Transportation Fleet & Infrastructure Sustainability Parks & Cemeteries Clyde Valley Waste Initiative Strathclyde Partnership for Transport Open Space

Corporate Asset Management - Roles

The Convener of the Finance, Resources & Customer Services Policy Board is the Member within the Council for championing corporate asset management in general and in respect of property. The role focuses on ensuring the Council develops and is committed to a strategic framework for the management of its assets, taking a long term view.

Conveners of other Policy Boards, listed, act as Members within the Council for championing strategic asset management in respect of particular classifications of assets within the remit of their respective Boards.

Table 1.2

Board	Convener
Finance, Resources and Customer Services Policy Board	Councillor John Shaw
Audit, Risk and Scrutiny Board	Councillor Bill Binks
Communities, Housing & Planning Policy Board	Councillor Marie McGurk
Cross Party Sounding Board	Councillor Iain Nicolson
Education & Children's Services Policy Board	Councillor Jim Paterson
Infrastructure, Land and Environment Policy Board	Councillor Cathy McEwan

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 £117 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 the programme will focus on four key themes including; Commercialisation, Customer Experience & Digital, New Delivery Models and Optimising the use of our assets

Property Services and Facilities Management

Under the BCCP, the Council revised the corporate landlord operating model relating to building management and maintenance and adopted an integrated approach for Facilities Management Hard & Soft services (FM). The Director of Environment and Communities now has responsibility for all FM services.

Integrated Hard and Soft FM service. Key Functions include:-

- Janitorial and Cleaning;
- Catering;
- School Crossing Patrollers;
- Building Repairs Maintenance and Compliance;
- PPP Contract Management;
- Building Services.

The Director of Finance and Resources assumed responsibility for Property Services (Asset & Estates, Energy Management and Technical Services). The responsibilities can be summarised as follows: -

Estates and Energy Management continue to provide a Strategic Asset Management Service. Key functions include:-

- Property Asset Register;
- Disposals, Acquisitions and Leases;
- Valuations and Estates Management functions
- GIS plans and land information;
- Carbon Management Plan and Carbon Reduction;
- Community Empowerment Act;
- Capital Planning.

The Technical Unit retain responsibility for delivering the Capital Programme and other commissioned works. Key Functions include:-

- Architectural and Design Services;
- Cost Management;
- Project Management;
- Engineering Support;
- Specialist Services.

Renfrewshire Leisure (RL)

Renfrewshire Leisure manages the majority of the cultural facilities, sports facilities, community facilities, bowling clubs (including pavilions) and services.

RL have their own Board and Governance structure whereby matters relating to sports and Leisure, community centres, town halls, bowling clubs, libraries, museums, outdoor pitches and Barshaw Golf Course report to.

It is important to note that many of the matters which the RL Board may consider may also be referred to one of the six Council Boards as outlined within table 1.1.

The Council currently provides a range of support services to RL and will continue to do so through Service Level Agreements (SLA's).

** The following pitches will remain with the Council and continue to be maintained as open space by Environment & Communities:*

Bridge of Weir:	*Houston Road Playing Fields*	*Kilbarchan:*	*Kilbarchan Public Park*
	Moss Road Public Park	*Linwood:*	*Perimeter Road Park*
Houston:	*Ardgryffe Public Park*	*Paisley:*	*Montgomery Avenue, Gallowhill*
Howwood:	*Howwood Public Park*	*Elderslie:*	*Elderslie Playing Fields*

Renfrewshire Integration Joint Board (RIJB)

Renfrewshire Council and NHS Greater Glasgow & Clyde (NHSGGC) collectively own, lease and utilise a significant amount of property across Renfrewshire where health & social care functions are carried out.

Following the establishment of the Renfrewshire Integration Joint Board (RIJB) and the Health & Social Care Partnership (HSCP), there was an opportunity to review the approach taken to strategic planning and utilisation of the estate available to the Partnership, to support the aims of integration and the delivery of effective, efficient health & social care services in Renfrewshire.

The key objectives, in relation to a property strategy are:-

- *To gain best value from the use of property;*
- *To ensure that health & social care services are provided in and from fit for purpose modern buildings;*
- *To enhance provision of health & social care services within the local communities;*
- *To rationalise our estate, where appropriate, in order to reinvest savings into frontline services;*
- *Maximise opportunities to co-locate HSCP staff to ensure benefits of integration are realised.*

The Property Strategy of the RIJB does not sit in isolation and is linked closely to both the Council's Corporate Asset Strategy (CAS) and NHS Greater Glasgow and Clyde's Property and Asset Management Strategy (PAMS).

NHS Greater Glasgow & Clyde (NHSGGC) and Renfrewshire Council collectively own, lease or otherwise utilise a significant amount of property across Renfrewshire where health and social care functions are carried out.

Capital Investment Programme

The Capital Investment Programme for 2018/19 – 2020/21 was approved by Council on 2 March 2018 and details the planned capital investment for non-housing services. The resources available to support investment include prudential borrowing and capital grants, as well as contributions from revenue, partners and external funding bodies.

The approved capital programme primarily relates to major investment in Heritage Venues and Town Centre Infrastructure along with the continuation of the City Deal projects, investment in schools estate and lifecycle maintenance programmes.

Table1.3

Project Title	Programme 2018/19 (£000s)	Programme 2019/20 (£000s)	Programme 2020/21 (£000s)
Major Programmes			
Schools Estate Programme	10,263	2,034	400
Grass Pitches & Changing Facilities	1,330	7	0
Green Spaces & Parks	1,000	0	0
Transformation & ICT*	2,400	400	400
Private Sector Housing Programme	1,320	1,865	0
City Deal Projects	17,439	54,464	37,076
Investment in Heritage Venues & Town Centre Infrastructure	11,789	33,817	44,278
Townscape Heritage/CARS 2	1,255	1,529	976
Community Empowerment Fund	1,000	0	0
Asset Lifecycle Maintenance Programmes			
Vehicle Replacement	1,500	0	0
Roads & Footpaths**	7,239	449	400
Bridges	500	0	0
Lighting Columns	250	0	0
Buildings Capital Lifecycle	6,111	3,287	1,000
Total Programme	**63,396**	**97,852**	**84,530**

** Includes commitment of additional £1.5m for digital infrastructure approved by Council on 2 March 2018.*
*** Includes commitment of additional £4.0m for investment in roads and infrastructure approved by Council on 2 March 2018.*

The Council's Corporate Assets

Table 1.4

Asset Classification	Summary Statistics			
Property Portfolio	No of Property Assets	Gross Internal Floor Area (sqm)	Capital Asset Value[1]	Comments
Children's Services - Schools	75	255,849	£298,535,846	75 establishments (including PPP schools) covering 97 service areas: 11 Secondary, 47 Primary, 15 ELCC / Pre Five Centres and 2 ASN schools.
Children's Services - Non Schools	6	2,418	£3,443,000	Including Children's Houses, Resource Centres (and Supported Accommodation)
Health & Social Care Partnership (HSCP)	21	24,083	£29,146,000	Includes Day Centres, Older People's Residential homes, Resource Centres and ancillary accommodation (e.g. workshop, Supported Accommodation)
Office Accommodation	15	19,645	£22,750,000	Key corporate offices and service based office accommodation (includes secondary locations and offices in retail premises etc).
Depots & Workshops	6	12,723	£1,646,220	Includes 2 main Depots and general workshop accommodation.
Renfrewshire Leisure	68	63,882	£103,981,463	Includes existing wet and dry sports facilities held by Renfrewshire Leisure and assets transferred to RLL (e.g. Town Halls, Arts Centre, Museum, Observatory, Libraries, Pavilions, Community Centres and Bowling Clubs
Other Operational	239	15,461	£13,062,421	Miscellaneous operational assets (e.g. Cemeteries, Recycling Centres, Janitors Houses, Stores etc).
Sub Total:	**429**	**397,060**	**£475,319,950**	
Commercial Portfolio (Land & Buildings)	**357**		**£15,698,700**	

Description	No'	Capital Asset Value
Industrial	57	£1,699,500
Shops	173	£6,093,400
Offices	9	£1,862,400
Miscellaneous*	118	6,043,400
Sub Total	**357**	**£15,698,700**

* Car parks, ground leases, agricultural lets etc.

Surplus Property (Land & Buildings)	**135**		**£22,749,079**

Description	No'	Capital Asset Value
Former Public Toilets	2	£8,400
Land infill sites (disused)	7	£0
Police Post	1	£0
Office	1	£200,000
Community Museum	1	£100,000
Sites	112	£22,130,179
Residential - dwelling	5	£78,500
Residential - Lodge House	1	£48,000
Shop	4	£54,000
Recycling Centre	1	£52,000
Sub Total	**135**	**£22,671,079**

[1] *Capital Asset Values are as included in the Council's Accounts for 1st March 2018*

Grand Total:	708		39,693,355	
Property Asset Classification	No of Property Assets'	Gross Internal Floor Area (sqm)	Capital Asset Value	Comments
Summary of Common Good Assets	37		£9,951,750	

Description		No'	Capital Asset Value
Paisley:	Ground Leases	1	£230,000
	Playing Fields	1	£711,000
Renfrew:	Allotments	1	£136,000
	Car Parks	2	£411,000
	Fishing Rights	1	£0
	Leisure Centre	1	£3,917,000
	Monument	1	£0
	Office (suites)	1	£86,000
	Passage rights	5	£0
	Police Office	1	£100,000
	Shop	1	£95,700
	Ground Leases	17	£287,000
	Sub-station	1	£0
	Swimming pool	1	£366,000
	Town Hall	1	£3,612,000
	Total	**36**	**£9,951,700**

Non housing operational property revenue costs 2016/17: circa £23.39m
(includes rent, insurance, rates, water, energy, cleaning, security, repairs / maintenance)
Estimated backlog maintenance of operational property assets: circa £45.88m over 5 years
*(*based on building condition survey information and adjusted for the remainder of the property estate)*

There has been significant investment to improve the asset base in recent years through The Schools Estate Management Strategy, Transforming Renfrewshire and Building Better Communities programmes, which have delivered modernisation of the Council's school, leisure and cultural estate together with the remodelling of Renfrewshire House to accommodate Community Partner organisations and the New Ways of Working initiative.

The empowerment of local communities is a key strand of the Council's Community Plan. A Community Asset Transfer Policy framework has been developed to support this process which reflects the legislative changes brought about through the enactment of the Community Empowerment and Renewal (Scotland) Bill in 2015.

Asset Classification	Summary Statistics

Open Space

Description	No'	Capital Asset Value
Public parks	42 no.	
Country park	3 no.	
Local nature reserves	2 no.	
Golf course	1 no.	
Play areas	92 no.	
Cemeteries	9 no.	
Churchyards	11 no	

Revenue running costs circa £6.11m pa for grounds maintenance work, which includes grass cutting, maintenance of open spaces, parks, playing fields, golf course, cemeteries and play areas.

Significant investment and repairs are required within these assets.

Capital investment is required to improve the condition of the Council's Parks and Cemeteries (walls, roads, paths, and other structures). Some play areas have received investment in recent years through the £2.25 million parks development. A key issue will be ensuring that sufficient space is available to meet medium to long term demands on cemeteries. Delivering the future requirements will be dependent on the levels of funding available to the Council.

Asset Classification	Summary Statistics

Roads Infrastructure

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Description		Capital Asset Value
Roads	845 km	£944,694,000
Footways	2,030 km	£69,194,000
Bridges & Structures	300 no. bridges 837 no. retaining walls	£268,183,000
Street Lighting	31,640 no columns	£46,402,000
Signs and street furniture	11,858 no. signs	£7,627,000
Traffic Signals	92 no. Junctions 90 no. Pedestrian 29 zebra crossings	£18,943,000
Car Parks	35 no. car parks 187 no. metres	£5,308,000
Drainage & Gullies	29,738 gullies and various pipe systems	£15,183,000
Total		£1,375,534

The stand still capital budget for roads maintenance is approximately £3m per annum, with an additional £4m approved for 2018/19. Additional capital to recover road condition has been awarded every year in the capital programme since 2010/11. A backlog of maintenance still exists however and this is being quantified in an updated Roads Asset Management Plan, currently in preparation, which considers the latest network condition surveys. A street lighting strategy involving the replacement of sodium lamps with LED lamps throughout Renfrewshire is substantially complete and is delivering reduced energy and maintenance costs.

Asset Classification	Summary Statistics

Fleet

Description		Capital Asset Value
Number of Vehicles	434 owned vehicles and trailers.	£15,570,000

The transport fleet is generally in good condition. The Council has a vehicle replacement strategy and invests around £1.5 million each year in replacing and updating the fleet. The number of vehicles owned and leased by the Council varies during the year based on operational requirements. Of the £4.18m total running costs for the fleet, £2.57m is spent directly on maintenance through the Council's in house garage and £1.6m on fuel.

Asset Classification	Summary Statistics

HRA Assets

Description		Capital Asset Value
Council Housing Stock	12,220 no.	£487,600 ,000

Housing Capital Investment Plan approved programme for 2018/2019 to 2020/21 is £53.90m including planned regeneration and new build programmes. £30.7m is allocated to improvements to existing housing stock, including works to ensure the stock continues to be maintained at the Scottish Housing Quality Standards (SHQS) as well as addressing the energy efficiency requirements set out in the Energy Efficient Standard for Social Housing (EESSH), the first milestone of which is to be achieved by December 2020.

Asset Classification	Summary Statistics

Information Communication Technology

Description		Capital Asset Value
Desktop PCs	7,127	
Laptops	4,565	
Ipads	1,951	
Servers	395	
Storage Area Network	1	
Switches	833	
Routers	176	
ICT Software	200	
Total value per fixed asset register as at 31/03/17		£4.78m

Note: during 2018 the Council's data centres will move to an external provider. As such the SAN; most of the services and some switches and routers will be removed from the above list.

The ICT Strategy provides a rolling development programme to support the range of Council change initiatives, including Better Council programme and provide robust ICT systems, effective information management and streamline services to customers.

Corporate Assets – Key Strategic Actions

Table 1.5

Strategic Classification	Key Strategic Action Areas	Action owner	Timeframe
Property Corporate Framework	1. Ensure governance and monitoring procedures are implemented for all asset classes reflecting Audit Scotland guidance.	CMT	Annual
Corporate Framework	2. Develop a Corporate Asset Strategy (CAS) for the management of the Council's asset classes.	Director of Finance & Resources / All Services	June 2021
Corporate Framework	3. Develop a Corporate Asset Strategy for the management of the Council's non-housing assets. (office accommodation strategy and utilisation / desk ratios for sharing space)	Director of Finance & Resources / All Services	December 2018
Corporate Framework	4. Develop the corporate approach to property maintenance having regard to the new integrated hard and soft FM approach. Medium / long term focus on life cycle maintenance of core assets.	Director of Environment & Communities	Annual
Corporate Framework	5. Review framework for facilities management functions (e.g. gas, electrical, fire risk) to ensure compliance and secure continuous improvement in the value for money the Council achieves in capital investment.	Director of Environment & Communities	Annual
Corporate Framework	6. Support the implementation of the Paisley Heritage Asset Strategy to support the strategic use of Council property assets and / or key purchases to facilitate regeneration of Paisley Town Centre.	Director of Finance & Resources / Head of Property	Ongoing
Corporate Framework	7. Continue to review medium to long term asset management opportunities with Community partners.	Director of Finance & Resources / Head of Property	Ongoing
Energy Management	8. Improve sustainability and energy management in the development and use of property. Continue to implement the Carbon Management Plan.	Director of Finance & Resources / Head of Property	2018 and ongoing
Energy Management	9. Implement the revised Fuel Poverty Strategy	Director of Finance & Resources / Head of Property	2018 and ongoing
Common Good	10. Review property held as Common Good to ensure the Council maximises its performance for the benefit of Renfrew and Paisley and in accordance with its fiduciary duties.	Director of Finance & Resources / Head of Property	Ongoing
Community Facilities	11. Ensure the Community Asset Transfer framework reflects any legislative changes brought about through enactment of the Community Empowerment (Scotland) Bill in 2015.	Director of Finance & Resources / Head of Property	Ongoing
Capital Investment Programme	12. Implement the Council's approved capital investment programme, taking forward the provision of new and refurbished facilities i.e. Russell Institute and 22 High Street, Paisley. There will be a new shared site for Bargarran Primary School and St John Bosco's, new Foxlea & Spateson ELCC. Refurbishing St Anthony's Primary School.	Director of Finance & Resources / Head of Property / Director of Children's Services	Ongoing

Strategic Classification	Key Strategic Action Areas	Action owner	Timeframe
Schools	13. Complete public consultation and begin implementation of the of the Schools Estate Management Plan (SEMP).	Director of Finance & Resources / Head of Property / Director of Children's Services	Ongoing
Leisure Facilities	14. Implement the new Sports Development Strategy to support improved use of sports facilities - playing fields, pitches and pavilions	Director of Renfrewshire Leisure	Ongoing
Local Development Plan	15. Implement Spatial Strategy of current Local Development Plan, develop and adopt new LDP 2.	Director of Development and Housing Services / Head of Planning & Housing Services	2019
Waste Treatment	22. Progress the Clyde Valley 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.	Director of Environment & Communities	2015-19
Property Corporate Framework	23. Implement the Clyde Muirshiel Regional Park Strategy and associated Asset Plans in relation to land and property assets.	Director of Development and Housing Services / Head of Planning & Housing Services	2020

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
Open Space	1. Prepare and implement Green Infrastructure Strategy in support of the new Renfrewshire Local Development Plan.	Head of Planning & Housing Services in conjunction with Environment & Communities	2019
	2. Development of a new Cemeteries, Parks and Play Areas strategy. The review will explore options for delivering more effective and efficient services, including community empowerment, and provide a recommendation for the areas covered. Delivering the future requirements from Cemeteries, Parks and Play Areas strategy will be dependent on the levels of funding available to the Council.	Director of Environment & Communities	March 2020
	3. Implementation of the Contaminated Land strategy ensuring alignment with wider Council aims and objectives. Support for remediation at ROF Bishopton.	Director of Environment & Communities	Ongoing through 2018 - 2021
	4. Review the Council's policy concerning Allotments to ensure alignment with legislative changes brought about by enactment of part 9 of the Community Empowerment Act 2015	Director Finance & Resources / Director of Development and Housing Services / Planning, Policy & Strategy	2018
	5. Implement the Core Path Plan and Access Strategy with key partners to deliver improvements to the green network.	Director of Development and Housing Services / Planning, Policy & Strategy	Ongoing
	6. Implement the Parks Strategy including the delivery of the Masterplans for Barshaw Park and Robertson Park and development of funding bids for future investment. Deliver small scale capital works in five neighbourhood parks throughout Renfrewshire.	Director of Environment & Communities / Director of Development and Housing Services (Regeneration)	2019

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
Roads Infrastructure	1. Maintain and develop the Corporate Roads Network Asset Management Information System.	Director of Environment & Communities	Continuous development of system.
Asset Management Framework	2. Continue the development of Roads Network Asset Management Plans and support to Service Improvement Plans.	Director of Environment & Communities	Continual updating with annual review
	3. Continue to monitor performance measurement, benchmarking and reporting. Statutory PIs established at present, benchmarking with "family groups" on going.	Director of Environment & Communities	2018 / 2021
Maintenance Strategy	4. Develop the Roads Maintenance Strategy adopting an asset management approach for the prioritisation of investment in roads and footpaths.	Director of Environment & Communities	Annual review to review alignment with Codes of Practice.
	5. Deliver the capital investment plans for the maintenance of roads, footpaths and lighting infrastructure	Director of Environment & Communities	2018/2021
	6. Further develop an investment strategy for street lighting (incorporating European legislation) to reduce power consumption and lighting column maintenance	Director of Environment & Communities	2018/19
Transport Strategies	7. Implement and monitor National and Regional Transport and Planning Strategies, including liaison with SPT.	Director of Environment & Communities	Continuous review of outputs
	8. Work in partnership with Transport Scotland to develop and implement a strategy for Transport activities within Renfrewshire	Director of Environment & Communities	2018/2021
Flood Management	9. Work with partner organisations (Scottish Water, SEPA) to deliver the requirements of the Flood Risk Management Act.	Director of Environment & Communities	Annual

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
Fleet	1. Deliver the annual vehicle replacement programme. A vehicle replacement strategy is in place and the Council invests £1.5 million per annum to support the strategy. The annual vehicle replacement programme improves front line service continuity by maintaining high levels of vehicle availability to Euro 6 emission level for Heavy Fleet and low emission/Electric vehicles for light fleet. Fleet includes 28 electric vehicles. The investment also helps mitigate against increased revenue pressures arising from additional maintenance and temporary hire costs due to increased vehicle failure rates.	Director of Environment & Communities	2018/2021

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
HRA Assets	**Dwellings**		
	1. Deliver the Housing Capital Investment Plan 2018/19 – 2020/21 including planned investment programmes to ensure housing stock is maintained at the Scottish Housing Quality Standard (SHQS) and meets the Energy Efficiency Standard for Social Housing (EESSH).	Director of Development & Housing Services / Head of Planning & Housing	Ongoing
	2. Implement the Local Housing Strategy 2016 – 2021 with key partners, incorporating the strategic housing investment plan (SHIP) programme to deliver new affordable housing to meet identified needs.	Director of Development & Housing Services / Head of Planning & Housing	LHS approved January 2017. SHIP approved November 2017.
	3. Continue and complete the regeneration of Council housing estates in partnership with Scottish Government and Housing Associations.	Director of Development & Housing Services / Head of Planning & Housing	Continuing within framework of SHIP- see point 2 above.
	4. Review the HRA stock portfolio and develop a revised Housing Asset Management Strategy.	Director of Development & Housing Services / Head of Planning & Housing	Ongoing
	5. Deliver Energy Efficiency Standard for Social Housing (EESSH)	Director of Development & Housing Services / Head of Planning & Housing	Ongoing
HRA Assets	**Commercial Assets**		
	1. Review the HRA portfolio to establish the current financial performance and determine policy for future retention, development and improvement of use.	Director of Development & Housing Services / Director of Finance & Resources	Ongoing

Asset Classification	Key Strategic Action Areas	Action Owner	Timeframe
Information Communication Technology	1. Implement the ICT Strategy 2017 – 2020 to support transformational change.	Director of Finance & Resources / Head of ICT	April 2017 – March 2020
	2. Continue to review the approach to the provision of ICT assets to ensure that best value is derived from the arrangements.	Director of Finance & Resources / Head of ICT	April 2017 – March 2020

Appendix 1: Associated Strategies / Action Plans

1. Council Plan 2017 - 2022
2. Community Plan 2013 - 2023
3. Local Outcome Improvement Plan (LOIP)
4. Guide to Asset Management & Capital Planning in Local Authorities (CIPFA)
5. Renfrewshire Strategic Economic Framework 2016 – 2018
6. Paisley Town Centre Action Plan 2016 – 2026
7. School Estate Management Plan (SEMP)
8. Service Improvement Plans (SIP)
9. Renfrewshire Workforce Plan 2017 – 2020
10. Clyde Muirshiel Regional Park, Park Strategy 2016 - 2021
11. Renfrewshire Joint Integration Draft Property Strategy
12. Carbon Management Plan 2014 – 2020
13. Capital Investment Programme for 2018/19 – 2020/21
14. Housing Capital Investment Plan 2018/19 – 2020/21
15. ICT Strategy
16. Sports Pitches and Pavilions Strategy
17. Paisley West End Regeneration Masterplan
18. Paisley Heritage Asset Strategy 2014
19. Paisley N/GAIA South Masterplan
20. Parks Strategy – Barshaw Park Masterplan / Robertson Park Masterplan
21. Paisley Town Centre Public Realm Strategy
22. City Deal
23. Local Housing Strategy 2016 – 2021
24. Strategic Housing Investment Plan 2018/19 – 2022/23
25. Local Development Plan
26. Local Transport Strategy
27. Renfrewshire Cycling Strategy 2016 - 2025

Appendix 2 : Legislation

1. Local Government in Scotland Act 2003
2. Community Empowerment & Renewal (Scotland) Act 2015

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

On: **6 June 2018**

Report by: **Alan Russell, Director of Finance and Resources**

Heading: **Report on the Voluntary Redundancy/Early Retirements Schemes**

1. Summary

1.1. Reports detailing the numbers of employees leaving the service through the voluntary redundancy or early retirement schemes (VR/VER) and associated financial implications for the Council are presented to Board annually.

1.2. This report provides an update for the period from 1 April 2017 to 31 March 2018 confirming that 61 employees (56.80 fte) have left the service through voluntary redundancy or early retirement or efficiency of the service.

2. Recommendations

2.1 To note the report.

3. Background

3.1. This report provided details of the workforce planning arrangements to support the delivery of the necessary budget savings over 2017/18. Expressions of interest in voluntary redundancy/early retirement from across the workforce were reviewed to assess the impact of any proposed reduction in headcount on services and the rest of the workforce, including the cost to the Council of early release. As part of the Council's 2017/18 budget strategy VR/VER has been utilised to achieve service changes and savings.

3.2. The Chief Executive, in consultation with the Interim Head of HR, OD and Workforce Planning, is authorised to determine all requests which are received from employees for voluntary redundancy/early retirement under the schemes.

3.3. During the financial year 2017/18 a total of 61 employees (56.80 fte) accepted voluntary redundancy/early retirement or early retirement in the interests of the efficiency of the service.

3.4. The financial costs and savings of these decisions are detailed in Appendix A. An assessment is carried out in each VR/VER exercise to confirm the length of time for savings to accrue. For the 61 individuals being released from service this averages at **20 months**.

3.5. In deciding on requests for voluntary redundancy/early retirement, the Chief Executive and the Interim Head of HR, OD & Workforce Strategy, in conjunction with the appropriate service Director, continue to take into account the potential to implement efficiencies and support the modernisation of the Council's workforce in addition to the financial savings to be gained. Consideration was given to both the one off costs of voluntary redundancy / early retirement and the additional ongoing annual costs and in these cases it has been deemed to be of benefit to the Council for voluntary redundancy/early retirement to be agreed.

3.6. Appendix A contains the following information:-

The number of employees leaving the Council through either voluntary redundancy / voluntary early retirement or early retirement in the interests of the efficiency of the service.

Redundancy Payment - the total lump sum redundancy payments paid to employees leaving the service.

Enhanced Element of Pension (Annual Compensation) - where the employee is a member of the Pension Fund and is awarded compensatory added years by Renfrewshire Council, it requires to pay on a monthly basis to the Pension Fund the amount which covers the costs associated with these added years.

Enhanced Element of the Lump Sum - where an employee is a member of the Pension Fund and is awarded compensatory added years by Renfrewshire Council, it requires to pay the lump sum directly to the employee as a one off payment.

Strain / Factored Costs - where an employee is retired early on grounds of efficiency / redundancy and is a member of the Pension Fund, the Council requires to pay to the Pension Fund a 'strain on the fund' charge for early payment of retirement benefits or where the employee would otherwise have suffered an actuarial reduction to their benefits for early retirement. The strain on the fund charge is paid as a one off payment.

Pay in Lieu of Notice - where an employee has not received the appropriate notice of their employment terminating, a payment in lieu of notice is paid by the Council.

Full Year Savings – these will accrue from the release of staff under the scheme.

Implications of this report

1. **Financial** – as detailed in Appendix A of report

2. **HR & Organisational Development** – as detailed in the report

3. **Community Planning –** none

4. **Legal** - none

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

6. **Information Technology** - none.

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

8. **Health & Safety** – none

9. **Procurement** – none

10. **Risk** – the risks to service delivery from agreeing the release of the staff concerned have been considered by the services.

11. **Privacy Impact** - none

12. **Cosla Policy Position** - none

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VOLUNTARY REDUNDANCY / EARLY RETIREMENT SCHEME / EFFICIENCY OF THE SERVICE APPENDIX 1

Financial Implications 1 April 2017 - 31 March 2018

SERVICE	No of Employees	FTE	Total Annual Salary	Redundancy	Enhanced Element of Pension	Enhanced Element of Lump Sum	Strain / Factored Costs	Payment in Lieu of Notice	Full Year Savings
Finance and Resources and Chief Executives	44.00	40.7	1,192,490	407,737	31,765	95,295	1,210,701	-	1,058,975
Development and Housing and Environment & Communities.	17.00	16.1	437,175	186,805	10,682	32,046	406,027		387,821
Teachers	-	-	-	-	-	-	-	-	-
TOTALS	**61.00**	**56.8**	**1,629,665**	**594,542**	**42,447**	**127,341**	**1,616,728**	**-**	**1,446,795**

Renfrewshire Council

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

On: **6 JUNE 2018**

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

Heading: **ENVIRONMENT & COMMUNITIES ANNUAL HEALTH AND SAFETY PLAN 2018/19**

1. Summary

1.1 The Council's Health & Safety Policy and Plan requires that all Services produce an annual Health & Safety Plan. The Plan is attached at Appendix 1 and reviews the Health & Safety performance of Environment & Communities in the previous financial year 2017/18 and sets out the future objectives in an Action Plan for the current financial year, 2018 to 2019.

1.2 Prior to 2016/17, the Health & Safety plans were produced on a calendar year basis in order to complement the corporate Health & Safety committee meeting cycle. This approach was revised in 2016 where the plan was set out in financial years to replicate the existing arrangements for all other service and operational plans and will continue in this manner.

1.3 Environment & Communities has continued to enhance the arrangements in place for the management of Health & Safety and will look to ensure continuous improvement in relation to Health & Safety performance.

2. Recommendations

It is recommended that the Policy Board:

2.1 Approves the Environment & Communities Health and Safety report for 2017/18 and the Action Plan for 2018/19.

3. Background

3.1 Environment & Communities services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. The service has a gross expenditure budget of approximately £68 million and has approximately 1800 employees.

3.2 The activities delivered include the safeguarding of public health, protection of the environment and improving communities, whilst ensuring the Health & Safety of our employees is of paramount importance.

3.3 The BS OHSAS 18001:2007 registration has been embedded within the Service and successfully retained in 2017/18. The retention of this registration reflects a strong commitment to ensuring robust, health, safety and welfare management arrangements are in place throughout Environment & Communities.

3.4 The actions outlined in the Action Plan for 2018 to 2019 will be monitored on Pentana, the Council's performance management system and regular performance updates will be submitted to the Environment & Communities Senior Leadership Team to ensure key actions are implemented.

Implications of the Report

1. **Financial** - None

2. **HR & Organisational Development** – The report supports the Council's commitment to the health, safety and wellbeing of employees.

3. **Community Planning** –
Renfrewshire is well – the safety of employees and public are of paramount importance to Renfrewshire Council and the Health and Safety plan is reflective of this.

4. **Legal** - The service will continue to comply with current Health & Safety legislation.

5. **Property/Assets** - None

6. **Information Technology** - None

7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the

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

8. **Health & Safety** – The report supports and demonstrates Environment & Communities commitment to ensuring effective Health & Safety management.

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9. **Procurement** – None

10. **Risk** – The report supports the overarching management of risk within Renfrewshire Council.

11. **Privacy Impact** – None

12. **Cosla Policy Position** – None

List of Background Papers

None

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APPENDIX 1

ENVIRONMENT & COMMUNITIES

ANNUAL HEALTH AND SAFETY REPORT

2017/18

1.0 Introduction

1.1 The Council's Health & Safety Policy and Plan requires that all Services produce an annual Health & Safety Plan. The plan reviews the Health & Safety performance of the Service in the previous calendar year, 2017/18. Prior to 2016/17, the plan set out the action plan for the current calendar year, however to bring the Health & Safety Plan in to line with other service and operational plans the action plan will be for the current financial year 2018 to 2019. The action plan monitors the performance against key performance indicators in 2017/18 and allows target setting for performance in 2018 to 2019.

1.2 The principal role and purpose of Environment & Communities is to provide Public Protection (Community Safety & Regulatory Services in Renfrewshire, including Civil Contingency Services for Renfrewshire, East Renfrewshire, Inverclyde and West Dunbartonshire Council areas), Amenity Services (waste management and refuse collection), StreetScene (street cleansing, grounds maintenance) Land Services (parks, play areas & cemeteries), Transportation (vehicle maintenance, fleet management and social transport), Roads Services & Transportation Infrastructure, (road management & infrastructure management, road safety, transport strategy, flood prevention and structures & bridges) and Facilities Management (Hard Services including building services & street lighting repairs, repairs & maintenance and compliance and strategic monitoring of PPP contracts) (Soft Services including janitorial, cleaning, catering, caretaking and school crossing patrollers).

1.3 Environment & Communities services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. The service contributes to the development of corporate policies and initiatives and the maintenance of effective working relationships with our partners and other organisations to deliver services throughout Renfrewshire. These services are delivered by approximately 1,800 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £68 million. These wide ranging and highly visible services are delivered at around 270 Council premises, to over 80,000 households and businesses with more than 800km 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.

1.4 The BS OHSAS 18001:2007 registration has been embedded within the Service and successfully retained in 2017/18. The retention of this registration reflects a strong commitment to ensuring robust, health, safety and welfare management arrangements are in place throughout Environment & Communities.

2.0 Management of Health and Safety within the Service

Broad Context of Health and Safety Policy

2.1 The Director of Environment & Communities has overall responsibility for the application of Environment & Communities Health & Safety Policy. The Senior Leadership Team (SLT) of Environment & Communities also takes a lead and active role in the monitoring and application of the integrated "Quality and Health & Safety" management system. The role of Environment & Communities Health & Safety Coordinator is carried out by the Improvement and Development Coordinator and overseen by the Regulatory and Enforcement Manager.

2.2 The Health & Safety Policy continues to reflect and provide a guidance framework for the management of Health & Safety in Environment & Communities.

2.3 The objective of Environment & Communities is to ensure that health, safety and welfare is an integral part of its business and all service areas continually seek to develop a positive culture and attitude amongst its staff to achieve this.

2.4 The integrated "Quality, Health & Safety" management system has been further developed as part of the continuous improvement of our management system to reflect structure changes, service improvements and enhanced service delivery arrangements.

2.5 Continued review of the "Quality, Health & Safety" system will be carried out during 2018/19 to take account of the structural changes required to reflect the significant changes which have occurred within the service in recent times.

3.0 Organisation for Implementing Health & Safety Management

Health & Safety Committee

3.1 Environment & Communities is represented on the Corporate Health & Safety Committee and seeks to play a positive part in the quarterly meetings of the Committee. A programme of meetings of the Environment & Communities Health & Safety Committee are arranged to align with the quarterly meeting cycle of the Corporate Health & Safety Committee.

3.2 The Environment & Communities Health & Safety Committee will continue to keep the Health & Safety Policy up to date and assuring its relevance to, and implementation by, all employees. The committee meets quarterly and comprises Environment & Communities Senior Managers together with a representative from the Corporate Health and Safety Team and Trade Union representatives.

3.3 The committee provides a forum for discussion and sharing of ideas in the development of the Quality, Health & Safety Management system. The group has been instrumental in the successful retention of BS OHSAS 18001:2007 registration. In addition to the quarterly meetings outlined above, the Improvement and Development Coordinator and Regulatory and Enforcement Manager meet regularly to ensure that a Health & Safety culture continues to be embedded in Environment & Communities.

3.4 The meetings are chaired by the Regulatory and Enforcement Manager and consider:

(a) Accidents - statistics, trends, investigations and other information to identify causes and provide so far as is practicable for their prevention.

(b) Workplace inspections (internal) and audits (Corporate and external)

(c) The planning, performance management and review of our approach to Health & Safety

(d) The monitoring and implementation of the Health & Safety action plan

(e) The identification, assessment and recording of risks

(f) Actions arising from the deliberations of the corporate Health & Safety committee

(g) Actions arising from the corporate and service Risk Management and planning arrangements, and

(h) New developments in Health & Safety arising from legislation and Government and Council policy

Consultation Mechanisms

3.5 Information on Health & Safety issues is communicated to employees using various internal channels such as strategic meetings, operations meetings, trade union meetings, workload reviews, performance reviews, tool box talks, e-mail, notice boards and plasma screens.

3.6 The joint Environment & Communities Health & Safety Committee provides a forum for the exchange of views and consultations on Health & Safety issues between management and Trade Unions representing employees who work within Environment & Communities. This ensures that information is exchanged and disseminated to all employees. The communication with employee groups is essential and allows for better awareness and practice of Health & Safety; the management of risk; the prevention of accidents and ill health, and the maintenance of safe working practices.

3.7 This is complemented by joint working arrangements which have been introduced for employee and Trade Union consultation. Fortnightly meetings take place with the Environment & Communities Directorate and Trade Union representatives where key Health & Safety issues may also be discussed.

3.8 Separate service subgroup meetings also take place involving Union and staff representatives to discuss and resolve specific service related concerns, including Health & Safety issues.

4.0 Planning and Setting Standards

Setting of Health and Safety Objectives

4.1 The Environment & Communities Health & Safety Committee reviews and assesses a number of matters, including:

- Developments in the regulation of health and safety in the workplace and in working practices,
- The identification of areas of work where there is a need for improvement that may entail the implementation of works or investment in equipment, and
- The need for training and raising awareness in relation to health & safety.

4.2 The Q-pulse management system assists with monitoring of Health & Safety performance. In addition, the Action Plan contained in the annual plan is monitored on Pentana, the Council's performance management system.

Training

4.3 Training is integral to the approach to Health & Safety within Environment & Communities. In 2017/18, training has been noted to be lower than in previous years, however essential training has been provided in relation to Health & Safety, a summary of which is attached at Appendix A.

4.4 All training is recorded in Q-pulse, with Service Managers having access to the system to allow performance monitoring of training programmes that have been developed.

5.0 Measuring Performance

5.1 The action plan from the current annual Health & Safety plan is monitored on Pentana, the Council's performance management system and quarterly reports are produced to monitor performance against the key performance indicators detailed in the plan.

5.2 There was some slippage noted against the key performance indicators in the plan throughout 2017/18. Due to long term illness and resourcing issues, the performance dipped in 2017/18, particularly in relation to internal audits and risk assessment reviews. This has been noted with training of staff being undertaken to increase performance. The performance report is detailed together with the action plan at Appendix 2.

Active Monitoring

5.3 Environment & Communities successfully retained the BS OHSAS 18001:2007 registration during 2017/18 with the service being externally audited in line with the Council wide auditing programme by BSi, the Council's external assessor.

5.4 There were two audit visits during 2017/18 covering service areas throughout Environment & Communities and a total of two minor non-conformances were raised:

- Risk Assessments observed by auditor were not reviewed on the date set.
- Contractors risk assessments were not available at the time of assessment.

5.5 A corrective action plan has been drafted with the above actions being undertaken and were completed by 31 May 2018.

5.6 Environment & Communities will require to demonstrate that adequate actions have been taken to close this non-conformance or it could potentially affect the audit due to take place in September 2018.

5.7 In addition to external audits, internal workplace inspections are due to be carried out by relevant Environment & Communities management/supervisory staff, however, these have not been carried out fully during 2017/18. Corporate Health & Safety workplace audits are also due to be carried out across certain areas covered by Environment & Communities service during 2017/18.

5.8 The Environment & Communities Health & Safety Committee met during 2017/18 facilitating the monitoring of health and safety performance throughout the year to ensure there is regular and focussed monitoring of the key Health & Safety activities within Environment & Communities.

5.9 Accident statistics were reported and analysed at the committee and planning groups with subsequent accident prevention programmes being devised, where required.

HSE Intervention

5.10 As part of a programmed inspection by the Health and Safety Executive (HSE) in November 2017, improvement notices were issued to Environment & Communities in relation to the Household Waste Recycling Centre (HWRCs). The notices related to:

- Improving the welfare facilities for staff at HWRCs
- Undertaking asbestos identification training for all staff at HWRCs

5.11 Following the above intervention, a follow up visit was undertaken by the HSE on 8 March 2018 and the file was closed as all interventions had been complied with.

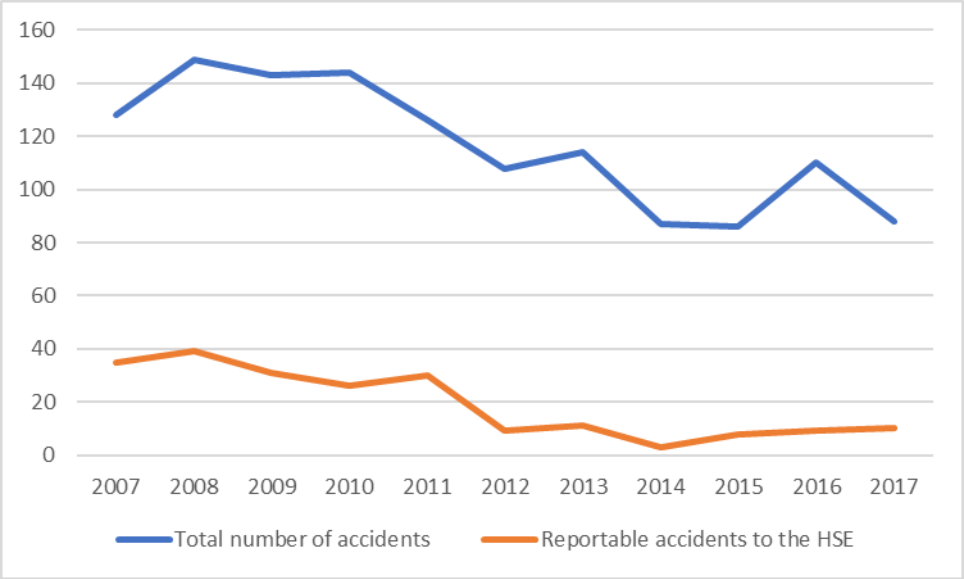
Reactive Monitoring

5.12 The number of accidents that have occurred in recent years is detailed in the following table and graph:

Table 1: Table detailing number of accidents in Environment & Communities

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Total Number of Accidents	128	149	143	144	126	108	114	87	86	110	86
Reportable Accidents to the HSE	35	39	31	26	30	9	11	3	8	9	10

Figure 1: Number of accidents in Environment & Communities



5.13 There has been an overall decrease in the number of accidents, incidents and occurrences reported in 2017/18, compared to 2016/17. It should however be noted that there were issues with the removal of the Council system (Lotus Notes) which may have led to some incidents not being reported. 12% of accidents were recorded as RIDDOR reportable. Accident trends over 2018/19 will be monitored very closely by the Health and Safety Co-ordinators and quarterly through the Environment & Communities Health and Safety Committee meeting to determine if any actions need to be taken to ensure the safety of our employees and members of the public.

5.14 Accident trends have been analysed in 2017/18 and the breakdown of figures for each type of accident and service area is provided in the charts below:

Chart 1: No of accidents in each service area in 2017/18

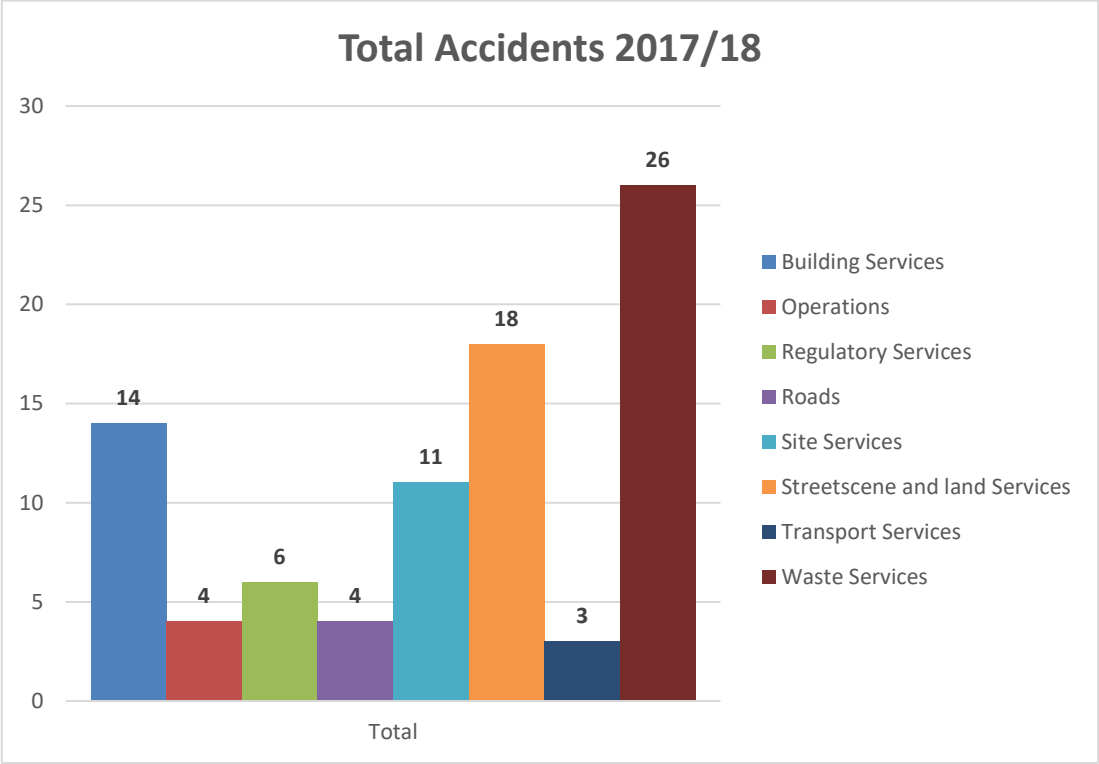
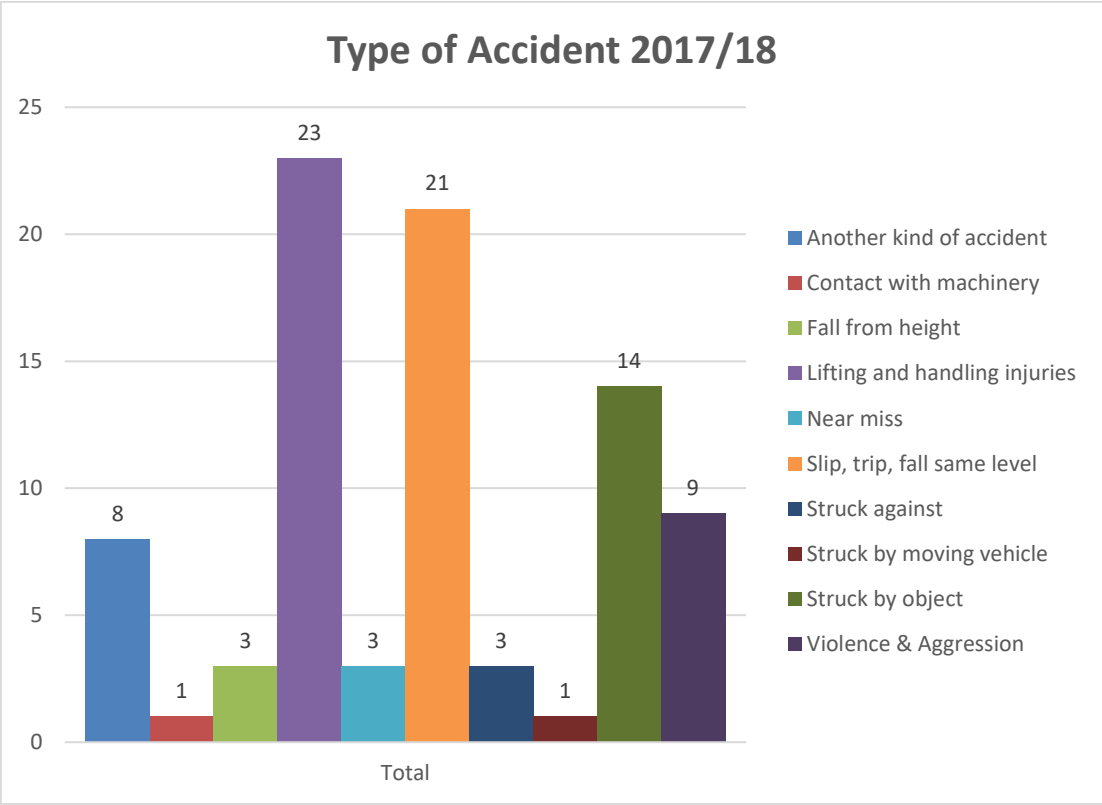


Chart 2: Total number of each type of accident in Environment & Communities in 2017/18



5.15 The analysis of the accident figures identified that both lifting and handling and slips, trips and falls from same level were the most significant type of accident across Environment & Communities in 2017/18. This was the same trend as in 2016/17 despite a focus from the Service.

5.16 The following areas were identified as the most significant types of accident across Environment & Communities and details are provided into what preventative steps have been taken to reduce the number of accidents in these areas:

- Manual Handling – 27% of all accidents in Environment & Communities in 2017/18 were attributed to lifting and handling injuries. This is a 7% increase from 2016/17. It is noted that due to the nature of the services delivered this will always be a significant factor in accident reporting, however, this should be a focus for refresher training and tool box talks in 2018/19.

- Slip/Trips – Slip/Trips accounted for 24% of accidents within Environment & Communities in 2017/8. Incident reviews are carried out after each accident and any required training or awareness is provided. All employees are provided with the correct Personal Protective Equipment (PPE) to carry out their tasks and regular update given during toolbox talks.

Accident Reporting and Investigation

5.17 Environment & Communities has fully implemented use of the Corporate Accident/Incident Recording Database (AIRD) with local arrangements in place to accommodate staff within Site Services who do not have access to a PC. Support is provided to Service Managers in recording and investigating accidents as required.

5.18 Training is available in the use of the AIRD database for Supervisors and Managers who are using the system for the first time and checklists have been developed to assist with this. Where issues have been identified in relation to specific accident forms, these have been taken up with the Service Managers responsible to ensure the accident forms are completed accurately and effectively.

5.19 During 2017/18, the Health and Safety system was due to transfer to a new system (Business World), however, due to delays in the project, this was not implemented. Unfortunately, the Lotus Notes system that runs the AIRD system was removed for many staff that required to update accidents and incidents. This took time to rectify and may have had an impact on the number of accidents reported.

6. Review of Health and Safety Management

6.1 The Environment & Communities Health and Safety Committee will continue to review Health & Safety management issues across the service.

6.2 A review of the Quality and Health and Safety management system will be carried out in 2018/19 to reflect the operational and structural changes required by the departmental and Council reviews.

6.3 Supporting attendance is a key priority for Environment & Communities. Arrangements are in place to utilise the services of the Council's Occupational Health provider. The main elements of the service utilised by Environment & Communities

have been:

- Early intervention programme,
- Employee counselling service,
- Treating employees referred to the service,
- Physiotherapy, and
- Cognitive behavioural therapy for employees.

6.4 Service managers are provided with regular updates providing the number of employees who did not attend occupational health appointments. The updates are distributed by the Health & Safety co-ordinator to ensure service managers monitor the use of this valuable resource and to maximise attendance at appointments.

APPENDIX A

Provision of Training for 01 April 2017 to 31 March 2018

Appropriate health and safety training courses, or bespoke courses	Q1	Q2	Q3	Q4
Elementary Food Hygiene	8	0	14	21
DCPC – Realities of Transport	0	0	13	0
Driving Assessment Cat C	1	0	0	1
Induction Seasonal Staff	70	1	2	0
Managing conflict	0	0	0	25
Reverse Assessment and Bin Lift Training	2	0	0	0
Working at Heights	0	11	0	0
Ladder Safety	0	0	48	0
Asbestos Awareness	0	0	5	8

It is noted that the level of training delivered in 2017/18 was lower than expected and this has been raised with Managers and Senior Managers to ensure appropriate training is undertaken.

Environment & Communities Health and Safety Plan 2017-2018

Renfrewshire Council

Health and Safety Objective
01: Managing non-conformities resulting from internal audits and BS OHSAS 18001:2007 audits

Related PI Code	Description	Performance			Status	Latest Note
CR.SERV.05a	% of health and safety audits due to be carried out by Environment & Communities, undertaken on schedule (both internal and 3rd party)		Value	Target		100% of external audits were carried out on schedule and 43% of internal audits were completed based on risk assessment. There were 3 internal audits completed and 2 external BSi OHSAS 18001 Health and Safety audits. Due to resource issues and the low risk of the service area a decision had been taken to close 5 of the internal audits and these would be revisited throughout the three year audit programme. 3 internal audits were identified as a medium risk and a decision was made to add these internal audits to 2018/2019 Environment & Communities internal audit programme.
		2014/15	100%	100%		
		2015/16	100%	100%		
		2016/17	75%	100%		
		2017/18	43%	100%		

Related PI Code	Description	Performance			Status	Latest Note
			Value	Target		
CR.SERV.05b	% of actions, resulting from Health and Safety audits, carried out on schedule (including Environment & Communities audits, BSI audits and Corporate H&S audits)	2014/15	90%	90%		All actions that were raised through audits are currently being worked on or are complete.
		2015/16	100%	100%		
		2016/17	100%	100%		
		2017/18	100%	100%		

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.16.01.01	Continue to ensure BS OHSAS 18001:2007 standard is retained by Environment & Communities	31 March 2018	100%		This is an on-going action, assessed by external auditors every 6 months.

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.16.01.02	Undertake a programme of internal audits and workplace inspections and ensure non-conformances and areas for improvement identified are resolved within appropriate timescales	31 March 2018	40%		100% of external audits were completed on schedule. 40% of other internal audits were carried out within appropriate timescales. Due to resource issues and the low risk of the service area a decision has been taken to close 60% of internal audits. These have been prioritised to be completed first in the new 2018/2019 audit programme.

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.16.01.03	Ensure Environment & Communities is prepared for the transition from OHSAS18001:2007 to ISO45001:2018	31 March 2021	50%		The new 45001 was released in March 2018. Organisations already certified to OHSAS 18001 will have three years to comply with the new ISO 45001 standard.

Health and Safety Objective
02: Monitor and review risk assessment programmes

Related PI Code	Description	Performance			Status	Latest Note
			Value	Target		
CR.SERV.11	% of Environment & Communities risk assessments reviewed, as scheduled	2014/15	93%	90%		A full risk assessment review has taken place and a new format for risk assessments has been developed. This review has resulted in a delay in reviewing some risk assessments which will now take place in the next few months.
		2015/16	95%	95%		
		2016/17	80%	96%		
		2017/18	52%	96%		

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.16.02.01	Continue to improve health and safety by working with services to develop, improve and implement risk assessments and safe working practices	31 March 2018	100%		Health and Safety Reps continue to work with all Services in Environment & Communities by implementing risk assessments and safe working practices.

Health and Safety Objective
03: Secure a reduction in the number of accidents in the workplace and the resulting days lost due to accidents

Related PI Code	Description	Performance			Status	Latest Note
			Value	Target		
CR.SERV.05c	Number of recorded workplace accidents for Environment & Communities employees (RIDDOR, Major and Minor)	2014/15	87			The trend for accidents in 2017 decreased slightly from 2016. The accident trends over 2018 will be monitored very closely by the Health and Safety Co-ordinators and quarterly through the Environment & Communities Health and Safety Committee meeting to determine if any actions need to be taken to
		2015/16	86			
		2016/17	110			
		2017/18	86			

				ensure the safety of our employees and members of the public.

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.16.03.01	Monitor and review the number of workplace accidents to deliver a downward trend in the number of accidents	31-Mar-2018	100%		The trend in accidents over 2017 has shown a decrease from 2016, however, there has been some ongoing technical issues with the accident database (AIRD) and the Health and Safety Co-ordinators are working closely with Service Managers, IT and Corporate Health and Safety to try and capture as accurate an accident trend possible. Accident trends will continue to be monitored very closely by the Health and Safety Co-ordinators and quarterly through the Environment and Communities Health and Safety Committee meeting to determine if any actions need to be taken to ensure the safety of our employees and members of the public.

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.16.03.02	Monitor post action recommendations and ensure they are robust and fully completed for RIDDOR and major accidents	31-Mar-2018	100%		All RIDDOR reportable accidents and recommendations are checked to ensure completed. The Environment & Communities H&S Committee will look to continue to strengthen this in 2018 by ensuring all Managers and Supervisors follow up actions.

Health and Safety Objective
04: Ensure health and safety training is appropriately delivered and recorded

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.16.04.01	Monitor new working practices, legislation changes, internal and external accident trends and provide training for employees on specific activities to ensure safe working practices are followed	31-Mar-2018	75%		A non-conformance was highlighted for safe working practices at Linwood Moss.This work is on-going to ensure Environment & Communities is aware of new working practices, changes in legislation and reviewing accident trends.

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.16.04.02	Ensure employees receive health and safety induction training	31-Mar-2018	100%		All new employees receive Health and Safety induction training. This is particularly relevant to seasonal staff with training being undertaken when they start and on-going as part of toolbox talks.

Health and Safety Objective
05: Undertake a health and safety inspection programme

Related Action Code	Related Action Description	Due Date	Progress	Status	Latest Note
CR.HS.15.05.01	Monitor the implementation of the annual corporate health and safety inspection programme for Environment & Communities	31-Mar-2018	100%		Progress will be monitored at quarterly Environment & Communities Health & Safety meetings with Corporate Health & Safety management, service managers and trade union reps.

Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 06 June 2018

Report by: Director of Finance and Resources

Heading: Finance and Resources' Annual Health and Safety Report – 2017-18

1. **Summary**

1.1 The principal role and purpose of Finance and Resources (FAR) is to deliver the key corporate management functions of the Council; to advise and support the Council, Elected Members, Directors and Council staff, through the provision of effective Legal and Democratic Services, HR and Organisational Development, Corporate Finance, Customer and Business Services, Information and Communications Technology, Property Services, Risk Management and Counter Fraud arrangements. The Service also fulfils a key corporate governance role to safeguard Council assets, to support efficient, effective and transparent decision making and to ensure the legality of the management and operation of Council activities.

2. **Recommendations**

2.1 The Board members note the Finance and Resources' Annual Health and Safety Report – 2017-18.

3. **Background**

3.1 Finance and Resources (FAR) have a proactive approach to managing the overarching health and safety system on behalf of the council which is evidenced by the attainment of accreditation and certification to the British Standard Occupational Health and Safety Assessment Series (BS OHSAS 18001: 2007). The standard measures the suitability and effectiveness of the service's health and safety management systems.

3.2 This report set out the health and safety performance of the Finance and Resources Service during 2017-18 and identifies some key priorities for action for 2018-19.

4.0 Management of health, safety and wellbeing within FAR.

Health and safety policy

The current FAR health and safety policy ensures that health safety and wellbeing is an integral part of everyday business. The policy is reviewed for effectiveness and is due a refresh during 2018.

Accidents/Incidents

A total of 6 accidents/incidents were reported during 1 April 2017 to 31 March 2018. All involved employees and none were RIDDOR reportable. A total of 6 V&A incidents were reported by employees during the same period, similarly none were RIDDOR reportable.

Violence and Aggression:

All incidents in the table below were reported by employees in Customer and Business Services in various locations. Table 1 contains further information:

Table 1:

Division	Severity and Total	Location
Renfrewshire Drugs Service	Incident (1)	Reception
Renfrew Health and Social Work	Incident (1)	Reception
Advice Works	Incident (2)	Johnstone Town Hall
Schools	Minor (1) Incident (1)	Riverbrae Thorn Primary
TOTAL	**Incident (5)** **Minor (1)**	

Table 2 details the severity of the accidents/incidents reported:

Status	First Aid	Incident	Near Miss	Minor	Major	Total
Non - employee	0	0	0	0	0	**0**
Employee	0	2	0	4	0	**6**
TOTAL	**0**	**2**	**0**	**4**	**0**	**6**

Table 3 details the trends related to the accidents/incidents reported:

Accident Type	Non-Employee	Employees
Contact with Machinery	0	1
Road Traffic Accident	0	1
Slip, Trip, Fall on Same Level	0	2
Violence and Aggression	0	6
Other	0	2
TOTAL	**0**	**12**

5.0 Management of health, safety and wellbeing across the Council

The FAR, health and safety section continue to assist services to retain accreditation to BS OHSAS 18001:2007. During 2017/18 there were 2 health and safety audits undertaken by the external auditors BSI. The audits identified areas of good health and safety practice as well as identifying areas for improvement.

The FAR, health and safety section continue to retain accreditation to the Scottish Centre for Healthy Working Lives, Healthy Working Lives Gold Award, and as part of the Healthy Working Lives Gold award programme. This involves promoting health, safety and wellbeing initiatives, for example diabetes awareness, mindfulness and sun safety.

General and specific (display screen equipment, new and expectant mothers) risk assessments continue to be managed and monitored on the electronic databases. Work continues to integrate these systems in to business world. Support is also provided within Education on providing advice around environmental health and safety matters for pupils with challenging behaviour.

To inform managers and employees of new or emerging risks, council wide safety flashes are issued when required, during the period 5 safety flashes were issued;

- Inspection and Repair of Inflatable Devices;
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations Reminder;
- Radiator Safety;
- Christmas Safety; and
- Weather Conditions.

Throughout the period several distinct types of safety inspections have taken place including:

- New build/Refurbished Premises safety inspections underpinned by regular safety meetings;
- General site safety visits; and
- Joint management safety inspections with the Trades Unions.

Policies and guidance reviewed and issued during the reporting period were;

- The Corporate Health and Safety Policy;
- Guidance on Statutory Inspections and Maintenance
- Guidance on Small Unmanned Aircraft (Drones)
- Guidance on First Aid arrangements within the workplace.

The FAR, health and safety section continue to support the Town Centres Team and other event organisers (for example; Renfrewshire Leisure) to ensure that there are safe, controlled and enjoyable events delivered. Recent and current projects include, The Monte Carlo Classic Rally, The British Pipe Band Championships, Renfrew Gala Day, Barshaw Gala Day, Sma Shot Day and the full winter events programme (The Spree, Halloween, Fireworks and Christmas Lights Switch On's)

The provision of appropriate health and safety training continued throughout 2017-2018. The programme offered by the health and safety section during last year included:

Course Title	Number of Attendees
Asbestos Awareness	25
COSHH Awareness	6
Fire Awareness Training	15
Fire Training for Residential Premises	75
Fire Risk Assessment	17
Fire Wardens Training	294

First Aid Refresher (2 Day)	34
First Aid (3 Day)	54
General Risk Assessment	16
Risk Assessment/General Risk Assessment Database Training (Property Services)	30
IOSH Managing Safely	9
IOSH Supervising Safely	9
IOSH Working Safely	0
Induction within Care at Home	54
Managing Conflict for Wardens/Parking Attendants etc	28
Mindfulness	78
Health and Safety for Managers within Renfrewshire Leisure	6
Health and Safety within Renfrewshire Leisure	19
H&S Training for Education Support Managers	9
Violence & Aggression	20
General H&S for Supervisors (Unpaid Work)	12
Ladder Awareness and Inspection	44
H&S Overview for Community Resources	15
Fire Safety and Fire Wardens for the Russell Institute	15

A focus during 2017-18 has been to provide a newly developed fire training course (the content of which has been approved by Scottish Fire and Rescue) to employees working in all residential premises supporting older people, young people and those with learning disabilities. This training also included 'hands on training' on the use of fire extinguishers. Numbers of employees who have already attended will be confirmed with service managers to enable to them to identify where additional training is required during 2018-19.

The FAR, health and safety section continue to support our external partners, which include Clyde Muirshiel Regional Park Authority, Scotland Excel, Renfrewshire Valuation Joint Board and Renfrewshire Leisure.

Accidents/Incident Investigations

The FAR, health and safety section analyse all accident/incident reports (including violence and aggression) and determine whether they are RIDDOR reportable or further internal investigation is required. Recommendations from investigations are monitored.

HSE Interventions

The HSE issued 4 Improvement notices to the Environment & Communities Service following a visit to household waste recycling centres. 3 related to poor welfare conditions and 1 was regarding information that should be provided to site operatives in dealing with asbestos. The FAR, health and

safety section supported the service to generate and complete an action plan that would satisfy the HSE requirements.

Procurement

As part of our corporate function in relation to the procurement process, the FAR, health and safety section have undertaken 38 High risk and 14 Low risk evaluations of contractor's health and safety documentation provided when applying for contracts with Renfrewshire Council. Where a company fails our evaluation process the health and safety team work with procurement to offer further advice and guidance, where appropriate.

FOI/SAR

The FAR, health and safety section consistently respond to requests for information, particularly in relation to accidents and incidents.

6.0 To promote and sustain a positive health, safety and wellbeing culture, further objectives have been set for the Service and council wide during 2018/2019 which includes:

- Re alignment of the FAR, health and safety support model to compliment the revised Service structures;
- Revise the current health and safety model: this will result in a new 3-year health, safety and wellbeing strategy;
- Maintaining the Healthy Working Lives Gold Award programme;
- Establishing the audit and workplace inspection programme within Services;
- Maintain the accreditation of services to BS OHSAS 18001:2007 registration; this includes ensuring preparedness for the migration of the standard to ISO 45001.
- Continuing to examine the presentation of accident statistics and how this may be improved to give clearer information to provide a focus for proactive accident prevention programmes;
- Continue to work closely with the risk and insurance section to identify accident causation type which could result in a claim against the council. This will lead to further strategies which may reduce the impact of claims to the council;
- Continuing to promote, provide, develop the IOSH accredited health and safety courses;

- Continuing to promote the use of the Quality of Working Life (stress) risk assessment document and other tools within the Service and Council wide to minimise work related stress.

- Corporate Health and Safety policies/guidance planned for review include:

  Accident Reporting and Investigation;
  Control of Asbestos at Work;
  Construction Management;
  Control of Contractors;
  Fire Risk Assessment;
  Hand Arm Vibration;
  Management of Stress; and
  Violence and Aggression.

Implications of the Report

1. **Financial** - Continuing to improve health and safety performance will reduce accidents/occupational ill health and associated costs.

2. **HR & Organisational Development** - This report supports the Council's commitment to the health, safety and wellbeing of employees.

3. **Community/Council Planning –**

   - *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** - 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 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 document demonstrates the council's commitment to ensuring effective health and safety management.

9. **Procurement -**

10. **Risk -** minimal impact as legal and statutory requirements, including health surveillance, are being maintained.

11. **Privacy Impact** - minimal impact as legal and statutory requirements are being maintained.

12. **Cosla Policy Position** – not applicable

List of Background Papers

(a) None

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Renfrewshire Council

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

On: **6 June 2018**

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

Heading: **Town Twinning Visit – Fürth – July 2018**

1. Summary

1.1 A letter was received from Dr. Thomas Jung, the Oberburgermeister of the Council's twin town of Fürth in Germany, extending an invitation to the Provost and a small delegation from the Council to join Fürth in its celebration of its 200 year jubilee and attend a meeting in July of the Mayors/Provosts of all of Fürth's twin towns, Renfrewshire being the oldest.

1.2 After discussion with the Provost and the Chief Executive, the Board is asked to approve a delegation comprising the Provost and Councillor Lisa-Marie Hughes, accompanied by the Chief Executive and one other senior officer to attend the event in July. Members are asked to note that the travel costs of the Provost and Councillor Hughes will be met by the Lord Mayor of Fürth.

2. Recommendations

2.1 That the Board approves the travel arrangements in respect of the Fürth visit, and that the Director of Finance and Resources be authorised to make the necessary arrangements in consultation with the Provost.

3. **Background**

3.1 The Council has maintained formal twinning links with Fürth in Germany for almost 50 years, and this has involved exchange visits over the years by delegations of members/officers from the respective Councils. There is a long history of links with Fürth including not only formal civic exchange visits but also school exchanges, employment schemes for young people and visits involving local groups independent of the Council.

Implications of the Report

1. **Financial** – Flight costs for the two elected members will be met by Fürth, other costs can be met from the current budget.

2. **HR & Organisational Development** – n/a

3. **Community/Council Planning** – Town twinning links allow the Council to participate on a formal basis in an exchange of ideas and good practice as well as the promotion of its place, people and culture.

4. **Legal** – n/a

5. **Property/Assets** – n/a

6. **Information Technology** – n/a

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

8. **Health & Safety** – n/a

9. **Procurement** – n/a

10. **Risk** – n/a

11. **Privacy Impact** – n/a

12. **Cosla Policy Position** – n/a

List of Background Papers

Author: Sandra Black, Chief Executive

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

On: **6 June 2018**

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

Heading: **Civic Hospitality**

1. **Summary**

1.1 The following requests for civic hospitality have been received for the financial year 2018/19.

a) Correspondence dated 26 March 2018 was received in relation to the "Ladies A, B & C" project. This project had a series of workshops which shone a light on forgotten stories of the women of Paisley and Renfrewshire and the difference these ladies made to their community. The culmination of this event took place as part of Scottish Mental Health Film and Arts Festival in May. As this project was a celebration of Renfrewshire women's heritage a request for some civic hospitality to accompany the film showing was made.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to host a civic reception at the University of the West of Scotland in the form of a buffet lunch for 80 people at the cost of £650 on 22 May 2018 and the Board is asked to homologate the action taken.

b) Correspondence was received on 4 April 2018 from RAMH to request that consideration be given to taking a table at their annual quiz night on Friday 25 May 2018 with the proceeds being raised for their Charity.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to take a table at the cost of £400. The Board is asked to homologate the action taken.

c) The Paisley & District Battalion of the Boys' Brigade has asked the Council to provide a civic reception to mark the presentation of the Queen's Badge Certificates and Duke of Edinburgh Gold Award Certificates in September 2018. The Council has supported this event in previous years.

Following consultation with the Provost, it is proposed that the Council provide a civic reception on Monday 17 September in Paisley Abbey at the cost of approximately £1600, and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

d) Correspondence has been received from the Lord-Lieutenant's office advising that there is a British Empire Medal recipient, within Renfrewshire and requesting an accompanying civic reception at an official ceremony to mark the occasion.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality in the form of a lunch at the Glynhill to mark the occasion in July 2018 for approximately 20 at a cost of £450 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

e) Correspondence has been received from Father Edward Cameron in relation to the Volunteer International Development Education Salesian UK week (Vides UK). This programme is opened to children from Primary 4 through to pupils in 2nd year at High School. St Peter's church will be helping to facilitate this programme for five years and to launch their week-long activities have requested some civic hospitality for an opening ceremony.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality on 5 August 2018 for approximately 200-250 people at the cost of approximately £1500 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

f) This year sees the 100th anniversary of the Royal Air Force. The Provost met with the Paisley RAF Branch to discuss a civic reception to commemorate the anniversary.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality in the form of a finger buffet in Paisley Abbey on Sunday 16th September 2018 for approximately 100 people at the cost of approximately £1500 and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

g) The Royal Regiment of Scotland is working in conjunction with Renfrewshire Council to hold a service to mark the unveiling of a commemorative stone to recognise the 100th anniversary of Private Hugh McIver of the 2nd Battalion, The Royal Scots (Lothian Regiment) receiving the Victoria Cross for valiant services to his Country during WW1.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality in the form of light refreshments following a short service in the Tweedie Hall on Thursday 23 August 2018 at the cost of approximately £250 and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

h) On 12 July 2018 in Paisley Town Hall, there will be a small ceremony to recognise recipients of the Provost's Distinction Certificates.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality in the form of an Afternoon Tea for approximately 50 people at the cost of £1500 and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

i) National Merchant Navy Day falls on the Monday 3 September and, following consultation with the Provost, as part of the annual flag raising service, it is proposed that the Board agree to provide civic hospitality to honour the brave men and women called upon during both World Wars but also celebrating the modern-day Merchant Navy Seafarers, who are responsible for 95% of the UK's imports. The proposed civic hospitality would be in the form of light refreshments in Paisley Abbey at the cost of approximately £300 following the flying of the Red Ensign to mark Merchant Navy Day and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

j) Correspondence has been received from the 102 Field Squadron, 71 Engineer Regiment requesting civic hospitality for their Family Day on Saturday 14th July at the Regiment Headquarters in Paisley. The 102 Field Squadron wishes to recognise the commitment of their volunteers in Renfrewshire and the support they receive from their families.

Following consultation with the Provost, it is proposed that the Board agree to provide civic hospitality in the form of a contribution towards their family day of £500 and that the Director of Finance & Resources in consultation with the Provost make the necessary arrangements.

k) Correspondence has been received from Baron Duncan Paisley of Westerlea requesting a civic lunch to honour the 30th anniversary of the establishment of the Clan Paisley Society. They will be inviting members of Clan Paisley from around the world to attend Renfrewshire culminating in a service in Paisley Abbey and tour followed by a 3-course lunch for approximately 90 people in Paisley Town Hall.

Following consultation with the Provost it is proposed that the Board agree to provide civic hospitality in the form of a lunch and drinks reception at a cost of £3000 on Sunday 26 August in Paisley Town Hall and that the Director of Finance & Resources in consultation with the Provost 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 £26,190.30.

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2. Recommendations

2.1 That the Board agrees to: (a) provide the hospitality as detailed above to the following organisations: Boys Brigade, BEM Medal Presentation, Vides UK, 100th Anniversary of the RAF, the 100th Anniversary of the VC Medal to Private Hugh McIver, the Provost's Distinction Certificate Presentations, Merchant Navy Day; 102 Field Squadron and Clan Paisley, and (b) that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

2.2 That the Board homologate the action taken in respect of the civic reception for the Ladies A B & C Project and taking a table at RAMH quiz night.

Implications of the Report

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

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

8. **Health & Safety -** none
9. **Procurement -** none
10. **Risk –** none
11. **Privacy Impact -** none.
12. **Cosla Policy Position** – not applicable

List of Background Papers

(a) Background Paper 1 – Email correspondence in relation to the Ladies A, B & C Event dated 26th March.
(b) Background Paper 2 – Correspondence by email in relation to the request to take a table at RAMH Charity Quiz Night dated 4th April.
(c) Background Paper 3 – Correspondence from the Paisley & District Battalion of the Boys Brigade.
(d) Background Paper 4 – Correspondence by the Lord-Lieutenant's Office in relation to the BEM recipient.
(e) Background Paper 5 – Correspondence by email in relation to VIDES UK.
(f) Background Paper 6 - letter from the 102 Field Squadron in relation to their request
(g) Background Paper 7 - letter from Baron Duncan Paisley of Westerlea in relation to the Clan celebration

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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Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 06 June 2018

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

Heading: Contract Award: Calside Underground Pipe Installation

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 Calside Underground Pipe Installation to Highland Wood Energy Ltd (HWEnergy).

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.

1.3 A Contract Strategy was approved by the Strategic Procurement Manager and the Head of Planning and Housing Services on 27 April 2018.

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 Calside Underground Pipe Installation to Highland Wood Energy Ltd;

(b) authorise the award of a Contract in the sum of £304,053.00 excluding VAT;

(c) note the starting date is anticipated to be the 02nd July 2018 with the completion date being 3 months from the start date. The actual starting date will be confirmed in the Letter of Acceptance.

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3. Background

3.1 A central requirement of the Development and Housing Services department is to ensure the Council properties, facilities and assets are of a proper standard, are properly maintained in a manner that complies with statutory legislation and that the appropriate records are maintained. The Contract is to replace the existing underground pipework in relation to the Biomass District Heating System at Calside, Paisley. The replacement of the pipework will improve the efficiency of the whole Biomass system and alleviate the current leakage issues.

3.2 A contract notice was published on the Public Contract Scotland advertising portal on 27 April 2018 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.

3.3 During the tendering period twelve (12) companies expressed an interest. By the tender return date, 11 May 2018, two (2) companies declined to respond, seven (7) failed to respond and three (3) submitted a response.

3.4 In accordance with Standing Order 11.5 all three (3) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Development and Housing Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety. All three (3) tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and progressed to the Award stage which was based on a weighting of 30% Quality and 70% Price.

3.5 The scores relative to the Award Criteria for each tenderer is noted below:

	Quality (30%)	**Price (70%)**	**Total (100%)**
Highland Wood Energy Ltd	28.75	68.75	**97.50**
Alternative Heat Ltd	28.75	68.16	**96.91**
Vital Energi Utilities Ltd	25.00	38.49	**63.49**

3.6 The evaluation of the three (3) tender submissions received identified that the tender submission by Highland Wood Energy Ltd was the most economically advantageous tender submission.

3.7 Community Benefits were sought as part of this contract, Highland Wood Energy Ltd have committed to the following benefits under this Contract:

Community Benefit Description	**No of People / Activity**
School Visits	2
Non-financial support for a Community Project	1
Financial support for a Community Project	1

Implications of the Report

1. **Financial**

The cost for this project will be met through the Housing Revenue Account (HRA) capital funding

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.

- 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 – Highland Wood Energy Ltd has committed to deliver a number of Community Benefits as detailed within section 3.7 of this report.

4. **Legal**

The procurement of this works Contract was conducted in accordance with the Council's Standing Orders relating to Contracts for below EU and Regulated Threshold works contracts.

5. **Property/Assets**

The Contract award will improve the efficiency of the whole Biomass system.

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**

Highland Wood Energy 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 outline within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk**

Highland Wood Energy Ltd.'s 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.

List of Background Papers

(a) Not Applicable

Author: Joanna Lindsay, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 6906

Endorsed by: Laura Gillan, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel: 0141 618 7461

Renfrewshire Council

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

On: **6 June 2018**

Report by: **Joint Report by The Chief Executive and the Director of Environment & Communities**

Heading: **Contract No. 1 – Surface Treatment 2018/2019 (RC-CPU-17-345)**

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 Surface Treatment to Kiely Bros. Limited.

1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with Council's Standing Orders Relating to Contracts for a below Regulated and EU Procurement works contract.

2. Recommendations

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

2.1 Award a Contract for Surface Treatment to Kiely Bros. Limited.

2.2 The Contract is for a period of 4 months. The intended starting date is 2 July 2018, however, the actual date will be confirmed in the Council's Letter of Acceptance.

2.3 The contract sum under this contract is £436,115.30 excluding VAT.

3. **Background**

3.1 Environment & Communities is responsible for the management and maintenance of all roads, excluding trunk roads, within the Council's boundaries.

3.2 This Contract is to apply surface treatment to carriageways as well as undertake minor drainage, carriageway patching and kerbing works.

3.3 Due to the anticipated value a contract notice was published on the Public Contracts Scotland advertising portal on Tuesday, 10 April 2018 with the tender documentation available for downloading from the Public Contracts Scotland – Tender platform.

3.4 During the tendering period eleven (11) companies expressed an interest in the Contract. By the closing date set for return of electronic tenders of 4pm on Tuesday, 24 April 2018, two (2) companies submitted a tender response, six (6) declined to respond and three (3) failed to respond.

3.5 In accordance with the Council's Standing Orders Relating to Contracts 11.5 the two (2) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from the Corporate Procurement Unit, Health and Safety and Risk against pre-determined criteria which assessed competence, expertise and economic and financial standing. All tenderers were assessed as meeting the minimum criteria following the methodology stated in the Invitation to Tender.

3.6 Bids were then evaluated against the published set of Award Criteria which was based on a price/quality ratio of 70%/30%.

3.7 The scores relative to the award criteria of the tenderers are noted below:

		Price (70%)	**Qualtiy (30%)**	**Total (100%)**
1	**Kiely Bros. Limited**	70.00	27.75	**97.75**
2	**Road Maintenance Services Limited**	40.79	16.50	**57.29**

3.8 The evaluation of tender submissions received identified that the submission by Kiely Bros. Limited was the most economically advantageous tender.

3.9 Community Benefits were requested as part of the procurement process and Kiely Bros. Limited have committed to the following Community Benefits:

Community Benefit Description	No of People / Activity
Financial Support for a Community Project – Must be a minimum value of £1,000	2
Non-financial support for a Community Project	1

Implications of the Report

1. **Financial**
The costs under this contract will be met by the Capital – General Services budget.

2. **HR & Organisational Development**
Not applicable

3. **Community/Council Planning –**
Reshaping our place, our economy and our future – the Contract proposed will support the delivery of this outcome.

4. **Legal**
As this was a below EU threshold and below Regulated threshold contract it was conducted in accordance with the Council's Standing Orders Relating to Contracts.

5. **Property/Assets**
This Contract will ensure that the Council's roads are 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**

Kiely Bros. 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**

Kiely Bros. 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 Implications have arisen or are anticipated.

Author: **Brian Bradley, 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

Renfrewshire Council

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

On: **6 June 2018**

Report by: **Joint Report by The Chief Executive and the Director of Environment & Communities**

Heading: **Contract No. 2 – Pre-Patching in Advance of Surface Dressing 2018/2019**

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 Pre-Patching in Advance of Surface Dressing to Mac Asphalt Limited.

1.2 The Contract will be awarded following a mini-competition under Lot 4 – Carriageway Defect Patching of Renfrewshire Council's NEC3 Framework Contract for Maintenance and Improvements of Carriageways and Footways, reference RC/FA/152/17.

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 Pre-Patching in Advance of Surface Treatment to Mac Asphalt Limited;

2.1.2 for the contract sum of £245,955.00 excluding VAT; and

2.1.3 the period of 4 months with an intended start date of 16 July 2018 (the actual start date will be confirmed in the Council's Letter of Acceptance);

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3. **Background**

3.1 Environment & Communities is responsible for the management and maintenance of all roads, excluding trunk roads, within the Council's boundaries.

3.2 This Contract was tendered as a Mini Competition under Renfrewshire Council's NEC3 Framework Contract for the Maintenance and Improvements of Carriageways and Footways, Lot 4 - Carriageway Defect Patching (Framework Contract) for a below Regulated works contract. The tender documents were made available on 17 April 2018 to all four (4) contractors awarded places on Lot 4 of the Framework Contract through the Public Contracts Scotland – Tender portal.

3.2 This Contract is to permanently patch identified existing carriageways as well as undertake any minor drainage works with the adjustment or renewal of any, or all, ironwork as identified with the replacement of kerbs where required as well as the re-instatement of any, or all, road markings.

3.3 By the closing date for receipt of tenders, 4pm on 24 April 2018, all four (4) contractors had submitted bids. The bids were evaluated by representatives from the Corporate Procurement Unit and Environment & Communities.

3.4 All four (4) contractors completed the ESPD when applying for a place on the Framework Contract.

3.5 All four (4) bids were evaluated against a price/quality score of 70 / 30. The quality scores achieved through the Framework Contract evaluation process were carried forward as the quality scores attributable to this procurement exercise. The scores achieved by each tenderer are detailed in the table below:

Supplier	**Price Score**	**Quality Score**	**Total**
Mac Asphalt Limited	70.00	29.55	99.55
Finco Contracts Limited	55.12	29.70	84.82

J H Civil Engineering Limited	55.35	26.50	81.85
MacLay Civil Engineering Limited	47.80	29.80	77.60

3.6 Following evaluation of tenders, the tender submitted by Mac Asphalt appeared to be abnormally low in relation to the works to be provided. The Council applies the procedure set out in Section 5, Part 69 of the Public Contracts (Scotland) Regulations 2015 and in accordance with Renfrewshire Council's Standing Orders Relating to Contracts 26.2, the Abnormally Low Bid Procedure was invoked. An explanation of the pricing submitted by Mac Asphalt Limited was requested.

3.7 Mac Asphalt Limited provided an explanation and evidence to support their tender submission. This information was reviewed by representatives of Environment and Communities and the Corporate Procurement Unit and found to be satisfactory and their tender and price was accepted.

3.8 Community benefits were not asked for within this mini competition but the spend through this contract will be included with the spend through the framework to drive the community benefits offered under the framework. The community benefits offered include;

- Work Experience Placements (16+ years of age);
- Work Experience Placements (14-16 years of age);
- School visits; and
- Non-financial support for a Community Project.

Implications of the Report

1. **Financial**
The costs under this contract will be met by the Capital – General Services budget.

2. **HR & Organisational Development**
Not applicable.

3. **Community/Council Planning**
Reshaping our place, our economy and our future – the Contract proposed will support the delivery of this outcome.

4. **Legal**

The procurement of this Contract was carried out in accordance with the Framework Contract requirements and the Council's Standing Orders Relating to Contracts.

5. **Property/Assets**

This Contract will ensure that the Council's roads are 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**

Mac Asphalt 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**

Mac Asphalt 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 Implications have arisen or are anticipated.

Author: **Brian Bradley, 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

Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 06 June 2018

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

Heading: Contract Award: Dargavel Village New Build Housing (RC/OC/460/18)

1. Summary

1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Dargavel Village New Build Housing (RC/OC/460/18) to Lovell Partnerships Limited.

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 Head of Planning and Housing Services on 22 November 2017.

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 Design and Build Contract for the Dargavel Village New Build (RC/OC/460/18) to Lovell Partnerships Limited;

(b) authorise the award of a Contract in the Sum of £9,977,220.75 excluding VAT and;

(c) note the total contract period is 18 months with an anticipated start date of 2 July 2018. The actual start date will be confirmed in the Council's Letter of Acceptance.

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3. Background

3.1 The objective of the Project is to provide high quality housing available for social rent and to drive community sustainability and meet identified housing needs. The Housing and Community Safety Policy Board agreed in August 2014 that a tender process should be conducted to procure a contract for the design and construction of 80 new build homes within Dargavel Village, Bishopton for social rent. Subsequent reports to the Policy Board on Renfrewshire's Strategic Housing Investment Plan indicated that funding provision has been made for around 80 new build Council houses at Dargavel Village.

3.2 The project will provide a good opportunity to secure local community benefits such as skills development and employment for the duration of the contract. This contract is being supported by the Council's Development and Housing Services, as part of Renfrewshire Council's housing new build programme and the Strategic Housing Investment Plan (SHIP) for Renfrewshire.

3.3 For the procurement of the Contract, a two-stage Restricted Procedure was undertaken. The contract notice was published in the Official Journal of the European Union and Public Contracts Scotland advertising portal on 24 November 2017 with the invitation to participate documents available for download from the Public Contracts Scotland – Tender portal.

3.4 During the invitation to participate stage (ITP) (stage 1), fifteen (15) companies expressed an interest. By the tender return date, 15 January 2018 at 12 noon, six (6) companies submitted a request to participate (RTP).

3.5 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 Development and Housing Services and the Council's Corporate Procurement Unit. All six (6) RTP submissions satisfied the Council's minimum requirements within the ESPD selection criteria.

3.6 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 six (6) questions about their previous experience in context of their application.

3.7 The responses to those six (6) questions from each of the six (6) RTP submissions, were evaluated by a panel formed of employees from the Council's Development and Housing Services and the top five (5) candidates were selected for Stage 2 (Invitation to Tender). The selection score for each Candidate within the RTP Stage 1 is noted below:

		Selection (100%)
1	**CCG (Scotland) Ltd**	94.00%
2	**ENGIE Regeneration Ltd**	92.50%
3	**McTaggart Construction Ltd**	91.50%
4	**Lovell Partnerships Limited**	90.50%
5	**Cruden Building & Renewals Ltd**	85.50%
6	**Esh Construction Limited**	83.00%

3.8 The Invitation to Tender (stage 2) documentation was made available to download by the five (5) selected candidates via the Public Contract Scotland – Tender portal on 22 March 2018. By the closing date, 12 noon on 03 May 2018, four (4) of the five (5) companies had submitted a response. Due to other work commitments CCG (Scotland) Ltd pulled out from the tendering process.

3.9 All 4 tender submissions were evaluated against the published Award Criteria, based on a weighting of 60% Quality and 40% Price. The scores relative to the Award Criteria of the tenderers are noted below:

		Quality (60%)	Price (40%)	Total (100%)
1	**Lovell Partnerships Limited**	58.75	38.49	**97.24**
2	**ENGIE Regeneration Ltd**	55.20	37.67	**92.87**
3	**Cruden Building & Renewals Ltd**	51.25	39.36	**90.61**
4	**McTaggart Construction Ltd**	50.20	40.00	**90.20**

3.10 The evaluation of tender submissions received identified that the submission by Lovell Partnerships Limited was the most economically advantageous tender submission.

3.11 The costs for this project will be met by the Scottish Government's Affordable Housing Grant funding.

3.12 Community Benefits were sought as part of this contract, Lovell Partnerships Limited have committed to deliver the following under this Contract:

Community Benefit Description	No of People / Activity
New Entrant	1
New Entrant from target key priority group	1
Indirect New Entrant	2
Apprenticeship	2
Work Experience Placements (16+ years of age)	4
Further Education Visits	2
Work Experience Placements (14 - 16 years of age)	2
School Visits	2
Careers Event	2
S/NVQ (or equivalent) for an existing employee	2
S/NVQ (or equivalent) for new entrant	1
S/NVQ (or equivalent) for sub-contractor employee	3

Implications of the Report

1. **Financial**

The financial status of Lovell Partnerships 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.

3. **Community/Council Planning**

- Our Renfrewshire is fair –Tenderers were assessed within this procurement process regarding 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.

- Creating a sustainable Renfrewshire for all to enjoy – Lovell Partnerships Limited has committed to deliver the Community Benefits detailed in section 3.11 of this report.

4. **Legal**

The procurement of this Works Contract was conducted in accordance with the Restricted Procedure of the Public Contracts (Scotland) Regulations 2015 and Council's Standing Orders relating to Contracts for above EU threshold Works.

5. **Property/Assets**

The contract award will provide the design and construction of 80 new build homes within Dargavel Village, Bishopston for social rent.

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**

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

10. **Risk**

Lovell Partnerships Limited's 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.

List of Background Papers

(a) *None*

Author: Joanna Lindsay, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 6906

Endorsed by: Graeme Beattie, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel: 0141 618 4710

Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 6 June 2018

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

Heading: Contract Award: External Works at Lochfield, Paisley (RC-CPU-18-008)

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 Work Package to undertake external and energy efficiency works within the Lochfield area of Paisley (RC-CPU-18-008) to Everwarm Limited.

1.2. The recommendation to award the work package follows a procurement process conducted via a scheme development mini competition under the Scotland Excel Energy Efficiency Contractors framework agreement, reference 09/13 (the Framework Agreement) in accordance with the Framework Agreements terms and conditions and the Council's Standing Orders Relating to Contracts.

1.3. A Contract Strategy advocating the use of the Scotland Excel Energy Efficiency Contractors framework agreement, reference 09/13 for any Scottish Government's Home Energy Efficiency Programme for Scotland Area Based Schemes (HEEPS:ABS) requirement the Council identifies was approved by the Head of Planning and Housing Services and the Strategic Procurement Manager on 11 July 2017.

2. **Recommendations**

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

(a) the Head of Corporate Governance to award a Work Package for the External Works at Lochfield, Paisley (RC-CPU-18-008) to Everwarm Limited;

(b) the Contract Sum of £6,251,031.50 excluding VAT; and

(d) the total Contract Period of fifty weeks (50) weeks with the date of possession scheduled to be 09 July 2018 with the estimated completion date being 30 June 2019. Confirmation of the actual timescales and dates will be confirmed in the Council's Letter of Acceptance to Everwarm Limited.

3. **Background**

3.1 The Scottish Government's Home Energy Efficiency Programme for Scotland Area Based Schemes (HEEPS:ABS) programme is now entering its sixth year. The HEEPS:ABS programme is targeted at private sector home owners which should assist their participation in identified requirements and ensure projects to improve energy efficiency can proceed.

Local authorities act as coordinating agents for all HEEPS:ABS programmes in their area and reports approved by the Communities, Housing and Planning Policy Board on 13th March 2018 and 22nd May 2018 noted Renfrewshire's award of £1,518,477 for qualifying projects in 2018/19.

3.2 The Housing Capital Investment Plan 2018/19 to 2020/21 sets out the requirement to ensure all housing stock achieves the minimum energy rating under the Energy Efficiency Standard for Social Housing (EESSH) by the first milestone of 31 December 2021. Accordingly, the

focus of the planned investment programme is external improvements which contribute to the achievement of EESSH.

The Council's position is that EESSH will be achieved through the capital funding plans for planned investment programmes, together with government sourced supplementary funding such as HEEPS:ABS, which will help encourage private homeowners to participate in common works and ensure projects to improve energy efficiency can proceed.

3.3 The key objectives of HEEPS:ABS are to address fuel poverty, reduce carbon emissions and demonstrate an appropriate strategic fit and approach to improving energy efficiency.

The Council therefore developed a strategy to target mixed tenure blocks as well as wholly owned Council blocks, utilising the Council's own capital budget, HEEPS:ABS grant funding and also contributions from individual homeowners to deliver a varying package of works which will reflect the requirements of each block.

The main element of works will be the installation of external wall insulation however, the Council will also seek to install ventilation systems, renew roofs, windows and doors where this is identified as being required and on a block by block basis.

In accordance with the Council's strategy to target mixed tenure blocks as well as wholly owned social blocks, properties within the Lochfield area of Paisley have been identified that may require works to be undertaken.

3.4 Scotland Excel established a framework agreement for Energy Efficiency Contractors in 2017 with all 32 Scottish local authorities being named parties.

The procurement process to establish the Framework Agreement was undertaken via the open procurement procedure and was conducted in compliance with the EU Procurement Legislation.

The Framework Agreement offers access to a range of energy efficiency construction related works including energy assessments, external wall insulation, cavity wall insulation, loft / rafter insulation, internal wall insulation, windows and doors, heating systems and solar panels. The framework agreement is specifically designed for mixed tenure Council / HEEPS:ABS Works requirements.

The call off procedures available within the Framework Agreement has three options; direct package order, scheme development mini competition and traditional mini competition with the latter selected by the Council for this process.

3.5 Only Suppliers appointed to both Lots 2.1 (External Wall Insulation) and 2.8 (Windows and Doors) of the Framework Agreement could participate in this traditional mini competition, with submissions received from the three (3) companies as stated below:

- A.C. Whyte & Co Limited,
- E.ON Energy Solutions Limited, and
- Everwarm Limited

3.6 Quote documents for the traditional mini competition were released via the Public Contracts Scotland – Tender portal on 11 April 2018 with the deadline for Quote Submissions being set at 12 noon, 27 April 2018.

3.7 Quote Submissions received were evaluated against a set of award criteria which was based on 40% Technical (Quality) and 60% Commercial (Price). For the purposes of this traditional mini competition, the Quality score achieved by each Bidder for lot 2.1 (External Wall Insulation) within the Framework Agreement was utilised.

3.8 The scores relative to the award criteria of the Bidders are noted below:

		Quality (40%)	**Price (60%)**	**Total (100%)**
1	**Everwarm Limited**	36.00	57.12	**93.12**
2	**E.ON Energy Solutions Ltd**	31.40	59.93	**91.33**

3	**A.C. Whyte & Co Ltd**	29.60	56.67	**86.27**

3.9 The evaluation of Quote Submissions received identified that the Quote Submission by Everwarm Limited was the most economically advantageous to the Council.

3.10 Community Benefits were requested as part of the procurement process and Everwarm Limited confirmed that the following Community Benefits would be made available to the Council for this Contract:

Community Benefit Description	No of People / Activity
New Entrant	3
Careers Event	2

Implications of the Report

1. **Financial** – The financial status of Everwarm Limited was assessed as part of their appointment to the Scotland Excel Energy Efficiency Contractors framework agreement.

   Costs attributed to undertaking of works required within this work package will be met by Housing Revenue Account (HRA) capital funding, HEEPS:ABS grant funding and also contributions from individual homeowners where applicable.

2. **HR & Organisational Development** – No TUPE implications have arisen or are anticipated.

3. **Community/Council Planning**

   - Building strong, safe and resilient communities – Improving housing conditions benefiting tenants and private owners

   - Tackling inequality, ensuring opportunities for all – improving housing conditions for both tenants and owners to tackle fuel poverty

- Creating a sustainable Renfrewshire for all to enjoy – Everwarm Limited has committed to deliver numerous Community Benefits as detailed within section 3.9 of this report.

4. **Legal** – The procurement of this work package was conducted in accordance with the Scotland Excel Energy Efficiency Contractors framework agreement terms and conditions and the Councils Standing Orders Relating to Contracts**.**

5. **Property/Assets** – By awarding this work package, the Council will improve the quality of its housing stock by carrying out an extensive external works programme.

   Installing External Wall Insulation will improve building insulation resulting in reduced energy bills for tenants/owners, as well reducing the carbon footprint of the building, and improving the aesthetics.

   Roofworks will improve the building envelope, vastly improving the roof condition, which will help guard against water penetration and increase the life span of the roof for years to come.

   Other improvement measures include mechanical ventilation (which will counter dampness/condensation) where required.

6. **Information Technology** – No Information Technology implications have arisen or are anticipated.

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

reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – Everwarm 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** – Everwarm 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) *Report to Communities, Housing and Planning Policy Board, 13 March 2018, Housing Energy Efficiency and Carbon Reduction Programmes: 2018/19.*

(b) *Report to Communities, Housing and Planning Policy Board, 22 May 2018, Housing Energy Efficiency and Carbon Reduction Programmes: 2018/19.*

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

Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 6th June 2018

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

Heading: National Care Home Contract Minute of Variation: 9 April 2018 to 7 April 2019

1. Summary

1.1 The purpose of this report is to inform the Finance, Resources and Customer Services Policy Board about the progression of Minutes of Variation to the National Care Home Contract (NCHC) with the providers listed at Appendix A for the Period 9 April 2018 to 7 April 2019.

1.2 The form of the National Care Home Contract has been agreed at a national level between the Convention of Scottish Local Authorities (COSLA), Coalition of Care and Support Providers (CCPS) and Scottish Care (representing the Care Home Providers).

1.3 The services in Renfrewshire continue under the existing National Care Home Contract, in accordance with revised rates agreed in national negotiations. Providers have now been asked to formally confirm their agreement to the NCHC Minute of Variation for the period 9 April 2018 to 7 April 2019 in accordance with the agreed revised rates noted below. The revised rates have been used in calculating the weekly charge payable and paid since 9 April 2018.

1.4. The revised National Care Home Contract takes account of the Scottish Government's Living Wage initiative and requires all providers to pay all care workers a minimum of £8.75 from the 1st May 2018.

2. Recommendations

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

2.1.1 note that the Minute of Variation for changes to the National Care Home Contract (NCHC) commenced on 9 April 2018 until 7 April 2019;

2.1.2 note that, in line with the decision taken for the previous NCHC Minute of Variation, the increases applied to Renfrewshire Council National Care Home Contracts for the period 9 April 2018 to 7 April 2019 are in accordance with the rates as nationally agreed by COSLA, CCPS and Scottish Care which is an increase in existing fees payable of 3.39%;

2.1.3 note that the formal Minute of Variation to the NCHC for the Period 9 April 2018 to 7 April 2019, was issued to the Providers listed at Appendices A and B to this report;

2.1.4 note the total spend during this period under all NCHC contracts will be approximately £26 million excluding VAT.

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3. Background

3.1 A National Care Home Contract (NCHC) has existed in different versions since 2006 for the provision of residential and/or nursing care throughout Scotland.

3.2 The NCHC defines the terms and associated fee of publicly funded placements into private or voluntary care homes in Scotland for older people. COSLA currently leads the NCHC negotiations on behalf of Local Government with Scottish Care and Coalition of Care and Support Providers in Scotland (CCPS) acting on behalf of providers.

3.3 Negotiations to agree the settlement for 2018/19 commenced in November 2017 and concluded in March in 2018. The outcome of these negotiations was an agreement to increase fees payable by 3.39% from 9 April 2018 to 7 April 2019. This agreement incorporates the necessary uplift to allow providers to pay their care staff as a minimum, the Scottish Living Wage of £8.75 per hour.

3.4 Under the terms of the NCHC, any changes to the NCHC are made by Minute of Variation (MOV). A formal MOV is signed annually with partner providers to confirm acceptance of the nationally negotiated fee agreement and associated conditions. This year' MOV was provided to Renfrewshire Council by Scotland Excel. The Council then issued to the providers listed in Appendix A to agree the terms of the MOV with each individual care home. The providers listed in Appendix B are currently in the process of transferring ownership and the new owner will be issued with MOVs on completion of the transfer.

Implications of the Report

1. Financial

The financial implications are noted at paragraph 2.1.4 of this Report and the costs for placements will be met from existing resources.

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

3. **Community Planning** –. Reshaping our place, our community and our future – local employment and support of the Living Wage

4. **Legal –** The Minute of Variation to the NCHC referred to in this report reflects changes to the NCHC between providers and local authority representatives reached at a national level and revised in accordance with the NCHC terms.

5. **Property Assets –** None.

6. **Information Technology** – None.

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

8. **Health & Safety** – the existing Contract was assessed by Renfrewshire Council's Health and Safety Officers. The recommended Provider's Health and Safety policy and procedures are considered to meet the necessary requirements.

9. **Procurement** – The services provided under the National Care Home Contract are classified as "Social and Other Specific Services" as listed in Schedule 3 of the Public Contracts (Scotland) Regulations 2015, and may be awarded in accordance with Chapter 3, Section 7 of these Regulations and in accordance with the Council Standing Orders Relating to Contracts and the Council's Financial Regulations.

10. **Risk** – none

11 **Privacy Impact** – Service Users' individual rights to privacy will be fully respected and the providers have confirmed acceptance of all terms and responsibilities.

Author: *Alexandra Donaldson, Strategic Commercial Category Manager. Tel: 0141 618 6760*

Appendix A

Care Homes in Renfrewshire issued a MOV

Provider Name(s)	**Care Home**
Church of Scotland t/a Crossreach	Adams House
Erskine Hospital	The Erskine Home
Erskine Hospital	The Erskine Park Care Home
H & H Care Homes Ltd	Westerfields Care Centre
HC-One Ltd	Hillside View Care Home
HC-One Ltd	Kyle Court Care Home
Lancefield Care Home Ltd	Lancefield Care Home
Littleinch Ltd	Erskine Care Centre
Littleinch Ltd	Littleinch Care Home
McKenzie Care Homes Ltd	Ailsa Lodge Care Home
Pacific Care Limited	Mosswood Care Home
Royal Blind Asylum and School	Jenny's Well
Silverline Care Caledonia Ltd	Cochrane Care Home
Silverline Care Caledonia Ltd	Ranfurly Care Home
Stanely Homes Ltd	Stanely Park Care Home
Sterling Care Homes Ltd	Nightingale House
Tower Bridge Homes Care Ltd	Craigielea Care Centre

Appendix B

Care Homes in Renfrewshire still to be issued with MOV

Provider Name(s)	**Care Home**
BUPA Care Homes (Carrick) Ltd	Elderslie Care Home
BUPA Care Homes (CFHCARE) Ltd	Braemount Nursing Home

Renfrewshire Council

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

On: **6th June 2018**

Report by: **The Chief Executive and the Chief Officer of Renfrewshire Health and Social Care Partnership**

Heading: **Provision of Renfrewshire Care at Home Scheduling and Monitoring Service**

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 CACI Limited for the Provision of Renfrewshire Care at Home Scheduling and Monitoring Service.

1.2. The procurement exercise has been conducted in accordance with the above EU Threshold Open Procedure for Services and the Council's Standing Orders Relating to Contracts.

2. Recommendations

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

2.1.1 The Head of Corporate Governance to award the Contract for the Provision of Renfrewshire Care at Home Scheduling and Monitoring Service to CACI Limited;

2.1.2 A maximum spend of £495,066.37 excluding VAT (Based on up to £333,399.82 for the first three years of the contract and where the

maximum two year extension is exercised an extension spend of up to £161,666.55); and

2.1.3 the Contract period of three (3) years with the option at the discretion of the Council to extend for an additional year on up to two (2) occasions.

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3. **Background**

3.1 The Care at Home Service which this Service will support provides care and support to vulnerable service users allowing them to remain safely at home.

3.2 The Service will allow enhanced scheduling, visit verification, wellbeing measurement, safeguarding and information sharing. It will utilise real-time data to keep In-house Care at Home workers up- to- date with schedules and visit requirements via mobile devices, whilst the recording of observations/outcomes means information can immediately be communicated to office based staff.

3.2 A contract notice was dispatched via the Public Contract Scotland advertising portal to the Official Journal of the European Union (OJEU) on 13th October 2017 with the contract notice being published by OJEU on 18th October 2017 and tender documentation being available for downloading from the Public Contract Scotland – Tender platform.

3.3 During the tendering period twenty-four (24) organisations expressed an interest in the tender. At the tender closing date of 12 noon, 22nd November 2017, six (6) organisations had made a tender submission.

3.4 All 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: Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety and Renfrewshire Health and Social Care Partnership.

3.4 The six (6) tender submissions were compliant with the ESPD requirements and were each evaluated against the published set of award criteria on 70% Technical (Quality) and 30% Commercial (Price).

3.5 The scores relative to the award criteria for each tender submission are:

Supplier Name	Quality (70%)	Price (30%)	Total (100%)
CACI Limited	50.72	8.40	59.12
HAS Technology Limited t/a CM2000	47.66	10.05	57.71
Comarch UK Ltd	26.57	3.01	29.58
Fastroi Ltd	39.80	15.62	55.42
Unique IQ Ltd	22.63	30.00	52.63
Webroster	23.28	11.59	34.87

3.6 The evaluation of tender submissions received identified that the tender submitted by CACI Limited was the most economically advantageous tender submission.

3.7 Community Benefits were sought as part of this Tender and CACI Limited advised within their tender submission that the following Community Benefits would be delivered as part of this Contract:

- Work experience placement to either a school leaver, job seeker or graduate
- Work experience placement for 1 high school pupil over 16 years old
- Career visit to a local school aimed at demonstrating career progression from school to working for a multinational IT organisation

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Implications of the Report

1. **Financial**

The financial status of CACI Limited was assessed by undertaking a Dun & Bradstreet which confirmed that the organisation satisfied the Council's requirements in relation to financial stability.

2. **HR & Organisational Development**

No TUPE implications for the Council have arisen or are anticipated.

3. **Community/Council Planning –**

- Building strong, safe and resilient communities -

- This service will help Care at Home staff to deliver a high standard of care to service users in their own homes.

- Tackling inequality, ensuring opportunities for all –

  - The provision of this service will support the Care at Home Service to deliver care and support to vulnerable service users who otherwise could not remain at home.

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 an above EU Open tender procedure for Services Contracts.

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 submission has assessed and meet the requirements of the tender.

11. **Privacy Impact** - A Privacy Impact Assessment has been conducted and CACI Limited have signed a Data Processor agreement.

12. **Cosla Policy Position** – None

Author: **Alexandra Donaldson, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 6760**

Revised Report: Item 21h

Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 06 June 2018

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

Heading: Contract Award: Reroofing Contracts for St Catherine's Primary School, Houston Primary School and Renfrewshire House (RC-CPU-17-178).

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 three works Contracts for the Reroofing at St Catherine's Primary School (Lot 1), Houston Primary School (Lot 2) and Renfrewshire House (Lot 3) to ENGIE Regeneration Limited.

1.2 The recommendation to award these three works Contracts follows a procurement exercise which was conducted in accordance with the Council's Standing Orders relating to below Regulated and EU threshold Works Contracts.

1.3 A Contract Strategy for these three contracts was approved by the Strategic Procurement Manager and the Head of Property Services on 29 March 2018.

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 Contracts for the Reroofing Contracts for: Lot 1. St Catherine's Primary School; Lot 2 Houston Primary School and Lot 3 Renfrewshire House, to ENGIE Regeneration Limited;

(b) authorise the award of each Contract respectively for the following values of £610,405.93 for Lot 1, £855,031.86 for Lot 2 and £423,442.62 plus 10% risk allowance for Lot 3, all values are excluding VAT and;

(c) note the total contract period is intended to be; for Lot 1 contract 16 weeks, for Lot 2 contract 20 weeks and for Lot 3 contract 12 weeks. The actual start dates for each contract will be confirmed in the respective Letter of Acceptance.

3. Background

3.1 A central requirement of Property Services section within Finance and Resources is to ensure the Council properties, facilities and assets are of a proper standard, are properly maintained in a manner that complies with statutory legislation and that the appropriate records are maintained. As part of the Council's continuing strategy to upgrade existing premises, it has been agreed to undertake the reroofing works at the following locations St Catherine's Primary School, Houston Primary School and Renfrewshire House.

3.2 A contract notice for all three contracts was published on the Public Contract Scotland advertising portal on 03 April 2018 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.

3.3 During the tendering period twenty-two (22) companies expressed an interest in these opportunities. By the tender return date, 27 April 2018, four (4) companies declined to respond, four (4) submitted a response and fourteen (14) failed to respond.

Three (3) companies submitted a response for Lot 1, two (2) companies submitted a response for Lot 2 and two (2) companies submitted a response for Lot 3. Tenderers had the option to bid for one, two or all three lots.

3.4 In accordance with Standing Order 11.5 all four (4) 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. All four (4) tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and progressed to the Award stage with Quality Criteria which was based on a weighting of 65% Quality and 35% Price for each individual Lot.

3.5 The scores relative to the Award Criteria for each of the three (3) lots are noted below.

Lot 1 – St Catherine's Primary School

	Quality (65%)	**Price (35%)**	**Total (100%)**
ENGIE Regeneration Limited	57.25%	28.06%	**85.31%**
City Gate Construction (Scotland) Limited	51.25%	31.98%	**83.23%**
Braedale Roofing Ltd	27.50%	35.00%	**62.50%**

Lot 2 – Houston Primary School

	Quality (65%)	Price (35%)	Total (100%)
ENGIE Regeneration Limited	57.25%	31.12%	88.37%
City Gate Construction (Scotland) Limited	51.25%	35.00%	86.25%

Lot 3 – Renfrewshire House

	Quality (65%)	Price (35%)	Total (100%)
ENGIE Regeneration Limited	52.25%	32.99%	85.24%
Sennit Construction Ltd	10.90%	35.00%	45.90%

3.6 The evaluation of tender submissions received identified that the tender submission by ENGIE Regeneration Limited was the most economically advantageous tender submission for each of the three (3) lots.

3.7 A capital budget of £635,000.00 was made available for Lot 1. Based on the tender submitted by ENGIE Regeneration Limited this represents a non-cashable saving of £24,594.07.

3.8 A capital budget of £870,000.00 was made available for Lot 2. Based on the tender submitted by ENGIE Regeneration Limited this represents a non-cashable saving of £14,968.14.

3.9 A capital budget of £600,000.00 was made available for Lot 3. Based on the tender submitted by ENGIE Regeneration Limited this represents a non-cashable saving of £134,213.11.

3.10 Community Benefits were sought as part of this contract, ENGIE Regeneration Limited have committed to the following under this Contract:

Community Benefit Description	No of People / Activity
New Entrant	1
New Entrant from a target key priority group	1
Work Experience Placements (16+ years of age)	4
Further Education Visits	1
School Visits	2
Careers Event	2
S/NVQ (or equivalent) for existing employee	1
Supply Chain briefings with SME's	1
Meet the buyer events	1
Mentoring / business support for a third sector organisation	2
Non-financial support for a Community Project	1
Financial support for a Community Project	5

Implications of the Report

1. **Financial**

The cost for these projects will be met through the Property Services capital budget.

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.

- 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 – ENGIE Regeneration 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 Council's Standing Orders relating to Contracts.

5. **Property/Assets**

These Contract awards will provide will provide the replacement of the roof for three Council's buildings: St Catherine's Primary School, Houston Primary School and Renfrewshire House. The replacement of each roof will ensure a weather-tight and safe environment for staff, pupils and members of the public.

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**

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 outline 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's 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.

List of Background Papers

(a) Not Applicable

Author: Joanna Lindsay, Senior Procurement Specialist, Corporate Procurement Unit, Tel: 0141 618 6906

Endorsed by: Graeme Beattie, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel: 0141 618 4710

Renfrewshire Council

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

On: **6th June 2018**

Report by: **The Chief Executive and the Director of Environment and Communities**

Heading: **Contract Authorisation Report for the Supply and Delivery of Domestic Boilers, Accessories and Sundry Items**

1. **Summary**

1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the purchase of Domestic Boilers along with associated accessories and sundry items to Travis Perkins Trading Company Limited. Award of this contract will support the Council's Central Heating Upgrade Programme.

1.2 The contract will be for a period of 2 years with an option to extend up to one further year and the value will not exceed £600,000.00 excluding VAT.

1.3 The procurement of this Contract has been conducted in accordance with the requirements for further competition under the Scotland Excel Framework Agreement for the Supply of Plumbing and Heating Materials (17/14) and in accordance with the Council's Standing Orders relating to Contracts.

1.4 A Contract Strategy was approved by the Director of Environment and Communities and the Strategic Procurement Manager in March 2018.

2. Recommendations

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

a) The Head of Corporate Governance to award a contract for the Supply and Delivery of Domestic Boilers, Accessories and Sundry Items, to the Travis Perkins Trading Company Limited;

b) The spend of up to a maximum value of £600,000.00 (excluding VAT); and

c) The initial contract period of 2 years, with the Council having the option to extend the contract for up to an additional 12 months or until a total maximum value of £600,000.00 (excluding VAT) is reached.

2.2 It is anticipated that the contract will commence on or around the 2nd July 2018. Confirmation of the actual date of commencement will be confirmed in the Council's Letter of Acceptance to the Travis Perkins Trading Company Limited.

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3. Background

3.1 This contract was tendered as a Mini Competition under Lot 5 (Boilers) of the Scotland Excel Framework Agreement for the Supply of Plumbing and Heating Materials (17/14).

3.2 The tender documents were made available, for electronic download, to the 6 Suppliers awarded onto Lot 5 of the Scotland Excel Framework through the publishing of the tender documents on the Public Contracts Scotland – Tender portal on the 4th April 2018.

3.3 By the closing date for receipt of tenders, 12 noon on the 20th April 2018, all 6 Suppliers had submitted bids. The bids were evaluated by a panel comprising representatives from Facilities Management, Housing Services and the Corporate Procurement Unit.

3.4 The Suppliers had already passed bid selection to be awarded onto the Scotland Excel Framework (this bid selection process did not conform to the ESPD as the framework was tendered prior to the ESPD coming into force). The Bid Selection criteria requirement for this project was therefore a condensed, non ESPD, set of questions. 2 Suppliers failed Bid Selection due to the offered boilers not complying with the published specification.

3.5 The remaining 4 Suppliers were then evaluated against a commercial / technical matrix weighting of 80% commercial / 20% technical. The Suppliers technical scores achieved through the Framework evaluation process were carried forward as the technical scores attributable to this procurement exercise. **Travis Perkins Trading Company Limited** was identified as the most economically advantageous tenderer on conclusion of the evaluation process. The scores achieved by each Supplier are detailed in the table below.

Supplier	Price Score	Technical Score	Total
Jewson Limited T/A Graham Group	79.10	12.75	91.85
Plumbstore (Plumbing and Heating Supplies) Scotland Limited	71.64	7.25	78.89
Travis Perkins Trading Company Limited	80.00	12.75	92.75
William Wilson Limited	79.68	12.50	92.18

3.6 Community benefits were not asked for within this mini competition but the spend through this contract will be included with the spend through the framework to drive the community benefits offered under the framework. The community benefits offered include;

~ Creation of apprenticeships.

~ Work experience opportunities for local unemployed people.

~ Funding for community projects.

Implications of the Report

1. Financial

The cost for the supply and delivery of Domestic Boilers, Accessories and Sundry Items will be met through the Housing Recharge Account.

2. HR & Organisational Development

None

3. Community/Council Planning –

- **Our Renfrewshire is well**;

Installation of energy efficient boilers to reduce running costs thereby reducing fuel poverty and promoting warm and comfortable homes.

- **Creating a sustainable Renfrewshire for all to enjoy**;
  The specified boilers are amongst the most energy efficient available and will contribute to reducing the Councils carbon footprint.

4. Legal

The procurement of this Contract has been conducted in accordance with the requirements for further competition under the Scotland Excel Framework Agreement for the Supply of Plumbing and Heating Materials (17/14) and in accordance with the Council's Standing Orders relating to Contracts.

5. Property/Assets

The energy and fuel efficiency of the Council's housing stock, in which these boilers will be installed, will be improved.

6. Information Technology

None

7. Equality & Human Rights

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

8. Health & Safety

The successful Suppliers Health and Safety policy and accreditations were assessed by Scotland Excel prior to the Supplier being awarded onto the Framework.

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 successful Supplier's Insurance policies were assessed as appropriate by Scotland Excel prior to the Supplier being awarded onto the Framework. The Supplier provided copies of their insurance policies with their tender submission as evidence that the appropriate insurances were being maintained.

11. Privacy Impact

None.

12. Cosla Policy Position

Not applicable.

List of Background Papers

(a) Background Paper(s)
None

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Renfrewshire Council

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

On: **6 June 2018**

Report by: **Chief Executive and the Director of Environment and Communities**

Heading: **Supply and Delivery of up to 80,000 x 240 Litre HDPE Bins**

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 Contract for the Supply and Delivery of up to 80,000 x 240 Litre HDPE Bins.

1.2 This procurement exercise was conducted as a mini-competition under Lot 1 of the Scotland Excel Framework Contract for Recycle & Refuse Containers (01-17) and in accordance with the Council Standing Orders Contracts for an above EU Threshold Supplies contract.

1.3 A Contract Strategy was prepared by the Corporate Procurement Unit for Supply and Delivery of Bins and approved by the Director of Environment & Communities and Corporate Procurement Manager in 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 a (call off) Contract made under the Scotland Excel Framework Contract for Recycle & Refuse Containers (01-17) Lot 1 to One51 ES Plastics (UK) Ltd T/A MGB Plastics for the Supply and Delivery of 80,000 x 240 Litre HDPE Bins.

2.2 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the contract value of up to £966,000 excluding VAT.

2.3 The contract will commence on 18 June 2018 with the delivery of wheeled bins to households being required over a 2 - 3 week period running from late October to early November 2018. The actual starting date will be confirmed in the Council's Letter of Acceptance.

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3. Background

3.1 On the 8th November 2017 the Infrastructure, Land and Environment Policy Board approved a proposal to introduce a kerbside refuse collection service delivery model which will result in Comingled Dry Recyclates (blue bin) being separated into two separate bins: one for paper & card and another for plastics, cans and glass.

3.2 The proposed service delivery changes will be rolled out from late October to early November 2018 and the implementation will be supported by a comprehensive education, awareness and communications strategy to engage with householders and support behavioural change.

3.3 The Council has identified that supplies for this new service delivery change could be purchased via the current Scotland Excel Framework Contact for Recycle & Refuse Containers (Ref: 01-17), (the "Framework"). The Framework has a lot specific to 2 Wheeled Bins (Lot 1) and a mini competition for up to 80,000 x 240 Litre HDPE Bins was conducted under this Framework.

3.4 Lot 1 was awarded to Six (6) Suppliers and the Council invited all six (6) Suppliers to submit a tender via the Public Contracts Scotland on 22nd January 2018. Three (3) Suppliers submitted a tender by the tender closing date at 12 noon on 30th January 2018. Two (2) Suppliers declined and one (1) did not reply.

3.5 The submissions were evaluated in a two stage process.

Stage One: Compliance to Specification and adherence to delivery lead times (Pass/Fail)

Stage Two: Framework Award Criteria 20% quality / 80% price

3.6 All three (3) Suppliers who submitted (tenders/bids/quotes- whatever is consistent with the procedure under the framework) passed stage one of the evaluation – compliance to specification and adherence to delivery lead times and progressed to stage two where the respective Quality Score from the Framework was combined with competitive commercial submissions (Price Score) to determine which Supplier provides best value for the Council. Please refer to the table below for the evaluation results:

Tenderers	Quality Score (20%)	Price Score (80%)	Total Score
One51 ES Plastics (UK) Ltd T/A MGB Plastics	13.5%	80.00%	93.50%
Craemer UK Limited	10.55%	76.67%	87.22%
SSI Schaefer Ltd	10.75%	62.98%	73.73%

3.7 It is recommended that this call off contract is awarded to One51 ES Plastics (UK) Ltd T/A MGB Plastics up to the value of £966,000.00. The offer from One51 ES Plastics (UK) Ltd T/A MGB Plastics is the most economically advantageous tender received.

3.8 The mini competition was carried out in accordance with the (competitive ordering process/ mini-competition – or however it is defined in the framework) under the Framework and the Council's Standing Orders Relating to Contracts.

3.9 Community Benefits were sought as part of this Contract. The community benefits submitted by One51 ES Plastics (UK) Ltd T/A MGB Plastics are detailed below;

Outcomes/Activity	No of People/ Activity
Apprenticeship	2

Implications of the Report

1. **Financial**

   The purchase of the bins will be funded from previously agreed capital resources.

2. **HR & Organisational Development**

   No TUPE implications have arisen or are anticipated.

3. **Community Planning**

   Creating a sustainable Renfrewshire for all to enjoy - the work proposed will support the delivery of this outcome.

4. **Legal**

   This procurement exercise was conducted as a mini-competition under Lot 1 of the Scotland Excel Framework Contract for Recycle & Refuse Containers (01-17) and in accordance with the Council Standing Orders Contracts for an above EU Threshold Supply contract.

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**

One51 ES Plastics (UK) Ltd T/A MGB Plastics 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**

One51 ES Plastics (UK) Ltd T/A MGB Plastics 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

Waste Management Strategy Progress Update & Refresh – Improving Recycling in Renfrewshire, presented to Infrastructure, Land & Environment Policy Board on 8 November 2017.

Author: *Lauren Lochhead, Procurement Assistant, 0141 618 6194*

Endorsed Graeme Beattie, Strategic Commercial Category Manager,
Tel: 0141 618 4710

Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 6 June 2018

Report by: The Chief Executive and the Director of Environment & Communities

Heading: Contract Authorisation Report for Supply of Janitorial Products

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 Unico Limited for the Supply of Janitorial Products for the period 1 September 2018 to 31 August 2022.

1.2 The Contract will be awarded under Scotland Excel's Framework Agreement, Contract Schedule Number 14-14, Janitorial Products ("Framework").

1.3 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 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 Unico Limited for the length of contract as described in section 2.3.

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 direct award Contract for the Supply of Janitorial products made under the Scotland Excel Framework Agreement, Contract Schedule Number 14-14, Janitorial Products to Unico Limited;

2.1.2 up to a maximum contract value of £1,300,000 excluding VAT; and

2.1.3 for the Contract period from 1 September 2018 to 31 August 2022, or until the maximum contract value is reached.

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3. Background

3.1 Scotland Excel established a Framework Agreement for Janitorial Products Contract Schedule Number 14-14 on 1 March 2015, which was initially tendered for three years with the option to extend for a fourth year, and that option was exercised.

3.2 The Framework is structured by product categories and contains three distinct product areas – paper, janitorial and chemicals. There are a total of approximately 200 items within the three areas.

3.3 The Council currently uses the Framework for Janitorial Services and has purchased supplies from Unico Limited under the Framework. Unico Limited have made a firm commitment to offer a better rate for Framework listed products were a four year contract be awarded to Unico Limited. As part of the review of requirements, the Council has identified that savings could be made by product rationalisation and purchasing one rather than numerous types of the same product and further benefits could be made by consolidating the spend. Procurement Officers have considered the Framework Rates, the offer made by Unico Limited and, were the offer to be accepted, it was identified that anticipated savings could be achieved in the region of £170,000 for the period of the contract.

3.4 A subsequent desktop evaluation of the current Framework rates for janitorial supplies also confirmed that best value could be achieved by entering into a Contract with Unico Limited for the term as described in section 2.1.3.

3.5 As well as the savings which could be achieved as outlined in 3.3, further benefits have been identified:

- Two year fixed pricing, with prices in years three and four increasing in line with CPI;
- Environmental benefits - reduced paper wastage of 48% or 18 tons of the Council's current hand towel usage; and
- Ongoing service and support including circa £150,000 free on loan dispensers and installation.

Implications of the Report

1 **Financial** – The costs under this Contract will be met by Environment & Communities and Education Services.

2. **HR & Organisational Development -** No TUPE implications have arisen or are anticipated.

3. **Community/Council Planning**

- Creating a sustainable Renfrewshire for all to enjoy- This project is projected to reduce paper wastage by 48% or 18 tons of the Council's current hand towel usage.

4. **Legal –** The procurement exercise has been carried out in compliance with the requirements of the Scotland Excel Framework Agreement, Contract Schedule Number 14-14, Janitorial Products and the Council Standing Orders relating to Contracts for a supply contract.

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** – Unico Limited's health & safety has been assessed under the Scotland Excel Framework Agreement for Janitorial Products 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.

List of background papers – N/A

Author: **Judith Hume, Procurement Specialist, Corporate Procurement Unit, Tel. 0141 618 7028**

Endorsed by: Graeme Beattie, Strategic Commercial Category Manager, Corporate Procurement Unit, Tel: 0141 618 4710

Renfrewshire Council

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

On: **6th June 2018**

Report by: **The Chief Executive and Chief Officer, Renfrewshire Health and Social Care Partnership**

Heading: **Provision of Supported Living Services**

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 short term negotiated contracts with the providers identified in Section 3.2 of this report for the provision of Supported Living Services to existing service users.

1.2. The providers listed are current contracted providers under Renfrewshire Council's Supported Living Services Framework Agreement. The original framework agreement expired on 30 December 2017 and the current Individual Service Contracts contracted under the framework agreement will expire on 30 June 2018.

1.3. The Council and Renfrewshire Health and Social Care Partnership are developing a tender for a new Framework Agreement, however as an interim the short term negotiated contracts are required to provide continuity of service to existing service users.

1.4 This report also seeks delegated authority to enter in to additional service contracts with the providers should any new service user(s) require supported living services prior to the commencement of a new framework agreement.

Recommendations

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

2.1.1 The Chief Officer, Renfrewshire Health and Social Care Partnership and the Director of Development and Housing Services to award individual service contracts at the current fixed rate for existing service users to continue care with existing providers as listed within the report;

2.1.2 The Contract period of either up to one year or until the new individual service contracts under the new tendered arrangement can be put in place, whichever is sooner;

2.1.3 A maximum spend of up to £10,000,000 excluding VAT.

2.1.4 That it be noted that this spend represents the cumulative value based on existing and anticipated Individual Service Contracts required over the contract period. The value of each Individual Service Contract placed will be under the current EU Threshold for Social Care Services of £615,278; and

2.1.4 That it be delegated to the Chief Officer, Renfrewshire Health and Social Care Partnership and the Director of Development and Housing Services to authorise the award of Individual Service Contracts should any new service user(s) require supported living services until the new framework agreement is in place.

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2. **Background**

3.1 The Supported Living Service delivers individual, personalised support to service users, enabling them to lead fulfilled and independent lives within own homes and the wider community.

3.2 The current Framework Agreement for the Provision of Supported Living Services was approved by the Community and Family Care Policy Board on the 22nd November 2011 and has been very successful since it commenced. The providers listed below provide supported living services to residents of Renfrewshire under the framework agreement.

- Blue Triangle (Glasgow) Housing Association limited
- Capability Scotland
- Enable Scotland (Leading the Way)
- Key Housing Association Limited

- Loretto Care
- McFarlane Homes Limited
- Partners for Inclusion
- Quarriers
- RAMH
- TRFS trading as The Richmond Fellowship Scotland
- Turning Point Scotland Services Limited

3.3 This framework agreement expired on 30 December 2017, however under the terms of the framework agreement, each of the Individual Service Contracts placed under the framework agreement, continued for a further six months until 30 June 2018.

3.4 The Council and Renfrewshire Health and Social Care Partnership are re-tendering for new provision of supported living services and intend to create a Renfrewshire Council area only framework agreement following the success of the previous framework agreement. The new framework agreement is anticipated to be awarded in December 2018. To ensure continuity of care, the Council and Renfrewshire Health and Social Care Partnership seek to enter into negotiated contracts to ensure existing service users continue to receive care while the new arrangements are procured. Renfrewshire Health and Social Care Partnership recognise that new service users may also be identified prior to award of the new framework and arrangements will be made for the establishment of individual service contracts on equivalent terms, to be offered to the provider identified as most suitable for the service users' needs.

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Implications of the Report

1. **Financial**

The costs of the services required for Individual Service Users will be met within available budgets.

2. **HR & Organisational Development**

No TUPE implications for the Council are anticipated for this period

3. **Community/Council Planning**

The supported livings services provided promote health and well-being of individual service users receiving support within the wider community tackling exclusion and inequality.

4. **Legal**

The negotiations with the providers listed in section 3.2 of this report will be carried out in accordance with Section 12 – Contracts for health and social care services of the Procurement Reform (Scotland) Act 2014 and the Council's Standing Orders relating to Contracts.

5. **Property/Assets**

None.

6. **Information Technology**

None

7. **Equality & Human Rights**

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

8. **Health & Safety**

There are no health and safety implications associated with the award of the contract.

9. **Procurement**

The procurement procedures outlined within this report comply with the requirement of Section 12 – Contracts for Health or Social Care Services of the Procurement Reform (Scotland) Act 2014 and shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk**

None

11. **Privacy Impact**

None

12. **Cosla Policy Position**

None

Author: **Alexandra Donaldson, Strategic Commercial and Category Manager, Corporate Procurement Unit, Tel: 0141 618 6760**

Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 06 June 2018

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

Heading: Contract Award: Upgrade of Multi Storey Fire Alarm Systems (RC-CPU-17-179)

1. **Summary**

1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award a Contract for the Upgrade of Multi Storey Fire Alarm Systems (RC-CPU-17-179) to Maclin Electric Limited.

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 Head of Property Services and the Strategic and Commercial Category Manager on 29 March 2018.

2. **Recommendations**

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

(a) the Head of Corporate Governance to award a Contract to undertake the Upgrade of Multi Storey Fire Alarm Systems (RC-CPU-17-179) to Maclin Electric Limited;

(b) the Contract Sum of £188,762.94 excluding VAT; and

(c) the total Contract Period of 30 weeks with the date of commencement scheduled to be on 09 July 2018 and with the estimated completion date being 01 February 2019. Confirmation of the actual timescales and dates will be confirmed in the Council's Letter of Acceptance to Maclin Electric Limited;

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3. **Background**

3.1 In 2017, the Councils Property Services undertook a review of existing fire alarm safety systems within numerous Council owned multi storey residential tower blocks which resulted in five tower blocks having upgraded fire alarm systems installed in accordance with the Fire Scotland Act 2006 and Building (Scotland) Regulations 2004.

A further review of fire alarm systems installed at other Council owned multi storey residential tower blocks was undertaken and completed in January 2018. The findings of this review identified that upgrades to existing fire alarm systems were required at a further nine (9) tower blocks.

3.2 A contract notice for the works associated with the upgrade to existing fire alarm systems at the nine (9) identified Council owned multi storey residential tower blocks was published on the Public Contract Scotland advertising portal on 29 March 2018, with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.

During the tendering period, twenty-one (21) companies expressed an interest in the Contract. By the closing date set (12 noon, 24 April 2018)

for return of electronic tender submissions, eight (8) companies had replied and each issued a Tender Submission.

3.3 In accordance with Council Standing Orders relating to Contracts 11.5 all eight (8) tender submissions were assessed against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives of the following Council Services: Property Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.

3.4 All eight (8) tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and progressed to the evaluation Award Criteria, which was based on a weighting of 40% Quality and 60% Price.

On review of Pricing Submissions made by Tenderers, it became apparent that one (1) Tenderer failed to submit a fully complete pricing documents as instructed. In accordance with the conditions stated within the Invitation to Tender document, this Tenderer was subsequently excluded from the procurement process.

3.5 The scores relative to the Award Criteria of the seven (7) remaining Tenderers are noted below

		Quality (40%)	**Price (60%)**	**Total (100%)**
1	Maclin Electric Limited	25.32	60.00	**85.32**
2	Chubb Fire & Security Limited	30.55	50.10	**80.65**
3	ADT Fire & Security PLC	25.95	50.93	**76.88**
4	McGill & Co Limited	28.00	34.78	**62.78**
5	Magnus Electrical Services Limited	24.15	38.50	**62.65**
6	Campbell & Kennedy Limited	28.00	34.17	**62.17**
7	IC Fire & Security Limited	22.65	37.79	**60.44**

3.6 The evaluation of tender submissions received identified that the tender submission by Maclin Electric Limited was the most economically advantageous tender submission.

3.7 A capital budget of £190,000 was made available to Property Services from the Development and Housing Services, Housing Investment Team to enable 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 £1,237 against the allocated budget.

3.8 Community Benefits were requested as part of the procurement process and Maclin Electric Limited advised within their tender submission that the following Community Benefits would be made available to the Council for this Contract:

Community Benefit Description	No of People / Activity
Work Experience Placements (16 + years of age)	2
Work Experience Placements (14-16 years of age)	2
Meet the Buyer Event	1

Implications of the Report

1. **Financial** – The financial status of Maclin Electric 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 – Maclin Electric Limited has committed to deliver numerous Community Benefits as detailed within section 3.8 of this report.

4. **Legal** – The procurement of this Contract was conducted in accordance with the Council's Standing Orders Relating to Contracts for a below EU and Regulated threshold Works Contract.

5. **Property/Assets** – This Contract award will ensure Council owned multi storey residential tower blocks have a modern fit for purpose fire alarm system which will provide a robust protection and monitoring system covering all common areas of the properties which should result in a fire safe environment for residents.

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** – Maclin Electric 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** – Maclin Electric 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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Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 06 June 2018

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

Heading: Contract Award: Measured Term Contract for Voids and Tenanted Maintenance Contract

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 Measured Term Contract for the Voids and Tenanted Maintenance to ENGIE Regeneration Limited.

1.2 The recommendation to award the Contract follows a procurement exercise which was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 for an above EU Threshold works contract and the Council's Standing Orders relating to Contracts.

1.3 A Contract Strategy was approved by the Strategic Procurement Manager and the Head of Planning and Housing Services on 27 March 2018.

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 Measured Term Contract for the Voids and Tenanted Maintenance to ENGIE Regeneration Limited;

(b) authorise the award of a Measured Term Contract up to a value of no more than £12,000,000;

(c) note the starting date is anticipated to be the 06th July 2018 for 4 years with the option to extend for an additional 12 months. The actual starting date will be confirmed in the Letter of Acceptance.

3. Background

3.1 A central requirement of the Development and Housing Services department is to ensure the Council properties, facilities and assets are of a proper standard, are properly maintained in a manner that complies with statutory legislation and that the appropriate records are maintained. The Contract is to carry out the maintenance and refurbishment works to both void and tenanted properties, including but not limited to; kitchens, bathrooms, rewires, heating, decoration and void repairs.

3.2 A contract notice was published in the Official Journal of the European Union and Public Contract Scotland advertising portal on 28 March 2018 with the tender documentation available for downloading from the Public Contract Scotland – Tender platform.

3.3 During the tendering period seventeen (17) companies expressed an interest. By the tender return date, 03 May 2018, four (4) companies

declined to respond, seven (7) submitted a response and six (6) failed to respond.

3.4 In accordance with Standing Order 11.5 all seven (7) tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Development and Housing Services, the Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety. All seven (7) tender submissions confirmed compliance with the minimum selection criteria set within the ESPD and progressed to the Award stage with Quality Criteria which was based on a weighting of 35% Quality and 65% Price.

3.5 The scores relative to the Award Criteria of the bidders are noted below:

	Quality (35%)	**Price (65%)**	**Total (100%)**
ENGIE Regeneration Limited	35.00	64.21	**99.21**
Turner Property Services Ltd	35.00	61.78	**96.78**
City Gate Construction (Scotland) Ltd	29.38	64.21	**93.59**
Consilium Contracting Services Ltd	31.25	57.55	**88.80**
Novus Property Solutions Limited	32.50	53.41	**85.91**
City Building (Contracts) LLP	29.75	53.96	**83.71**
P&D Scotland Limited	33.75	34.52	**68.27**

3.6 The evaluation of tender submissions received identified that the tender submission by ENGIE Regeneration Limited was the most economically advantageous tender submission.

3.7 Community Benefits were sought as part of this contract, ENGIE Regeneration Limited have committed to the following under this Contract:

Community Benefit Description	No of People / Activity
New Entrant	5
New Entrant from a target key priority group	5
Indirect New Entrant	3
Apprenticeship	2
Work Experience Placements (16+ years of age)	5
Further Education Visits	4
School Visits	4
Careers Event	4
S/NVQ (or equivalent) for existing employee	2
S/NVQ (or equivalent) for new entrants	2
Supply Chain briefings with SME's	1
Meet the buyer events	1
Mentoring / business support for a third sector organisation	1
Non-financial support for a Community Project	1
Financial support for a Community Project	6

Implications of the Report

1. **Financial**

The cost for these projects will be met through the Development and Housing Services capital budget for refurbishment works and the Development and Housing Services budget for the maintenance works.

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.

- 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 – ENGIE Regeneration Limited has committed to deliver a number of Community Benefits as detailed within section 3.7 of this report.

4. **Legal**

The procurement of this Measured Term Contract was conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and Council's Standing Orders relating to Contracts.

5. **Property/Assets**

The Contract award will provide refurbishment works and maintenance/repair to the Council's void and tenanted domestic properties.

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**

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 outline 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's 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.

List of Background Papers

(a) Not Applicable

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Renfrewshire Council

To: Finance, Resources and Customer Services Policy Board

On: 6 June 2018

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

Heading: Appointment of a Business World Consultant to support the implementation of Business World in the Renfrewshire Council

1. **Summary**

1.1 The purpose of this report is to seek the approval of the Finance, Resources and Customer Services Policy Board to award the Contract for the appointment of a business world consultant to support the implementation of Business World in Renfrewshire Council to Hennessy IT Consulting Limited.

1.2 The recommendation to award this Contract follows a procurement exercise which was conducted in accordance with the above EU Threshold Accelerated Open Procedure for Services and the Council's Standing Orders Relating to Contracts.

1.3 The recommendation to award this contract is made in accordance with Item 12 of the Minute of the Finance, Resources and Customer Services Policy Board held on 28 March 2018.

2. Recommendations

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

2.1.1 The Head of Corporate Governance to award the Contract for the appointment of a Business World Consultant to support the implementation of Business World in Renfrewshire Council in accordance with the agreement of Clause 4.2.7 of Item 12 of the Report submitted to this Board on 28 March 2018;

2.1.2 The contract period of 6 months from 1 July to 31 December 2018, with an option to extend for up to a further 6 months until 30 June 2019.

2.13 The contract sum of £288,800 (excluding VAT) and the agreed Daily Rate of £850.00 per day (excluding VAT) which would be payable if any additional ad hoc services are required post Go Live. Any additional services required would be confirmed to the Consultant via a package order in accordance with the terms of the contract.

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3. Background

3.1 The Council are currently implementing the Business World Enterprise Resource Planning System ("Business World"). The Business World project will replace the Council's existing Finance, HR, Payroll and Procurement systems with a single, online, fully integrated software application. The Go Live date for phase one of the implementation is 30 September 2018.

3.2 As reported to the Finance, Resources and Customer Services Policy Board on 28 March 2018, the revised project plan for implementation identified a need for additional support from external resources to assist with matching the Council's current and future business requirements to Business World functionality.

3.3 In March 2018 the Council appointed Hennessy IT Consulting Limited to carry out an audit of the partially installed Business World system. The aim of the audit was to identify any anomalies with the installation and to help the Council to ensure that it achieves maximum value and can successfully replace pre-existing legacies systems once the Business World system goes live.

3.4 Following the initial audit, it became clear that the installation programme could benefit significantly from the ongoing input of a third party and a strategy was developed for an Open Procurement Process.

3.5 Due to the very tight timescales, the Strategic and Commercial Procurement Manager recommended an Accelerated Open Tender Procedure. This procedure may be used where a state of urgency exists. In this case, the critical need to have a contract awarded and operational by 1st July to secure maximum value prior to Go Live justified the use of this procedure.

3.6 A Contract Notice was dispatched via the Public Contracts Scotland advertising journal to the Official Journal of the European Union on 2 May 2018, with the Contract Notice published in OJEU on Friday 4 May 2018 and tender documentation being available for downloading from the Public Contracts Scotland – Tender platform on that date.

3.7 During the tender period, four organisations expressed an interest in the tender, by the tender closing date of Friday 18 May at midday, one organisation made a tender submission. The other three failed to return.

3.8 The one submitted bid was evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives of the Corporate Procurement Unit, and found to be compliant with the ESPD requirements.

3.9 The submitted bid was then evaluated against the published award criteria of 70% Technical (Quality) and 30% Commercial (Price) and scored as follows:

Supplier Name	Quality (70%)	Price (30%)	Total
Hennessy IT Consulting Limited	67.5%	30%	97.5%

3.10 The bid submitted by Hennessy IT Consulting Limited meets the Council's requirements as the most economically advantageous tender submission.

Implications of the Report

1. **Financial** – The financial status of Hennessy IT Consulting Limited was assessed by undertaking a Dun & Bradstreet check which confirmed

that the organisation satisfied the Council's requirements in relation to financial stability.

The budget for this requirement was approved at the Finance, Resources and Customer Services Policy Board meeting of 28 March 2018.

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

3. **Community/Council Planning –**

4. **Legal** – This procurement was carried out in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders Relating to Contracts using an above EU Open Accelerated Procedure for a Services Contract.

5. **Property/Assets** – None

6. **Information Technology** – The external resource provided by Hennessy IT Consulting Limited will provide support to members of the Council's ERP team. The Council's Head of ICT will be the key contact for Hennessy IT Consulting Limited however no other ICT resource will be required.

7. **Equality & Human Rights** -

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

8. **Health & Safety** - None

9. **Procurement** –the procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of the EU regulatory requirements, the Council's Standing Orders Relating to Contracts and the Council's Financial Regulations.

10. **Risk** – The submission has been assessed and meets the requirements of the tender.

11. **Privacy Impact** – None

12. **Cosla Policy Position** – None.

List of Background Papers

(a) Background Paper 1 – Minute of Finance, Resources and Customer Services Policy Board, 28 March 2018 (Item 12)

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