

Notice of Meeting and Agenda

Finance, Resources and Customer Services Policy Board

Date	Time	Venue
Wednesday, 08 November 2017	14:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

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

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

Members of the Press and Public

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

Further Information

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

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

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.

- | | | |
|-----------|--|------------------|
| 1 | Joint Consultative Committee (Non-teaching) | 5 - 10 |
| | Minute of the meeting of the Joint Consultative Committee (Non-teaching) held on 13 September 2017. | |
| 2 | Revenue Budget Monitoring Report to 15 September 2017 | 11 - 22 |
| | Report by the Director of Finance & Resources. | |
| 3 | Revenue Budget Monitoring Report - Council Overview to 15 September 2017 | 23 - 34 |
| | Report by the Director of Finance & Resources. | |
| 4 | Capital Budget Monitoring Report | 35 - 40 |
| | Report by the Director of Finance & Resources. | |
| 5 | Capital Budget Monitoring Report - Council Overview | 41 - 48 |
| | Report by the Director of Finance & Resources. | |
| 6 | Treasury Management Mid-Year Review 2017/18 | 49 - 58 |
| | Report by the Director of Finance & Resources. | |
| 7 | Customer & Business Services Performance Report | 59 - 70 |
| | Report by the Director of Finance & Resources. | |
| 8 | Customer Strategy 2017/22 | 71 - 92 |
| | Report by the Director of Finance & Resources. | |
| 9 | Scottish Parliament Local Government and Communities Committee call for evidence on Draft Budget 2018/19: Consultation Response | 93 - 100 |
| | Report by the Director of Finance & Resources. | |
| 10 | Chief Executive's Service Improvement Plan 2017/18: Mid-year Monitoring Report | 101 - 124 |
| | Report by the Chief Executive. | |

11	Finance & Resources Service Improvement Plan 2017/18: Mid-year Monitoring Report	125 - 150
	Report by the Director of Finance & Resources.	
12	Environment & Communities Service Improvement Plan 2017/20: Mid-year Monitoring Report	151 - 198
	Report by the Director of Environment & Communities.	
13	Finance & Resources: Annual Health & Safety Report 2016/17	199 - 206
	Report by the Director of Finance & Resources.	
14	Revised Code of Conduct for Employees	207 - 226
	Report by the Director of Finance & Resources.	
15	Renfrew Police Station & Renfrew Victory Baths - Feasibility Study	227 - 230
	Report by the Director of Finance & Resources.	
16	Civic Hospitality	231 - 234
	Report by the Director of Finance & Resources.	
17	CONTRACT AUTHORISATION REPORTS	
17a	Abbey House Curtain Walling and Window Replacement	235 - 238
	Joint report by the Chief Executive and the Director of Finance & Resources.	
17b	Interim Voids Maintenance Contract	239 - 244
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services.	
17c	Telephony as a Service (TaaS)	245 - 250
	Joint report by the Chief Executive and the Director of Finance & Resources.	
17d	Measured Term Contract for Timber Preservation and Dampness Control Contractor	251 - 256
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services.	
17e	Treatment and Disposal of Food Waste, Garden Waste and Co-mingled Food & Garden Waste	257 - 260
	Joint report by the Chief Executive and the Director of Environment & Communities.	

17f	Purchase of IT Desktops	261 - 264
	Joint report by the Chief Executive and the Director of Finance & Resources.	
17g	Framework Contract for Maintenance & Improvements of Carriageways and Footways	265 - 274
	Joint report by the Chief Executive and the Director of Environment & Communities.	
17h	Redevelopment of Paisley Town Hall , Stage 0, Stage 1 and Design Development Stage of Stage 2	275 - 280
	Joint report by the Chief Executive and the Acting Director of Development & Housing Services.	
18	Operational Performance Report: Integrated Facilities Management (Hard & Soft Services)	281 - 294
	Report by the Director of Environment & Communities.	
	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.	
19	Building Services Trading Budget Monitoring Report	
20	Catering Trading Budget Monitoring Report	

Minute of Meeting

Joint Consultative Board (Non-Teaching)

Date	Time	Venue
Wednesday, 13 September 2017	15:00	Corporate Meeting Room 2, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

Present

Representing Renfrewshire Council - Councillors T Begg, E Devine, J McNaughtan and A Steel.

Representing Trade Unions – J Boylan, M Ferguson S Hicks, L Glover and M McIntyre (UNISON); and S McAllister and J McMenemy (UNITE).

In Attendance

D Gillies, Head of Facilities Management (Community Resources); D Amos, Head of Policy & Commissioning; T Olowe, Interim Head of HR; M Conaghan, Legal & Democratic Services Manager, R Cree, OD & Workforce Planning Manager, S Fanning, Principal HR Adviser (Health Safety and Absence), R Laouadi, Human Resources Manager and R Devine, Senior Committee Services Officer (all Finance & Resources); M McCargo, Children's Services Manager (Children Services) and I Beattie, Renfrewshire Health and Social Care Services.

Apologies

Apologies for absence from the meeting were submitted on behalf of Councillors J Harte and J Paterson.

Declarations of Interest

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

1 Appointment of Chairperson

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

DECIDED: That J McMenemy (UNITE) chair the meeting.

2 Minute of Previous Meeting

There was submitted the Minute of the meeting of the Joint Consultative Board: Non-Teaching held on 14 June, 2017.

DECIDED: That the Minute be noted.

3 Matters Arising

The trade unions requested that the previous practice of submitting a report detailing absence statistics, etc to future meetings of the Board. The Human Resources Manager advised that the data was submitted for consideration, in the first instance, to the Audit, Risk and Scrutiny Board and then to the next meeting of the JCB Non-Teaching.

The trade union representatives requested the consistent application of the supporting attendance policy throughout the Council. It was agreed that further discussions be held between the trade union representatives and the Human Resources Manager regarding the specific instances identified during the analysis where it was perceived that the supporting attendance policy was not being applied consistently.

DECIDED: That further discussions be held between the trade union representatives and the Human Resources Manager regarding those instances identified during the analysis where it was perceived that the supporting attendance policy was not being applied consistently.

4 Developments in Health and Safety

There was submitted a report by the Interim Head of HR relative to developments with regard to health and safety issues. The report detailed policies and guidance that were currently being revised and outlined training courses which had been undertaken since the last meeting of the Board. In particular, it was noted that the following policies were being revised and the following update of progress was provided: -

Guidance on Statutory Inspections and Maintenance – issued.

The following policies and guidance were being revised: -

- CDM Guidance –ready for approval from the CMT;
- Control of Legionella Bacteria in Hot and Cold Water Systems;

- The selection and control of contractors
- Alcohol and substance misuse

The report advised that the health and safety section continued to assist services to retain accreditation to BS OHSAS 18001:2007, and indicated that an audit had taken place between 5 -7 September, 2017 and that the accreditation had been maintained.

The report advised that as part of the Healthy Working Lives Gold award programme, the health and safety section and the Health & Social Care Partnership were working together to further develop shared events. In this connection drug awareness sessions had taken place at the Underwood Road depot with operatives from Waste, Street scene and Roads. This was a collaborative approach by the Service, the safety team and the health improvement team from the NHS. The intention was to deliver the same sessions to the Building Services teams.

The report also indicated that the health and safety section were working with the risk and insurance section to identify an accident causation type which could result in claims against the Council. This would lead to further strategies which might reduce the impact of claims to the Council and raise health and safety awareness among employees. The section also continued to work with services to survey the fire arrangements within Renfrewshire House in line with the current refurbishment programme and with the Town Centres Team and other event organisers to ensure that safe, controlled and enjoyable events delivered. Current activities related to the planning of the winter events programme.

DECIDED: That the report be noted

5 Agency Workers.

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

I Beattie, Renfrewshire Health and Social Care Services provided an explanation for the continued use of agency workers in the care sector. Reference was made to the number of resignations submitted by catering employees following the recent review of the Catering Service which had resulted in less working hours and re-location for many employees. It was agreed that a meeting be convened between the trade union representatives and management as soon as possible to discuss possible action which would alleviate the situation and stem the number of resignations received.

DECIDED: That a meeting be convened between the trade union representatives and management as soon as possible in connection with the review of the Catering Service and, in particular, to discuss possible action which would alleviate the situation and stem the number of resignations received.

6 Details of Grievances

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

The report provided information on grievances at both the informal and formal stages. Members of the JCB Non-Teaching were reminded of the various stages of the grievance procedure. The report indicated that there were a total of seven grievances as at September 2017, an increase of one since the previous report.

DECIDED: That the report be noted.

7 Enterprise Resource Planning/CGI

The Trade Union representatives made reference to the contracts entered into with CGI by Edinburgh and Glasgow City Councils in respect of the outsourcing of IT Services and the ramifications in terms of their Enterprise Resource Planning systems and raised specific concerns relative to the reference within the Edinburgh City Council contract framework documentation/specification to the participation of Renfrewshire Council in the framework contract and the fact that decisions were being taken on the basis of the implementation of the ERP system by the Council.

The Head of Policy & Commissioning confirmed that Renfrewshire had been involved in the initial consultation but was not participating in the Framework, that the official Notice of award for the Edinburgh contract, published in the European Journal, made no reference to Renfrewshire Council but that checks would be undertaken to clarify the position in terms of the framework contract documentation/specification.

In response to a request, clarification was provided in respect of the number of staff involved in the ERP project.

DECIDED: That checks be undertaken to clarify whether the framework contract documentation/specification made reference to the participation of Renfrewshire Council.

8 Vacancy Management

The Trade Union side indicated that the item had been withdrawn from the agenda of business to be considered at the meeting as agreement had been reached.

DECIDED: That it be noted that the item had been withdrawn from the agenda of business to be considered at the meeting as agreement had been reached.

9 School Janitorial Review

The Trade Union side indicated that the item had been withdrawn from the agenda of business to be considered as agreement had been reached.

DECIDED: That it be noted that the item had been withdrawn from the agenda of business to be considered at the meeting as agreement had been reached.

10 Group Life Assurance Scheme

Under reference to the Minute of the meeting of this Board held on 14 June, 2017 there was submitted a report by the Director of Finance and Resources relative to the Group Life Assurance Scheme operated by the Council up to 31 March 2010 and the grievances lodged by UNISON in respect of the withdrawal of the Scheme.

The report detailed the historical background to the Group Life Assurance Scheme and the introduction of the death in service benefit. The trade union representatives indicated that report did not present the complete history of events and a number of discrepancies were referred to. It was proposed that a meeting be set up with the trade union representatives to discuss the matter further and arrange to inform the Board of the outcome of the discussions in due course. This was agreed.

DECIDED: That a meeting be arranged with the trade union representatives to discuss the matter further and arrange to inform the Board of the outcome of the discussions in due course.

11 Timetable of Meetings 2018

There was submitted a report by the Director of Finance and Resources relative to the proposed timetable of meetings of the Joint Consultative Board: Non-Teaching during 2018.

It was proposed that meetings of the Board be held at 3pm on 31 January, 28 March, 6 June, 5 September, 14 November and 12 December, 2018.

DECIDED: That the timetable of meetings for 2018 of the Joint Consultative Board: Non-Teaching, detailed in the report, be approved.

12 Date of Next Meeting

DECIDED: It was noted that the next meeting of the JCB Non-Teaching would be held at 3 pm on Wednesday, 25 October 2017.



To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring to 15 September 2017

1. Summary

1.1 Gross expenditure is £62,000 (0.2%) over budget and income is £62,000 (1.6%) higher than anticipated, which results in a break even position for these 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	Breakeven	-	Breakeven	-

2. Recommendations

2.1 Members are requested to note the budget position.

3. **Finance and Resources**

Current Position:	Net Breakeven
<i>Previously Reported:</i>	<i>Net Breakeven</i>

There are no significant variances to report.

3.1 **Projected Year End Position**

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

4. **Environment & Communities**

Current Position:	Net Breakeven
<i>Previously Reported:</i>	<i>Net Breakeven</i>

There are no significant variances to report.

4.1 **Projected Year End Position**

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

5. **Miscellaneous Services**

Current Position:	Net Breakeven
<i>Previously Reported:</i>	<i>Net Breakeven</i>

There are no significant variances to report.

5.1 **Projected Year End Position**

It is anticipated that, in the context of the ongoing debt smoothing strategy, Miscellaneous Services 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**

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RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)
£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs	68,055	19,197	19,323	(8)	19,313	(116) -0.6% overspend
Property Costs	9,999	1,796	1,783	7	1,790	6 0.3% underspend
Supplies & Services	5,657	4,117	3,986	85	4,071	46 1.1% underspend
Contractors and Others	8,471	2,717	2,778	(70)	2,708	9 0.3% underspend
Transport & Plant Costs	141	60	65	0	65	(5) -8.3% overspend
Administration Costs	31,670	1,022	1,042	(18)	1,024	(2) -0.2% overspend
Payments to Other Bodies	4,626	594	674	(80)	594	0 0.0% breakeven
CFCR	3,500	0	0	0	0	0 0.0% breakeven
Capital Charges	(12,094)	15	15	0	15	0 0.0% breakeven
GROSS EXPENDITURE	120,025	29,518	29,666	(84)	29,580	(62) -0.2% overspend
Income	(70,789)	(3,925)	(4,004)	17	(3,987)	62 1.6% over-recovery
NET EXPENDITURE	49,236	25,593	25,662	(67)	25,593	0 0.0% breakeven

£000's

0	0.0%
(0)	0.0%

Bottom Line Position to 15 September 2017 is breakeven of
Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES	
Description (1)	£000's
Finance and Resources	11,006
Corporate Landlord	16,439
Miscellaneous	21,791
NET EXPENDITURE	49,236

Bottom Line Position to 15 September 2017 is breakeven of	£000's
Anticipated Year End Budget Position is breakeven of	0
	(0)

Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
£000's	£000's	£000's	£000's	£000's	%
17,112	17,087	27	17,112	0	0.0% breakeven
5,467	5,986	(519)	5,467	0	0.0% breakeven
3,014	2,589	425	3,014	0	0.0% breakeven
25,593	25,662	(67)	25,593	0	0.0% breakeven

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
	£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs	30,987	12,476	12,478	(2)	12,476	0	0.0%
Property Costs	3,190	770	770	0	770	0	0.0%
Supplies & Services	2,940	3,251	3,251	0	3,251	0	0.0%
Contractors and Others	1,089	590	590	0	590	0	0.0%
Transport & Plant Costs	31	11	11	0	11	0	0.0%
Administration Costs	17,188	845	846	(1)	845	0	0.0%
Payments to Other Bodies	2,668	312	312	0	312	0	0.0%
CFCR	0	0	0	0	0	0	0.0%
Capital Charges	2,555	0	0	0	0	0	0.0%
GROSS EXPENDITURE	60,648	18,255	18,258	(3)	18,255	0	0.0%
Income	(49,757)	(2,027)	(2,053)	26	(2,027)	0	0.0%
NET EXPENDITURE	10,891	16,229	16,205	23	16,228	0	0.0%

£000's

Bottom Line Position to 15 September 2017 is breakeven of

0.0%

Anticipated Year End Budget Position is breakeven of

0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : FINANCE AND RESOURCES						
Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)
£000's	£000's	£000's	£000's	£000's	£000's	%
Finance	3,210	1,888	1,882	6	1,888	0 0.0%
Development	548	9,658	9,659	(1)	9,658	0 0.0%
Cost of Collection of Rates	1,222	143	143	0	143	0 0.0%
Cost of Collection of Council Tax	493	252	252	0	252	0 0.0%
Private Sector Housing Benefit	2,293	881	881	0	881	0 0.0%
Finance Miscellaneous	1,032	577	581	(4)	577	0 0.0%
Directorate	454	45	45	0	45	0 0.0%
Investment & Technical Services	81	443	443	0	443	0 0.0%
Finance & Support Services	(385)	64	64	0	64	0 0.0%
Office Accommodation	(36)	327	327	0	327	0 0.0%
Personnel Services	31	600	600	0	600	0 0.0%
Legal and Democratic Services	735	1,351	1,329	22	1,351	0 0.0%
TOTAL FINANCE AND RESOURCES	9,678	16,229	16,205	23	16,229	0 0.0%
Joint Valuation Board	1,213	0	0	0	0	0 0.0%
NET EXPENDITURE	10,891	16,229	16,205	23	16,229	0 0.0%

£000's

0
(0)

Bottom Line Position to 15 September 2017 is breakeven of
Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		26,105	2,038	2,041	(3)	2,038	0	0.0%
Property Costs		2,566	39	(458)	497	39	0	0.0%
Supplies & Services		1,840	433	433	0	433	0	0.0%
Contractors and Others		2,685	87	87	0	87	0	0.0%
Transport & Plant Costs		0	0	0	0	0	0	0.0%
Administration Costs		12,766	162	180	(18)	162	0	0.0%
Payments to Other Bodies		956	280	361	(81)	280	0	0.0%
CFCR		3,500	0	0	0	0	0	0.0%
Capital Charges		(15,547)	15	15	0	15	0	0.0%
GROSS EXPENDITURE		34,871	3,054	2,659	395	3,054	0	0.0%
Income		(13,079)	(40)	(70)	30	(40)	0	0.0%
NET EXPENDITURE		21,792	3,014	2,589	425	3,014	0	0.0%

£000's

Bottom Line Position to 15 September 2017 is breakeven of
Anticipated Year End Budget Position is breakeven of

0.0%
0.0%

0
(0)

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

POLICY BOARD : FINANCE, RESOURCES & CUSTOMER SERVICES : MISCELLANEOUS

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance £000's (7)	%
	£000's	£000's	£000's	£000's	£000's		
Corporate & Democratic Core	47,440	728	255	473	728	0	0.0%
Central Overheads	3,600	1,793	1,829	(36)	1,793	0	0.0%
Capital Accounting	(17,415)	(25)	(25)	0	(25)	0	0.0%
Welfare Fund Grants	1,216	518	530	(12)	518	0	0.0%
Community Infrastructure	0	0	0	0	0	0	0.0%
Temporary Interest	(550)	0	0	0	0	0	0.0%
Integrated Joint Board	(12,499)	0	0	0	0	0	0.0%
NET EXPENDITURE	21,792	3,014	2,589	425	3,014	0	0.0%

Bottom Line Position to 15 September 2017 is breakeven of
Anticipated Year End Budget Position is breakeven of

£000's 0 0.0%
 (0) 0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
	£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs	8,386	3,530	3,651	(1)	3,649	(119)	-3.4%
Property Costs	3,255	354	840	(491)	348	6	1.7%
Supplies & Services	762	359	227	85	312	47	13.1%
Contractors and Others	3,888	1,740	1,801	(70)	1,730	10	0.6%
Transport & Plant Costs	108	48	53	0	53	(5)	-10.4%
Administration Costs	501	1	3	0	3	(2)	-200.0%
Payments to Other Bodies	990	0	0	0	0	0	0.0%
CFCR	0	0	0	0	0	0	0.0%
Capital Charges	0	0	0	0	0	0	0.0%
GROSS EXPENDITURE	17,890	6,032	6,575	(477)	6,095	(63)	-1.0%
Income	(1,451)	(565)	(588)	(40)	(628)	63	11.2%
NET EXPENDITURE	16,439	5,467	5,987	(517)	5,467	0	0.0%

£000's

0	0.0%
0	0.0%

Bottom Line Position to 15 September 2017 is breakeven of
Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

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

Description (1)	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
£000's	£000's	£000's	£000's	£000's	£000's	£000's	%
Corporate Landlord	3,892	592	1,152	(560)	590	(0)	0.0%
Cleaning & Janitorial	8,002	2,886	2,846	43	2,888	(0)	0.0%
School Crossing Patrol	711	249	249	0	249	(0)	0.0%
Catering Client	3,833	1,741	1,741	0	1,741	0	0.0%
NET EXPENDITURE	16,439	5,467	5,987	(517)	5,467	(0)	0.0%

£000's

0.0%

Bottom Line Position to 15 September 2017 is breakeven of

0.0%

Anticipated Year End Budget Position is breakeven of



To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Director of Finance and Resources

Heading: Revenue Budget Monitoring – Council Overview to 15 September 2017

1. Summary

1.1 This report provides an overview of the budget performance for all Services for the period to 15 September 2017. The report confirms an overall breakeven position for all services. The summary position for General Fund Services and the Housing Revenue Account is outlined in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
General Fund Services	Breakeven	0.0%	n/a	.
HRA	Breakeven	0.0%	n/a	.

1.2 The budget performance to date suggests a breakeven projected year end position which is summarised in the table below:

Division / Department	Anticipated Year End Position	% variance	Previously Reported Position	% variance
General Fund Services	Breakeven	0.0%	n/a	.
HRA	Breakeven	0.0%	n/a	.

2. **Recommendations**

- 2.1 Members are requested to note the budget position
-

3. **Service Commentaries**

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

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

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

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

The 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 £115,000 within Central Admin relates to additional staffing costs.
- The underspend of £80,000 within Primary Schools relates to teachers' salaries.
- £159,000 of a underspend within Secondary Schools relates to transport costs and teachers' salaries.
- An overspend of £168,000 within Additional Support for Learning relates to transport costs and additional support needs assistants.
- The underspend of £49,000 within Special Schools relates to teachers' salaries.

Projected Year End Position

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

3.4 Leisure Services (Leadership Board)

Current Position: Breakeven
Previously Reported: *Breakeven*

There are no significant variances to report.

Projected Year End Position

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

3.5 Chief Executive's Service (Leadership)

Current Position: Breakeven
Previously Reported: *Breakeven*

There are no significant variances to report.

Projected Year End Position

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

3.6 Adult Services (Leadership Board)

Current position: Breakeven
Previously reported: *Breakeven*

The additional drawn down of £4.4m agreed in the 2017/18 budget setting along with £1.5m of resource brought forward from 2016/17 will continue to be utilised to address a range of demand pressures being experienced within adult service, predominantly in home care.

Projected Year End Position

It is anticipated, at this stage, that Adult Services will achieve a net break even position at year end.

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

Current Position: Breakeven

Previously Reported: Breakeven

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

- An overspend of £79,000 on Refuse Collection is mainly due to lower income from trade waste and special uplifts and a small overspend on employee costs which are partly offset by an underspend on property costs.
- An underspend of £79,000 within Roads Maintenance due to an underspend on payments to contractor and a small over recovery on income.

Projected Year End Position

It is currently forecast that Community Resources will breakeven at the year end.

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: Breakeven
Previously Reported: Breakeven

There are no significant variances to report.

Projected Year End Position

It is anticipated that in the context of the ongoing debt smoothing strategy, Miscellaneous Services will achieve a breakeven position at the year end.

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

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

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

Current Position: Breakeven
Previously Reported: Breakeven

The HRA is projecting a breakeven position for both year to date and projected year end positions, however there are some compensating variances to be noted. Employee costs are underspend, largely due to greater than anticipated turnover while expenditure on repairs is lower than expected at this stage of the year, although a breakeven position is still projected at this stage it is recognised that adverse winter conditions can change the position over relatively short periods of time. The net projected position is breakeven which will be managed through the existing policy of utilising any underspend to make additional repayments of 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.

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 15 September 2017

POLICY BOARD : GENERAL MANAGEMENT AND FINANCE : OVERVIEW						
Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)
		£000's	£000's	£000's	£000's	£000's
Education and Children		208,911	72,337	71,895	442	72,337
Leisure Services		12,413	4,247	4,578	(330)	4,247
Environment & Communities		43,686	14,955	14,995	(149)	14,955
Finance & Resources		11,006	17,112	17,087	27	17,112
Other Housing		4,348	29,849	29,530	319	29,849
Regeneration		5,820	2,056	2,347	(292)	2,056
Chief Executives		1,730	3,005	3,038	(33)	3,005
Miscellaneous		21,791	3,014	2,589	425	3,014
Corporate Landlord		16,439	5,467	5,986	(519)	5,467
Adult Services		65,493	24,840	24,840	0	24,840
Trading Accounts (Surplus)/Deficit		(1,034)	(673)	4,090	(4,763)	(673)
SUB -TOTAL GENERAL SERVICES		390,604	176,210	180,975	(4,874)	176,209
Housing Revenue Account (HRA)		(0)	(11,720)	(13,443)	1,725	(11,720)
NET EXPENDITURE		390,604	164,490	167,532	(3,148)	164,490
		Budget Variance				
		£000's		%		(7)
		0		0.0%		breakeven
		0		0.0%		underspend
		0		0.0%		breakeven
		0		0.0%		breakeven
		(0)		0.0%		overspend
		0		0.0%		breakeven
		0		0.0%		underspend
		0		0.0%		underspend
		0		0.0%		breakeven
		0		0.0%		breakeven
		0		0.0%		over-recovery
		0		0.0%		underspend
		0		0.0%		over-recovery
		0		0.0%		underspend

£000's

Bottom Line Position to 15 September 2017 is an overspend of	0
Anticipated Year End Budget Position is an underspend of	0

0.0%

0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

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

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)	
		£000's	£000's	£000's	£000's	£000's	£000's	%
Employee Costs		12,741	6,051	5,769	339	6,108	(57)	-0.9% overspend
Property Costs		677	307	169	113	282	25	8.0% underspend
Supplies & Services		6,167	2,695	2,931	(91)	2,840	(145)	-5.4% overspend
Contractors and Others		3,366	1,472	2,630	(964)	1,666	(194)	-13.2% overspend
Transport & Plant Costs		2,731	1,241	1,069	136	1,205	36	2.9% underspend
Administration Costs		2,076	932	97	836	933	(1)	-0.1% overspend
Payments to Other Bodies		0	0	0	0	0	0	100.0% underspend
CFCR		0	0	0	0	0	0	0.0% breakeven
Capital Charges		241	69	0	69	69	0	0.0% breakeven
GROSS EXPENDITURE		27,998	12,767	12,665	438	13,103	(336)	-2.6% overspend
Income		(29,033)	(13,440)	(8,575)	(5,201)	(13,776)	336	2.5% over-recovery
NET EXPENDITURE		(1,034)	(673)	4,090	(4,763)	(673)	(0)	0.0% under-recovery

£000's

Bottom Line Position to 15 September 2017 is an overspend 0.0%
 Anticipated Year End Budget Position is an underspend of 0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2017/2018
1st April 2017 to 15 September 2017

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

Description (1)	£000's	Revised Annual Budget (2)	Revised Period Budget (3)	Actual (4)	Adjustments (5)	Revised Actual (6) = (4 + 5)	Budget Variance (7)
		£000's	£000's	£000's	£000's	£000's	%
Building & Works Trading		0	(210)	5,096	(5,306)	(210)	0.0% under-recovery
Catering Trading		(451)	(197)	(552)	355	(197)	0.0% over-recovery
Transport Trading		(491)	(207)	(338)	131	(207)	0.0% under-recovery
Roads Trading		(92)	(58)	(115)	56	(58)	0.0% under-recovery
NET EXPENDITURE		(1,034)	(673)	4,090	(4,763)	(673)	0.0% over-recovery

£000's

Bottom Line Position to 15 September 2017 is an underspend of

0.0%

Anticipated Year End Budget Position is an underspend of

0.0%



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 8 NOVEMBER 2017

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 15th September 2017 totals £2.078m compared to anticipated expenditure of £2.153m for this time of year. This results in an under-spend position of £0.075m 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	£0.075m u/spend	3% u/spend	£0.004m o/spend	1% o/spend
Total	£0.075m u/spend	3% u/spend	£0.004m o/spend	1% o/spend

- 1.2 The expenditure total of £2.078m represents 11% 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 15th September 2017, 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 £2.272m have arisen which reflects budget re-profiled from 2017/18 to 2018/19 in the Lifecycle Capital Maintenance Fund as a result of updated cashflows received 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** –
Greener - Capital investment will make property assets more energy efficient.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
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

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Finance, Resources & Customer Services - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: FINANCE, RESOURCES & CUSTOMER SERVICES

Project Title	Approved Programme @23/02/17	Current Programme MR 6	Year To Date Budget to 15-Sep-17	Cash Spent to 15-Sep-17	Variance to 15-Sep-17	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
CORPORATE PROJECTS								
ICT Infrastructure Maintenance & Renewal Programme	1,400	1,707	544	586	-43	-8%	1,121	34%
Corporate Asset Management Information System	0	38	0	0	0	0%	38	0%
RVJB - Council Requisition (56.2%)	0	23	0	0	0	0%	23	0%
Strategic Asset Management Fund	1,841	1,470	0	0	0	0%	1,470	0%
Venue Development & Backlog Maintenance	6,000	6,000	0	0	0	0%	6,000	0%
Energy Efficiency Programme	0	861	0	2	-2	100%	859	0%
Lifecycle Capital Maintenance (LCM) Fund	6,435	4,732	718	688	30	4%	4,044	15%
Enterprise Resource Planning	1,512	2,982	803	718	85	11%	2,264	24%
Digital Infrastructure Provision	0	300	88	83	5	6%	217	28%
Anti-Poverty/Digital Services Improvement Programme	0	0	0	0	0	0%	0	-
TOTAL FINANCE, RESOURCES & CUSTOMER SERVICES	17,188	18,112	2,153	2,078	75	3%	16,034	11%



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 8 NOVEMBER 2017

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 15th September 2017.
- 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	85.071	21.193
Housing	12.126	2.600
Total	97.197	23.793

- 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	271	263
Housing	142	128
Total	413	391

- 1.6 21% of the available resources for Housing and 25% for Non Housing have been spent to 15th September 2017. Monitoring procedures are in place to ensure the programmes are managed flexibly and spending is contained within the approved limits.

2. **Recommendations**

- 2.1 It is recommended that Members note this report.

3. **Background**

- 3.1 Individual reports have been presented to each Policy Board on the spending performance of the relevant departmental programmes and this information is summarised in Appendix 1.
- 3.2 The capital monitoring information available as at 15th September 2017 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 **£12.126m**, a decrease of £7.769m, 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 £9.882m.

4.2 Capital expenditure at 15th September 2017 totals **£2.600m** compared to anticipated expenditure of £2.535m.

The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Housing Programme	£0.065m o/spend	3% o/spend	£0.178m o/spend	12% o/spend

4.3 The actual capital expenditure of **£2.600m** is 21% of the available resources, and compares with 27% for the equivalent time in 2016/17.

4.4 Capital income of £1.902m has been received in the period to 15th September 2017 representing 95% of the estimated capital income for the year. This compares with 43% in 2016/17.

5. **Non Housing Services Programme**

5.1 The programme approved by Council on the 23rd February 2017 totalled £75.987m. The current programme totals **£85.071m**, an increase of £9.084m, being the net effect of resources brought forward from 2016/17 of £18.297m, projects re-profiled from 2017/18 to 2018/19 of £13.447m and new funding in 2017/18 of £4.234m which primarily relates to grant funding anticipated to be received in 2017/18 for the Strathclyde Partnership for Transport programme, the Roads/Footways Upgrade Programme and the Community Halls & Facilities Improvement Programme.

5.2 Capital expenditure to 15th September 2017 totals **£21.193m** compared to anticipated expenditure of £21.354m, and therefore shows an under-spend of £0.161m. The table below summarises the position:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Non Housing Programme	£0.161m u/spend	1% u/spend	£0.095m u/spend	1% u/spend

5.3 The actual cash expenditure of **£21.193m** is 25% of the available resources, and compares with a 23% 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 £7.883m has been received to 15th September 2017. This represents 27% to date of the total anticipated income, and compares with 34% 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 **£1.657m**, a decrease of £0.843m, being the net effect of resources brought forward from 2016/17 of £0.283m, projects re-profiled from 2017/18 to 2018/19 of £1.323m and new funding in 2017/18 of £0.197m which is a result of an increase in revenue funding.
- 6.3 Expenditure to 15th September 2017 totals **£0.511m** compared to anticipated expenditure of £0.535m, and therefore shows an under-spend of £0.024m. The remaining programme is expected to spend by 31 March 2018, and expenditure will be contained within the overall resources.

Implications of the Report

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –
Children and Young People - none.
Community Care, Health & Well-being - none.
Empowering our Communities - none.
Greener - Capital investment will make property assets more energy efficient.
Jobs and the Economy - none.
Safer and Stronger - none.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – none.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
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, 15th December 2016.

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Appendix 1

CAPITAL PROGRAMME 2017/18 - BUDGET MONITORING REPORT TO 15 SEPTEMBER 2017 (£000s)

Project Title	Approved Programme @23/02/17	Current Programme MR 6	Year To Date Budget to 15-Sep-17	Cash Spent to 15-Sep-17	Variance to 15-Sep-17	% Variance	Cash to be Spent by 31-Mar-18	% Cash Spent
EDUCATION & CHILDREN'S SERVICES								
Education & Children's Services	22,447	25,685	9,059	9,058	1	0%	16,627	35%
TOTAL	22,447	25,685	9,059	9,058	1	0%	16,627	35%
COMMUNITIES, HOUSING & PLANNING								
Housing(HRA)	19,895	12,126	2,535	2,600	-65	-3%	9,526	21%
Housing(PSHG)	2,500	1,657	535	511	24	4%	1,146	31%
Development & Housing(TH/LGAN)	2,849	333	102	101	1	1%	232	30%
TOTAL	25,244	14,116	3,172	3,212	-40	-1%	10,904	23%
INFRASTRUCTURE, LAND & ENVIRONMENT								
Environment & Communities	14,385	21,890	5,904	5,802	102	2%	16,088	27%
TOTAL	14,385	21,890	5,904	5,802	102	2%	16,088	27%
FINANCE, RESOURCES & CUSTOMER SERVICES								
Corporate Projects	17,188	18,112	2,153	2,078	75	3%	16,034	11%
TOTAL	17,188	18,112	2,153	2,078	75	3%	16,034	11%
LEADERSHIP								
Leisure Services	5,690	1,621	332	321	11	3%	1,300	20%
Development & Housing Services	13,428	17,339	3,770	3,802	-32	-1%	13,537	22%
Social Work Services(Adult Social Care)	0	91	34	32	2	6%	59	35%
TOTAL	19,118	19,051	4,137	4,155	-18	0%	14,896	22%
TOTAL ALL BOARDS	98,382	98,854	24,424	24,304	120	0%	74,550	25%
MADE UP OF :-								
Non-Housing Programme	75,987	85,071	21,354	21,193	161	1%	63,878	25%
Housing Programme(HRA)	19,895	12,126	2,535	2,600	-65	-3%	9,526	21%
Housing Programme(PSHG)	2,500	1,657	535	511	24	4%	1,146	31%
PROGRAMME TOTAL	98,382	98,854	24,424	24,304	120	0%	74,550	25%

RENFREWSHIRE COUNCIL
2017/18 CAPITAL BUDGETS MONITORING SUMMARY REPORT TO PERIOD 15 SEPTEMBER 2017 (46% 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				57,595
2a. General Capital Grant	9,926	47,670		17,544
2b. Specific Capital Grant		16,644	900	439
3. Usable Capital Receipts	200	239		14,768
4. Contribution From Current Revenue (CFCR)	2,000	12,768		8,507
	0	7,750	757	
5. Total Resource Availability	12,126	85,071	1,657	98,854
B. CAPITAL PROGRAMME				
6. Resources Available	12,126	85,071	1,657	98,854
7. Current Programme	12,126	85,071	1,657	98,854
		100%	100%	100%
C. ACTUAL EXPENDITURE VS PROJECTED				
8. Resource Availability	12,126	85,071	1,657	98,854
9. Cash Spent as at 03/03/2017	2,600	21,193	511	24,304
10. Cash to be Spent by 31/03/17	9,526	63,878	1,146	74,550
D. ACTUAL RECEIPTS VS PROJECTED				
11. Current Programme (total receipts expected)	2,000	29,412	900	32,312
12. Actual Cash Received to 03/03/2017	1,902	7,883	511	10,297
13. Receipts available to augment capital programme to 03/03/2017	1,902	7,883	511	10,297
14. Receipts to be received by 31/03/17	98	21,529	389	22,016



To: Finance Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Director of Finance and Resources

Heading: Treasury Management Mid-year Review 2017-2018

1. Summary

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

- an economic update for the first six months of 2017-2018;
 - a review of the Treasury Management Strategy Statement 2017-2018, incorporating the annual investment strategy;
 - a review of the Council's investment portfolio for 2017-2018;
 - a review of the Council's borrowing strategy for 2017-2018; and
 - a review of compliance with treasury management indicators for 2017-2018.
-

2. Recommendations

2.1 It is recommended that Members note the treasury management activity for the period 1 April 2017 to 13 October 2017.

3. Economic update

3.1 External economic review for the period April to October 2017

The following paragraphs outline a review of the economy over the first half of 2017-2018.

3.2 UK Consumer Price Inflation (CPI) index rose in August showing CPI at 2.9%, its highest since June 2013 as the fall in the value of sterling following the June 2016 referendum result continued to feed through into higher import prices. The new inflation measure CPIH, which includes owner occupiers' housing costs, was at 2.7%. The unemployment rate fell to 4.3%, its lowest since May 1975, but the squeeze on consumers intensified as average earnings grew at 2.5%, below the rate of inflation. Economic activity expanded at a much slower pace as evidenced by Q1 and Q2 GDP growth of 0.2% and 0.3% respectively. With the dominant services sector accounting for 79% of GDP, the strength of consumer spending remains vital to growth, but with household savings falling and real wage growth negative, there are concerns that these will be a constraint on economic activity in the second half of calendar year 2017.

3.3 The Bank of England made no change to monetary policy at its meetings in the first half of the financial year. The vote to keep Bank Rate at 0.25% narrowed to 5-3 in June highlighting that some MPC members were more concerned about rising inflation than the risks to growth. Although at September's meeting the Committee voted 7-2 in favour of keeping Bank Rate unchanged, the MPC changed their rhetoric to imply an increased likelihood of a rise in Bank Rate in "the coming months".

3.4 Following an unscheduled General Election in June, the result has led to an enhanced level of political uncertainty. Although the potential for a hard Brexit is diminished, lack of clarity over future trading partnerships, in particular future customs agreements with the rest of the EU block, is denting business sentiment and investment. The reaction from the markets on the UK election's outcome was fairly muted, business confidence now hinges on the progress on Brexit negotiations, the ultimate 'divorce bill' for the exit and whether new trade treaties and customs arrangements are successfully concluded to the UK's benefit.

3.5 In the face of a struggling economy and Brexit-related uncertainty, the Council's treasury advisers (Arlingclose) expect the Bank of England to take only a very measured approach to any monetary policy tightening, with any increase being gradual and limited as the interest rate backdrop will have to provide substantial support to the UK economy throughout the Brexit transition.

3.6 **Financial markets:** Gilt yields displayed significant volatility over the six-month period with the appearing change in sentiment in the Bank of England's outlook for interest rates, the expectations of tapering of Quantitative Easing (QE) in the US and Europe and from geopolitical tensions also had an impact.

3.7 The FTSE 100 nevertheless reached a record high of 7548 in May but dropped back to 7377 at the end of September. Money markets rates

have remained low: 1-month, 3-month and 12-month LIBID rates have averaged 0.25%, 0.30% and 0.65% over the period from January to 21st September.

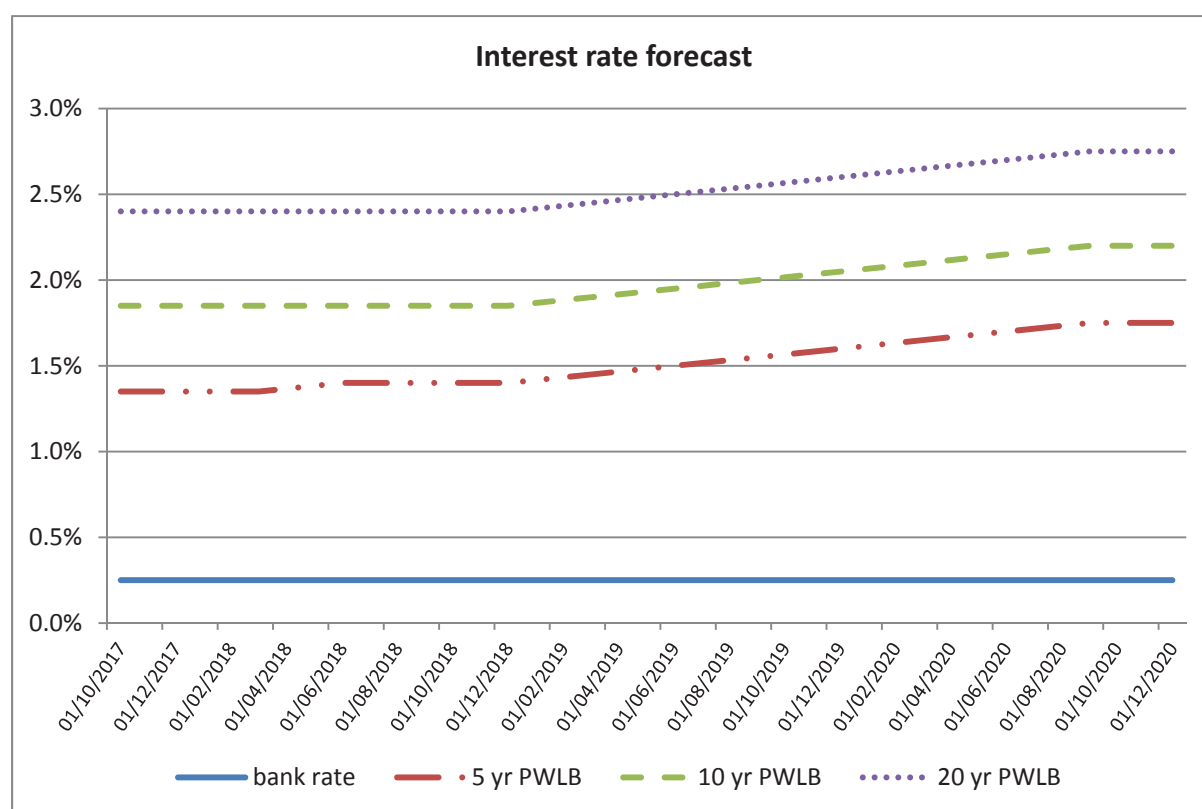
- 3.8 **Credit background:** There were a few credit rating changes during the quarter. The most significant change was the downgrade by Moody's to the UK sovereign rating in September from Aa1 to Aa2 which resulted in subsequent downgrades to sub-sovereign entities including local authorities. The agency affirmed Royal Bank of Scotland's and NatWest's long-term ratings at Baa1, placed Lloyds Bank's A1 rating on review for upgrade, revised the outlook of Santander UK plc, and Nationwide building society.
- 3.9 Ring-fencing, which requires the larger UK banks to separate their core retail banking activity from the rest of their business, is expected to be implemented within the next year. In May, following discussion with our treasury advisers, the Council reduced the maximum duration of unsecured investments with Bank of Scotland, HSBC Bank and Lloyds Bank from 13 months to 6 months until the banks' new structures are finally determined and published. Until this point, the different credit risks of the 'retail' and 'investment' banks cannot be known for certain.
- 3.10 New EU regulations for Money Market Funds were approved and published in July and existing funds will have to be compliant by no later than 21st January 2019. The key features include Low Volatility Net Asset Value (LVNAV) Money Market Funds which will be permitted to maintain a constant dealing Net Asset Value, providing they meet strict new criteria and minimum liquidity requirements. MMFs will not be prohibited from having an external fund rating (as had been suggested in draft regulations). The Council expects most of the short-term MMFs it invests with to convert to the LVNAV structure and awaits confirmation from each fund.

4. **Regulatory update**

- 4.1 **Markets in Financial Instruments Directive (MiFIDII):** Local authorities are currently treated by regulated financial services firms as professional clients who can "opt down" to be treated as retail clients instead. From 3rd January 2018, as a result of the second Markets in Financial Instruments Directive (MiFID II), the opposite will be the case, whereby local authorities will be treated as retail clients who can "opt up" to be professional clients, providing that they meet certain criteria. Regulated financial services firms include banks, brokers, advisers, fund managers and custodians, but only where they are selling, arranging, advising or managing designated investments. In order to opt up to professional, the authority must have an investment balance of at least £10 million and the person authorised to make investment decisions on behalf of the authority must have at least one year's relevant professional experience. In addition, the firm must assess that that person has the expertise, experience and knowledge to make investment decisions and understand the risks involved.

- 4.2 The main additional protection for retail clients is a duty on the firm to ensure that the investment is “suitable” for the client. However, local authorities are not protected by the Financial Services Compensation Scheme nor are they eligible to complain to the Financial Ombudsman Service whether they are retail or professional clients. It is also likely that retail clients will face an increased cost and potentially restricted access to certain products including money market funds, pooled funds, treasury bills, bonds, shares and to financial advice.
- 4.3 The Council meets the conditions to opt up to professional status and intends to do so in order to maintain their current MiFID status which will allow the Council to continue to access the full range of treasury management tools and products required to effectively manage the Council's treasury management activities.
- 4.4 **CIPFA proposed changes to Prudential and Treasury Management Codes:** In February 2017 CIPFA canvassed views on the relevance, adoption and practical application of the Treasury Management and Prudential Codes and after reviewing responses intends to publish the two revised Codes towards the end of 2017 for implementation in 2018/19.
- 4.5 The proposed changes to the Prudential Code include the production of a new high-level Capital Strategy report to full council which will cover the basics of the capital programme and treasury management. The prudential indicators for capital expenditure and the authorised borrowing limit would be included in this report but other indicators may be delegated to another committee. There are plans to drop certain prudential indicators, however local indicators are recommended for ring fenced funds (including the HRA) and for group accounts.
- 4.6 Proposed changes to the Treasury Management Code include the potential for non-treasury investments such as commercial investments in properties in the definition of “investments” as well as loans made or shares brought for service purposes. Another proposed change is the inclusion of financial guarantees as instruments requiring risk management and addressed within the Treasury Management Strategy. Approval of the technical detail of the Treasury Management Strategy may be delegated to a committee rather than needing approval of full Council. There are also plans to drop or alter some of the current treasury management indicators.
- 5 **Outlook for the remainder of 2017/18**
- 5.1 The UK economy faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. Both consumer and business confidence remain subdued. Household consumption growth, the driver of UK GDP growth, has softened following a contraction in real wages. Savings rates are at an all-time low and real earnings growth (i.e. after inflation) struggles in the face of higher inflation.

- 5.2 Information from the Bank of England appears to suggest an increased likelihood of a rise in the Bank Rate in the coming months, and this has been translated into a general market sentiment that rates will indeed increase. This decision is still very data dependant and our treasury adviser while maintaining a central case for Bank Rate remaining at 0.25% in the medium term, also suggests that it would appear that rates will increase marginally in the near term although any increase has not as yet been formally incorporated into their forecast.



6 Review of the Treasury Management Strategy Statement 2017-2018 (incorporating annual investment strategy) as at 13 October 2017

- 6.1 The Treasury Management Strategy Statement for 2017-2018 was approved by Council on 16 February 2017. The Council's annual investment strategy, which is incorporated in the Treasury Management Strategy Statement, sets out the Council's investment priorities as follows:
- the security of capital and
 - the liquidity of its investments.
- 6.2 The Council also aims to achieve the optimum returns on its investments commensurate with the proper levels of security and liquidity. Investments and borrowing during the first six months of the year have been in line with the strategy and there have been no changes to the policies set out in the Treasury Management Strategy Statement 2017-2018. The details

in this report update the position in light of the updated economic position and budgetary changes already approved.

7 Review of borrowing and investments over the period 1 April 2017 to 21 October 2017

7.1 The Council's net borrowing position as at 13 October 2017 is shown in Appendix 1.

7.2 During the period 1 April 2017 to 13 October 2017 the Council's total external borrowings have decreased by £10.35 million to £229.15 million, mainly due to the scheduled repayments of PWLB debt.

7.3 During the period 1 April 2017 to 13 October 2017, temporary investments have increased from £133.45 million to £153.46 million. The increase in investments is after financing the £10.35 million of debt repayment and reflects:

- the re-profiling of elements of the current capital programme;
- the "front-loading" (that is, more income being received in the early part of the year) of revenue support grant income and non-domestic rates pool receipts.

7.4 The Director of Finance and Resources confirms that, during the period 1 April 2017 to 13 October 2017, the approved limits set out within the annual investment strategy sections of the Treasury Management Strategy Statement 2017-2018 were complied with. The Council only invested with institutions listed in the Council's approved lending list. Similarly, only permitted investment vehicles were used, mainly call accounts, fixed term deposits and money market funds.

7.5 In accordance with CIPFA's Treasury Management in the Public Services Code of Practice, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite.

7.6 The table below shows the average interest rate achieved by the Council on its temporary investments during the period 1 April 2017 to 13 October 2017. The table also shows for comparison the benchmark comparator, which is the average 7-day LIBID rate (uncompounded). (The 7-day LIBID rate is the London Interbank Bid Rate, being the rate at which a bank is willing to borrow from other banks, for borrowings of a maturity of seven days.)

Interest rates achieved on investments	Average value of investments	Actual rate of return	Benchmark return
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Internally managed investments	£147.838m	0.453%	0.112%
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7.7 Debt rescheduling

Debt rescheduling opportunities have been limited in the current economic climate and it is not anticipated that this is likely to change over the short to medium term. However, in conjunction with the Council's treasury advisors, the service will remain alert to any opportunities which may arise.

8 Review of compliance with treasury management indicators for 2017-2018

8.1 During the period 1 April 2017 to 13 October 2017 the Council complied with the approved treasury management indicators as set out in the Treasury Management Strategy Statement 2017-2018. These indicators relate to:

- interest rate exposures: the upper limit on the proportion of investments which are exposed to fixed interest rates and the upper limit on the proportion of investments which are exposed to variable interest rates;
- the maturity structure of borrowing: the lower and upper limits on the proportion of investments which fall into each maturity band.

8.2 In addition to the treasury management indicators referred to at 6.1, there are two *prudential* indicators (as set out in the Prudential Framework for Capital Finance 2016-2018 and Treasury Management Strategy Statement 2017-2018, approved by Council on 16 February 2017) which are of particular relevance to the Council's treasury management strategy:

- operational boundary for external debt;
- authorised limit for external debt.

8.3 During the period 1 April 2017 to 13 October 2017 the Council operated within the operational boundary for external debt, and within the authorised limit for external debt. These indicators, along with the Council's actual external debt, are shown in Appendix 2.

Implications of the Report

1. **Financial** – As described in the report. The Treasury Management Strategy Statement and treasury management indicators assist in providing assurance that the Council's treasury management activities and longer term plans are affordable, prudent and sustainable.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** – Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – The Treasury Management Strategy Statement and treasury management indicators provide a framework to take forward the Council's treasury activities in the context of the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This mid-year review report demonstrates that the treasury management activities carried out during the period 1 April 2017 to 13 October 2017 have been consistent with the Treasury Management Strategy Statement 2017-2018 and have complied with the treasury management indicators set out in the Strategy Statement
11. **Privacy Impact** – none
12. **COSLA Policy position** - none

List of Background Papers

None

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Appendix 1

Borrowing and investment position as at 13 October 2017						
	balance at 01-Apr-17	new borrowing in 2017-2018	principal repayments	debt restructuring	net cash movements	balance at 13-Oct-17
<u>Long term borrowings</u>						
PWLB - fixed	186,409,451.81	-	(10,175,233.04)	-	-	176,234,218.77
PWLB - variable	-	-	-	-	-	-
Market loans	52,916,000.00	-	-	-	-	52,916,000.00
	239,325,451.81	-	(10,175,233.04)	-	-	229,150,218.77
<u>Short term borrowings</u>						
Temporary loans	-	-	-	-	-	-
Renfrewshire Leisure Ltd	175,126.14	-	(175,126.14)	-	-	0.00
	175,126.14	-	(175,126.14)	-	-	0.00
<u>Total external borrowings</u>	239,500,577.95	-	(10,350,359.18)	-	-	229,150,218.77
<u>Investments</u>						
Fixed term deposits	94,250,000.00	-	-	-	22,450,000.00	116,700,000.00
Notice accounts	6,500,000.00	-	-	-	(6,500,000.00)	0.00
Call accounts	22,250,000.00	-	-	-	(4,250,000.00)	18,000,000.00
Money market funds	10,450,000.00	-	-	-	8,310,000.00	18,760,000.00
<u>Total investments</u>	133,450,000.00	-	-	-	20,010,000.00	153,460,000.00
<u>Net borrowing</u>	106,050,577.95	-	(10,350,359.18)	-	(20,010,000.00)	75,690,218.77

Appendix 2

Treasury Management Indicators as at 13 October 2017					
	2017-2018 estimate	2017-2018 probable	2018-2019 estimate	2019-2020 estimate	
<u>Authorised limit for external debt</u>	£430m	£407m	£473m	£542m	
<u>Operational boundary for external debt</u>	£413m	£391m	£454m	£521m	
<u>Actual external debt at 13 October 2017</u>	n/a	£309m	n/a	n/a	
<u>Upper limit for fixed interest rate exposure (borrowing)</u> expressed as percentage of total net outstanding principal	100%	n/a	100%	100%	
<u>Upper limit for variable interest rate exposure (borrowing)</u> expressed as percentage of total net outstanding principal	25%	n/a	25%	25%	
	new borrowing in 2017-2018		total of all borrowing		
	value	maturity structure	upper limit	actual at 13 Oct 2017	
<u>Maturity structure of fixed rate borrowing</u>					
under 12 months	0	0%	15%	0.45%	
12 months and within 24 months	0	0%	15%	1.54%	
24 months and within 5 years	0	0%	45%	2.35%	
5 years and within 10 years	0	0%	50%	5.55%	
10 years and above	0	0%	100%	90.11%	



To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Director of Finance and Resources

Heading: Customer & Business Services Performance Report

1. Summary

- 1.1 This report details performance across key Customer & Business Service (CBS) functions including revenue collection and benefit administration for the period ending 30 September 2017 (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
 - Approve the allocation of £120,000 of additional resources to support Discretionary Housing Payments as detailed at 4.4.5

3. Revenue Collection

3.1 Council Tax

- 3.1.1 This section details the collection performance as at 28th September 2017 for Council Tax. It also provides details of the total sums collected for the previous year.

- 3.1.2 The billable sum for 2017/18 is £74,439,928
- 3.1.3 The Council Tax Reduction awarded is £12,310,712 amounting to 14.19% of the billable sum, which is 0.72% less than at the same point last year. The separation of claims for Council Tax Reduction and Housing Benefit is a contributing factor, resulting in a reduction in the number of applications.
- 3.1.4 The sums collected to date for 2017/18 are £44,868,403 which is 60.27% of the billable sum. This is an increase in cash collection as a proportion of net charges billed of 0.44% compared with the same position for 2016/17.

3.2 Non Domestic Rates

- 3.2.1 This section details the collection performance as at 28th September 2017 for Non Domestic Rates (NDR). It also provides details of the total sums collected for the previous year.
- 3.2.2 The Non Domestic Rates (NDR) charges billed for 2017/18 amount to £135,624,989.
- 3.2.3 The cash receipts to date amount to £69,531,009 which is 51.27% of the sums billed. This is a decrease in cash collection as a proportion of net charges billed of 2.90% compared with the same position for 2016/17.
- 3.2.4 The decreased collection rate is a payment phasing change which will equalise with the 16/17 position by year end. A single business, whose rates bill forms a significant part of the total levied charges, has elected to pay in instalments for 2017/18, they paid a lump sum in advance in 2016/17.
- 3.2.5 The Service tracks NDR receipts closely, where appropriate and in line with the recovery process the Service will proactively target businesses for payment.

4. Benefit administration

- 4.1. This section details the processing performance in relation to Housing Benefit and the Scottish Welfare Fund, as at the end of September 2017. Also provided is an update on the funding and expenditure position in relation to Discretionary Housing Payments (DHP) and the Scottish Welfare Fund.
- 4.2 The Service continues to 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 slightly outside target for the period. Resources have been deployed to ensure

affected claims have been prioritised. The year to date position remained ahead of target.

4.3.2 In relation to New Claims processed within 14 days of all information received, this measure is 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 11 August 2017 to 14 September 2017	Year to date position	Annual Target
New Claims – processing time	27 days	24 days	24 days
New Claims - % processed within 14 days of all information received	94%	93%	92%
Changes in Circumstance – processing time	10 days	7 days	10 days

4.4 Discretionary Housing Payments

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

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

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

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

4.4.4 The overall budget (assuming the bedroom tax estimate) for DHP has increased slightly for 2017/18, however the amount available to pay

customers experiencing financial hardship (not bedroom tax) is £102K less than last year, when the Council augmented the fund with its own resources.

- 4.4.5 Following mid-year budget analysis it is recommended that, similar to previous years, the Board approves the allocation of additional resources to support DHP payments. Based on the analysis, it is recommended that additional budget of £120,000 is allocated from existing welfare reform resources to support customers experiencing ongoing financial hardship, following ongoing changes to the welfare system.

Table 2 – DHP Budget

Funding – indicative allocations	amount
Financial Hardship (non Benefit Cap)	£99,631
Financial Hardship (Benefit Cap)	£195,705
Bedroom Tax*	£1,870,877
Total budget for the year	£2,166,213

*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 2017 to 31 September 2017
Volume of DHP applications received	4,009 applications
Volume of DHP decisions made	3,951 decisions
Number of DHP awards	3,778 awards
Average processing time (target 29 days)	6 days
Total amount committed/paid	£1,901,492

4.5 The Scottish Welfare Fund

- 4.5.1 The Scottish Welfare Fund (SWF) provides a safety net for vulnerable people on low incomes through the provision of Community Care Grants and Crisis Grants. The Scottish Welfare Fund is a national scheme, underpinned by law

and delivered on behalf of the Scottish Government by all local councils. The SWF replaced elements of the Social Fund abolished by the Department for Work and Pensions in 2013.

- 4.5.2 The Service makes awards in 2017/18 in line with Scottish Government guidance and had spent 45.0% of its total budget for the Scottish Welfare Fund (SWF) by the end of September 2017.
- 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 2017 to 30 September 2017
Number of Crisis Grant applications received	4,409
Number of Crisis Grant Awards	3,392
Total amount paid for Crisis Grants	£220,311
Average Processing time (2 working days target)	1 day
Average Processing time (within month)	1 day
Number of Community Care Grant applications received	1,024
Number of Community Care Grant Awards	569
Total amount paid for Community Care Grant	£314,876
Average processing time year to date (15 working days target)	11 days
Average processing time (within month)	10 days
Total amount paid/committed from the fund	£535,187
Total Budget	£1,216,122.00

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

5. Customer Service Provision

- 5.1 This section details the performance of the customer service unit for the period 1st to 30th September 2017. 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 September the Contact Centre received 27,913 calls and answered 95% against a primary target of 90% for the period. The total calls receive since 1st April is 179,719, with 96% being answered as outlined in Table 5.

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

Primary target	Year	September	Year to date
90% calls answered	2017	95%	96%
	2016	87%	87%

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

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

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

Secondary target	Year	September	Year to date
70% calls in 40 seconds	2017	65%	66%
	2016	55%	43%

5.2.4 Performance against the secondary target for September was below target, mainly due to the impact of public holidays on customer demand. While resource plans take account of public holidays, the significantly higher call volumes after a public holiday impact on response times. The first few days of the month were affected by the holiday at the end of August, and the end of month saw an increase in call volume caused by the long weekend (22-25 September), with over 2,400 calls being received on the 26th. This is against routine call volumes of around 1700.

5.2.5 Performance against the secondary target remains significantly higher than the same period last year, and performance in October, unaffected by public holidays has already recovered, with the service level reaching 75% of calls answered within 40 seconds.

5.3 Face to face provision

- 5.3.1 The primary target for Face to Face customer service is to ensure average wait time for all customer visits is below 20:00 minutes. Table 7 below outlines the performance for the period across all Customer Service locations.
- 5.3.2 The service received 3,833 customer visits in the period and continued to deal with these customers within target performance. Year to date, there have been 23,654 customer visits with an overall wait time of 13:23. Wait times in all locations have reduced compared to the same period last year.

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

Location	Year	September	Year to Date
Paisley	2017	16:14	16:10
	2016	17:41	17:53
Renfrew	2017	07:31	05:42
	2016	08:58	11:28
Johnstone	2017	11:54	11:44
	2016	15:06	16:42

5.4 Factors impacting performance in the period

The main cause of a reduced service level during September was increased call volumes following the public holidays that at the start and end of the month. Of the 19 working days in the month, the performance target of 70% was exceeded on 12 of those days.

Implications of the Report

1. **Financial** – The level of collection of Local Taxation continues to provide funding for the delivery of Council services throughout Renfrewshire.
2. **HR & Organisational Development** - None
3. **Community Planning** - None

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

Jobs and the Economy – An efficient and effective billing and administrative process is vital in ensuring the recovery of income to the council in order to support the provision of local services.
4. **Legal** – None
5. **Property/Assets** – None
6. **Information Technology** - None
7. **Equality & Human Rights** - None
8. **Health & Safety** None
9. **Procurement** – None
10. **Risk** - None
11. **Privacy Impact** – None

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Appendix 1

RENFREWSHIRE COUNCIL

REVENUES COLLECTION STATEMENT AS AT 28TH September 2017

COUNCIL TAX		
	2016/17	2017/18
	£m	£m
Projected Yield	78.511	82.043
Gross Charges	81.675	86.751
Less rebates	12.064	12.311
Net Charges Billed	<u>69.611</u>	<u>74.440</u>
Cash Collected	66.230	44.868
Rebate Grant	12.064	12.311
	<u>78.294</u>	<u>57.179</u>
Cash collected as % of Net Charges	95.14%	60.27%
Income as % of Projected Yield	99.72%	69.69%

NON DOMESTIC RATES		
	2016/17	2017/18
	£m	£m
Projected Yield	99.413	132.912
Gross Charges	119.672	154.727
Less reliefs	18.231	19.102
Net Charges Billed	<u>101.442</u>	<u>135.625</u>
Cash Collected	98.881	69.531
Cash collected as % of Net Charges	97.48%	51.27%
Cash collected as % of Projected Yield	99.47%	52.31%

Customer & Business Services Performance Report – Appendix 2

Supplementary KPIs – Finance & Resources Policy Board

APPEALS

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

Target processing speed (number of days)	60		
Result: last 3 months (days)	Jul: 56 days	Aug: 46 days	Sep: 48 days
Average (12 months to date)	44 days		
Average Appeals Completed	5 Appeals per month		

Comment:-

Appeals have been processed well within target over the period.

REVISIONS

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

Target	28 days		
Result last report	May: 30	Jun: 31	Jul: 40
Result Last 3 months	Jul: 40	Aug: 40	Sep: 31

Comment:- The service missed the target processing time for Revisions due to a short term staff shortage, the Service has improved the position over the past 3 months and aims to be back within target by the next reporting period.

ACCURACY

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

	Target %	Actual %
Volume of Audits	3%	17%
Accuracy – March 17	95%	86%
Accuracy – Year to Date	95%	88%

Comment:- The Service has set a stretching target for Accuracy and this has been missed for this reporting period. A much higher level of checking has been carried during this period because, similar to the previous report, a number of new benefit assessors have been recruited and this has led to higher than normal levels of inaccuracy. This is expected to improve.

Overpayments

The value of overpayments reported at the last board was £7,151,244 the current value is £7,159,218

	Target %	Actual %
16/17: % recovery of debt raised	73%	76.40%
17/18: % recovery of debt raised	73%	81.10%

Comment:- The Service is ahead of target in relation to recovery of Overpayments.



To: Finance, Resources and Customer Service Policy Board

On: 8 November 2017

Report by: Director of Finance & Resources

Heading: Customer Strategy 2017-2022

1. Summary

1.1 The purpose of this report is to seek approval of the Renfrewshire Council Customer Strategy 2017-2022.

1.2 Work to develop the new Customer Strategy for the Council was initiated at the start of 2017 and is aligned to the Council Plan 2017-2022. The new Council Plan has a strong emphasis on 'improving the Customer Journey' and ensuring local people have confidence in the 'quality of service being provided'. The Council also 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.

1.3 The Customer Strategy 2017-2022 sets out the strategic context within which the Council will operate and articulates the Council's commitment to expanding digital capability while involving customers in the development and delivery of services across the range of access channels, all of which is critical to meeting expected future demands and customer expectations. It sets out the five key themes, underpinned by principles and activities that Services will work together to achieve.

2. **Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board;
- i. Note the contents of this report and approve the Customer Strategy 2017 – 2022
 - ii Agree that six monthly updates on the implementation of the Customer Strategy be submitted to this policy board

3. **Background**

- 3.1 The previous Customer Service Strategy was in place from 2014 – 2017. It was developed in 2014 as part of a collaboration initiative with East Renfrewshire Council. It outlined a strategy to initiate the delivery of digital services and targeted the creation of a digital platform for customers to interact with the Council. The MyAccount platform was launched in March 2016 and now has over 26,000 customers who use the service for council tax, housing benefits, rent accounts and payment transactions, with Environment and Communities services moving over to the digital service in December 2017. Work to develop an updated Customer Strategy was started at the beginning of 2017 and incorporated the customer insight analysis instructed by the Council and supported by a partner agency. The strategy has for the first time been developed as Council Wide Customer Strategy, rather than as solely a strategy for customer service teams or the Customer Service Unit.
- 3.1.1 Consultation with customers and staff was carried out over the summer period to validate the key themes which were apparent following the customer insight project.
- 3.1.2 Over 200 customers and staff were involved in the consultation activity which incorporated the following:
- Focus Groups and in-depth interviews
 - E-mail surveys sent to customers who had recently interacted with the Council
 - Feedback from attendees at recent community planning conferences
 - Focus groups with a range of staff from different services across the Council

- 3.1.3 The feedback received from the consultation has resulted in the strategy being developed around five key themes;
- Customers
 - Service Fulfilment
 - Access to Services
 - Communication
 - Developing Digital Skills
- 3.1.4 The new Customer Strategy is aligned to delivering outcomes in the new Council Plan. Importantly, the themes of the Customer Strategy are aligned to Outcome 5 of the Council Plan 2017-2022, 'Working Together to Improve Outcomes' by seeking to provide good quality services and improve the customer journey through better use of digital services and the on-line Customer Portal, MyAccount.
- 3.1.5 This is therefore a Customer Strategy, not just for Customer Service teams; instead, it is a Customer Strategy for the whole Council and therefore focuses on end-to-end processes and on joined up service delivery across teams. The new strategy is also aligned to the Council's Digital and ICT Strategies.
- 3.1.6 An action plan will be 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.
- 3.2 **Equalities and Human Rights**
- 3.2.1 An assessment of equalities and human rights impacts was integral to the development of the Customer Strategy. The customer focus groups and more in-depth interviews carried out to inform the strategy supported a greater understanding of how customers contact the council and how their requests are completed. The interviews ensured that the experiences of a wide range of people from specific equality groups had their voices heard. Key learning points were that Council staff are professional, friendly, courteous and knowledgeable however, our processes are complex, difficult for customers to navigate and sometimes overly bureaucratic.
- 3.2.2 Personas (illustrative customer identities) were used to develop a more detailed understanding of customer needs. This was a useful tool to model service use from a variety of representative viewpoints. The

personas used reflected many protected characteristics, particularly those identified through consultation, as experiencing more challenges in accessing services.

3.2.3 In addition to this work, over 130 people were consulted at various forums and events using a variety of engagement methods. This offered a number of consultation opportunities in a range of accessible formats, to ensure as wide a range of people as possible could respond.

3.2.4 Analysis of customers and populations highlight that the Council needs to understand customer demand, recognise customer needs and then design services that provide a joined- up experience that delivers on realistic expectations. The challenges that some customers face are recognised in the Customer Strategy and activities to address these will be developed in the action plan to deliver the Strategy. The challenges and mitigating actions are listed below:

- **Digital access and participation** relating to the following protected characteristics: age, Black and Minority Ethnic, disability and socio-economic
 - Mitigating actions: implementing Digital Participation Strategy and wide user testing of council website accessibility
- **Interpreting and translation** relating to: Black and Minority Ethnic and disability
 - Mitigating actions: the use of Google Translate and interpreting services
 - Area for monitoring and improvement: access to British Sign Language interpreting
 - Area for monitoring and improvement: access to other communication support
- **Cultural competence** relating to: socio-economic, Black and Minority Ethnic and disability
 - Mitigating actions: stigma training pilot delivered to council staff and further work being developed as a result of its evaluation. This area of work is also reflected in council wide equality outcomes and will be developed further
- **Jargon and official language** relating to: socio-economic, Black and Minority Ethnic and disability
 - Mitigating actions: consultation work carried out by a partner agency and the recommendations taken forward by Customer Strategy

Implications of the Report

1. **Financial** - *None*
2. **HR & Organisational Development** – *none*
3. **Community Planning** – *none*
4. **Legal** - *none*
5. **Property/Assets** - *none*
6. **Information Technology** – *The Customer Strategy is linked to the ICT Strategy in relation to the use of technology to support customer transactions.*
7. **Equality & Human Rights** -

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. Some negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. Mitigating actions are detailed in section 2 of this report. A full copy of the Equality Impact Assessment undertaken is available from the report author. Following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored. 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) **None**

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

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1.0 Executive Summary

Renfrewshire Council is committed to improving the service it provides to local people, by looking at innovative technology and developing services that are based upon the needs of our customers.

This strategy outlines the Council's approach to achieving this commitment, involving our customers and making a difference to the service we provide for the benefit of our customers.

In addition to understanding and developing the relationship we have with our customers, there are four key areas that will be tackled through this Customer Strategy: Service Fulfilment, Access to Services, Communication and Developing Digital Skills.

For each of these themes, the focus will be on ensuring that end-to-end processes and service delivery teams across the Council are involved with our customers to make improvements in what we do and, importantly, how we do it. This is not a strategy for Customer Service Teams alone; this is a Customer Strategy for the whole Council.

The Council recognises that we are living in a world of digital disruption, with an ever growing population of customers looking to communicate, interact and access services through digital channels so we will focus on developing the way we deliver services to meet this need. We will accelerate this, and will look to involve customers who live their lives digitally.

Through the work being done through the Digital Strategy, we recognise that not all our customers are able to access services digitally, and nor are they comfortable using online services. For these customers and those with more complex needs we will continue to develop linked services through our existing telephone and face to face channels.

2.0 The Renfrewshire Customer

Renfrewshire is the tenth largest authority in Scotland with around 175,000 population which is made up of approximately 20% younger than 18, 20% older than 65 and 60% between these ages.

The population is not expected to increase to any degree in the next 5 years; however, the age composition will change. It is expected that the number of people aged 0-64 will decrease, and those aged 65 and above will increase.

Across the Council, we receive 3 million contacts per year and the main Council services used by customers are environmental services, council tax, benefits and housing services with the telephone and face-to-face being the preferred method of contact for most customers.

Over 20% of our population are in the most deprived areas, according to the Scottish Index of Multiple Deprivation which contributes to an increase in demand on health and social care services, and increases the challenges for those customers in their ability to access Council services.

3.0 Strategy Development

In developing this strategy, we looked at how our customers contact us and the service they experience while we deal with their request; helped by a partner organisation, this insight was gathered through customer focus groups and more in-depth interviews. From this work, we were told that our staff are professional, friendly, courteous and knowledgeable however, our processes are complex, difficult for customers to navigate and sometimes overly bureaucratic.

From this insight we are developing a more customer centric service design framework that will allow services to be designed in partnership with customers and communities, leading to a positive customer experience.

In addition to this work, we also conducted further consultation with over 130 people at various forums and events with the use of a number of engagement models such as online survey and staff focus groups.

The aim of the consultation was to understand our customers and the challenges they face when accessing our services in order to deliver the simplest, most effective services that meet their needs by embracing the digital world we live in. By undertaking consultation with staff we identified the challenges they face, what works well and what could be improved for our customers.

Some of the key results from the consultation used in developing this strategy are:

- 'Being able to access services online' was the most important feature when contacting the Council, followed by 'how quickly I get a reply'.
- 53% of respondents from the online survey stated that Website / email and telephone were the most convenient way to contact the Council
- Visit to a Council office is the best way to contact if you have a disability, learning difficulties or require language support
- People said they don't have the skills or confidence to use online services and / or don't have access to the internet due to life circumstances or experiencing poverty
- Online services would be more usable with a single registration and sign on for all services, web chat assistance and increasing the services available online
- Simplify processes and systems which cause duplication and ensure up to date information is available to make the customer journey more straightforward
- Increase the use of social media as a channel for customers to contact the Council
- Council wide training and team sessions are key to providing efficient services and increasing customer satisfaction

4.0 Vision and Priorities

The overall vision for the Customer Strategy is:

“We will use insight to understand our customers and the challenges they face. Our services will be developed using innovative technologies and delivered in a way that meets our customer needs and enhances their experience of dealing with us.”

Customer Experience can be defined as an interaction between an organisation and a customer over the duration of their relationship. For some customers that relationship is very short as they make initial contact and then their request is fulfilled; however, for others the relationship can be life-long.

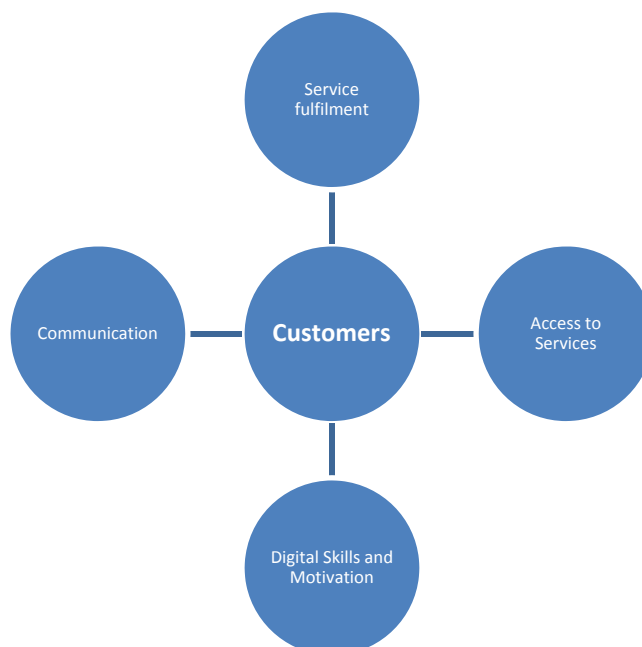
This strategy recognises that every customer is different, and has a different relationship with the Council. It also recognises that no matter what that relationship is, the experience for the customer should always be a positive one.

It is not just about how a customer contacts the Council; it's also about how Council services more widely respond. This strategy will therefore take a Whole-Council approach to ensure that the needs of our customers are met through the delivery of efficient and simple end to end service.

We will understand customer demand, recognise customer needs and then design services that provide a joined up experience that delivers on realistic expectations.

Placing the Customer at the heart of everything we do will result in a Council that is seen as being there for its customers. We have made a start on this as we developed this Strategy and this early engagement and consultation has given us early insight into what is important to the people of Renfrewshire.

Our consultation with customers has identified four key themes. These themes are outlined below.



Each of these key themes will be explored in more detail in the remainder of this strategy, we will outline the key principles of the theme; what we want to achieve and how we will achieve it. It is also important for any strategy that we are able to tell when the objectives have been met and ensure we can measure this success.

The final sections of the document will then outline the overall governance, reporting and monitoring arrangements that will be in place to track progress towards achieving the overall vision of the strategy.

4.1 Customers

The relationship we have with our customers is critical in delivering simple, effective service. This section will look at how we will develop ways of really understanding our customers, recognising the challenges they face and providing services that meets their needs.

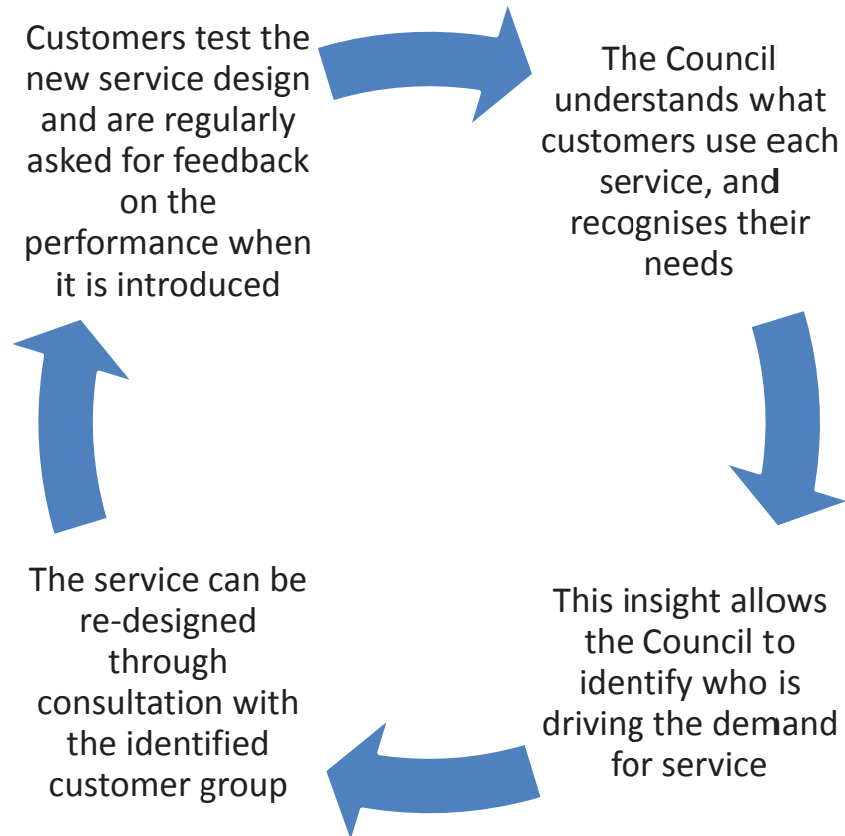
Key Principles:

We understand who our customers are, the challenges they face and the service they require. We involve them in the delivery and design of service.

We also understand how our customers will change in the coming years, and we will involve our future customers (the young people of Renfrewshire) in developing modern services that suit their future

To achieve this, we will -

- Ensure the right information is available from services across the Council to help us understand our customers better
- Be more future-focussed on understanding how our customer needs will change over the next 5 years through better use of the data available to us and our partners
- Consult our customers when we are going to make a change, and maintain that relationship to understand how well we are doing
- Continue to develop the support networks that are available for our customers to ensure they get what they want from our services
- Recognise the challenges some of our customers face and ensure that appropriate support is in place for them
- Ensure our customers are involved in service design through the introduction of a Customer Centric Service Design framework developed with the involvement of customers. The framework will encourage Council services to engage customers early in the design process and ensure the needs of the customer are factored into each new service implementation.



We will know we have achieved this when –

Our customers feel services are designed for them, they are involved in making changes and their needs are considered by all Council services

We will measure our achievements through –

Regular consultation with our customers using customer satisfaction surveys and focus groups

4.2 Service fulfilment

Customer service is not just handling a customer request over the telephone or face-to-face. Customer Service is about how we deliver service from the initial request or enquiry, understanding the customer needs, through to achieving a successful resolution that meets those needs. This requires all areas of the Council to work together and with our customers to develop the service we provide in its entirety.

Key Principles:

Council Services are simple, easily accessed and designed for our customers. We will harness innovative technologies to deliver services and fulfil the request of our customers. Where customers are supported by partners and the wider community we will make sure they are equipped with the right skills to make that support effective.

We will strive to always deliver great service, however when things go wrong we will acknowledge it and work with our customers to make things right again

To achieve this, we will –

- Work towards ensuring our services are simple, accessible for our customers and delivered successfully throughout the customer journey - from request to fulfilment
- Have agreed service delivery standards and customers know what they can expect
- Provide customers with the same level of service, no matter how they access it
- Provide a simple registration process that allows customers to access our services digitally and securely
- Continue to deliver telephone and face-to-face services where digital is not appropriate for our customers or their circumstances
- Ensure our customer facing staff are kept up-to-date with our back office performance and be honest with our customers about fulfilment times for all requests
- Develop services end-to-end, not just focussing on making contact easier, but ensuring that full service delivery is also improved
- Create responsive services that use available information to manage customer demand and forecast periods where this increases
- Our staff are trained to think of our customers first when reviewing or delivering services
- Recognise that sometimes things go wrong, so when they do we will work hard to put things right



We will know we have achieved this when –Our customers feel they are at the heart of everything the Council does, they know what to expect when they request a service and are kept up to date as their request is processed.

We will measure our achievements through –Regular consultation with our customers using customer satisfaction surveys, focus groups and monitoring through our complaints procedures

4.3 Access to Services

Our research has told us that some customers rely on existing support networks to facilitate access to Council services, others come to us direct, and some may still feel uncomfortable approaching the council based on previous experiences they may have had. This section looks at breaking down barriers to access, making sure the Council is an approachable organisation and building support for the existing networks that are in place to enhance the help we give our customers.

Key Principles:

Having easy access to Council services is critical for our customers whether they access services directly or through an existing network of support.

Where it is possible our services will be provided online for those who can use it, and where telephone or face-to-face support is required, we will make this as accessible as possible.

To achieve this, we will –

- Ensure that, where our customers are supported to receive Council services, the partners and community groups who provide that support are skilled to provide this effectively
- Make services more accessible by developing the support networks that are already in place for individuals
- 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
- Make 'accessibility' and 'usability' a key element in the redesign of Council services, and ensure customers have the opportunity to say what this means for them
- Make Wi-Fi available in public buildings and key town centre locations for those who are able to access services through mobile devices
- Design our digital services so they are accessible, no matter what type of device our customer has
- Create customer self service areas where technology and support is provided for those who need a bit more help to access online services
- Ensure other channels remain accessible when digital is not an option for our customers
- Address non-physical barriers to accessing service: language, literacy, disability, culture and make the Council a place that is easy for our customers to go to
- Make our buildings accessible where services are delivered face-to-face
- Give our customers the choice of when they can access services by creating appointment based services that reduces customers waiting time

We will know we have achieved this when –our customers feel comfortable and confident to access the service they require, online or otherwise at a time and place that is convenient for them

We will measure our achievements through –Post contact customer surveys where we ask for honest feedback on the service that has been delivered; learn from that feedback to make improvements

4.4 Communication

Communication in today's digital world is changing and customers' expectations are also changing. There is less emphasis on formal, written letters. We are even seeing a reduction in e-mail communication as more and more people turn to social media platforms to get in touch with us. The younger generation live their lives on digital communication channels and we need to ensure we recognise the fast-paced change in technologies to ensure we take our customers with us. We must also ensure that more traditional communication channels are maintained to support those who are not as familiar with digital communication.

Key Principles:

We recognise that communicating with our customers cannot be 'one-size-fits-all', so our approach will be tailored to our customers' needs. A variety of communication channels will be available for our customers to choose the method most suited to their needs.

Our social media platforms will be used to provide customer service, support and advice as well as communicate key council information and announcements.

To achieve this, we will –

- Communicate with our customers through their channel of choice
- Provide all customers with the same level of service regardless of the method they choose to contact us
- Offer a range of channels to raise concerns, issues and compliments including e-mail, phone, face-to-face, letter and social media



- Build trust with our customers by encouraging two-way dialogue in an open and honest manner
 - Make communications easy to read and accessible for all
 - Design our communications for digital channels to make the most of the online customer experience
-
- Develop a Council-wide communication and marketing strategy which provides a clear outline of key messages, target audiences and communications channels
 - Develop an accessible communications framework to ensure all services within the council adopt good practice
 - Make it easy for customers to communicate with us and provide clear methods of feedback regardless of their chosen channel

We will know we have achieved this when –our customers become our advocates across communication channels, communication is transparent and honest and there is trust in what we say and do

We will measure our achievements through –our monthly communication performance indicators will allow us to track all elements of our communications approach

4.5 Developing Digital Skills

Digital Skills are essential in modern society; digital is seen as the fourth utility and no longer a 'nice to have' for most people; however, skill levels vary. This strategy will complement the Digital Strategy by supporting the development of digital skills among our customers. We also recognise that our staff need to have strong digital skills to allow them to support our customers.

Key Principles:

Digital skills are critical for everyone in today's world, not just when dealing with the Council. We will encourage and support our customers and staff to develop their digital skills through the services already available across Renfrewshire.

We will involve our young people in helping to develop the digital skills of others

To achieve this, we will –

- Work with our customers and partners to understand the level of digital skills of our customers and provide support to develop these
- 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
- Involve our customers in developing online services and make their interaction with the Council easier
- Help our customers to take advantage of the wider benefits of accessing digital services through the provision of customer self service areas where technology and support is provided
- Utilise the skills of the young people in Renfrewshire to help build digital skills in others and help shape service delivery so it is ready to meet their future needs

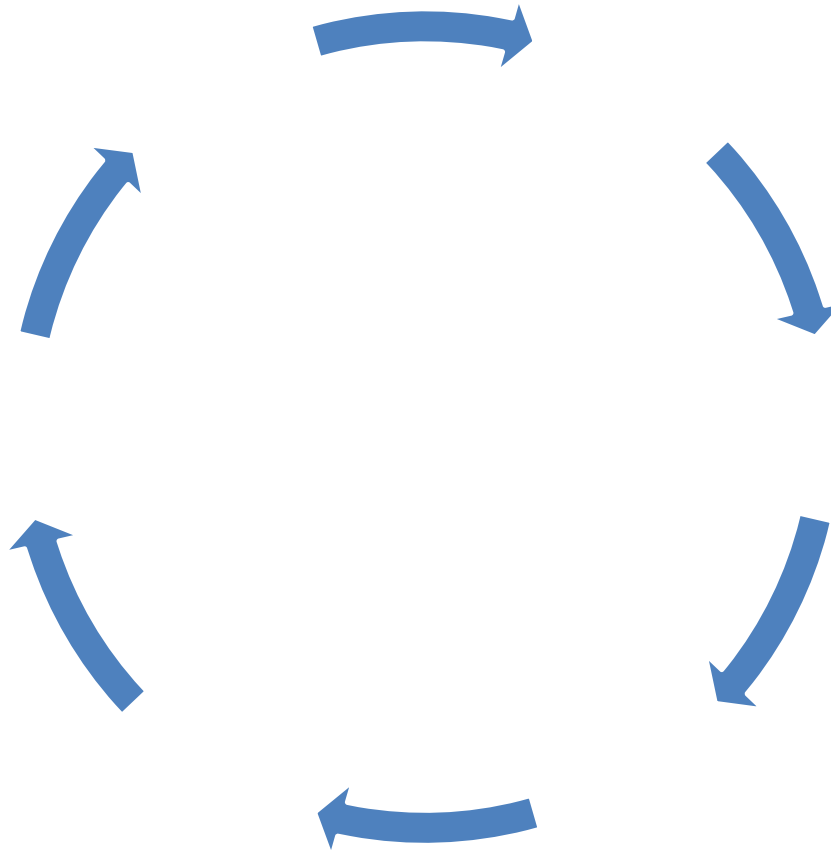


We will know we have achieved this when – where appropriate, Council services are delivered online and our customers and staff have the skills to access and use them.

We will measure our achievements through – regular monitoring of online transactions and use of digital access points

5.0 Measuring Success

Performance measurement will be built around the Customer Strategy which will follow the framework outlined below. This is used widely in assessing the implementation of customer and digital strategies. The Framework has six key elements; Involvement, Interaction, Advocacy, Influence, Insight and Impact.



For each element, several measures can be used to assess the impact of strategic change. Examples of the measures that can be used for each category are outlined below.

Involvement	Interaction	Advocacy	Influence	Insight	Impact
Total Customer contacts	Contact type (channel)	Customer Satisfaction	Advocacy of the Council	Customer Insight	Business Resources
Social Media Followers	My Account transactions		Social Media referrals		Processes changed
My Account subscribers					

These measures will form a scorecard to assess the impact of each objective in the strategy, and will monitor performance over the duration of the strategy.

6.0 Governance

The Customer Strategy for Renfrewshire will be supported by the Corporate Management Team and approved by the Finance, Resources and Customer Services Policy Board. Half yearly updates will also be provided to that Board.

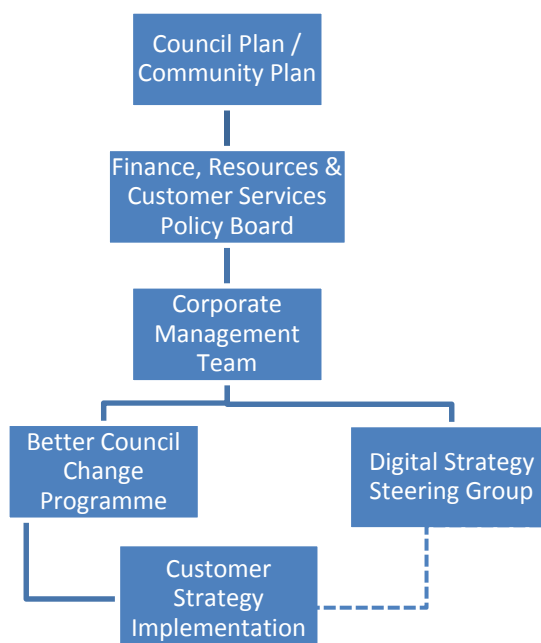
It is recognised that a number of initiatives will be required to deliver the elements of this strategy and these will continue to operate under existing governance arrangements. As an example:-

Digital Skill – Digital Strategy Implementation Group

Re-design of Services – Better Council Change Programme

The Head of Customer and Business Services / Customer Services Manager will have overall responsibility in the successful implementation of the Customer Strategy. The Strategy will be implemented in line with the existing programmes of work and with the support of staff from across all Council services.

The following diagram outlines at a high level, the governance arrangements for the implementation of the Customer Strategy.





To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Director of Finance & Resources

Heading: Scottish Parliament Local Government and Communities Committee call for evidence on Draft Budget 2018-19 – Consultation response

1. **Summary**

- 1.1 The Local Government and Communities Committee of the Scottish Parliament issued a call for evidence on the Draft Budget 2018-19. The Committee recognised that the time for the Committee to hear views and take evidence would be limited given the timescales for Budget scrutiny, and had therefore agreed to undertake pre-budget scrutiny.
- 1.2 The closing date for submissions was 23 October, therefore the attached response was submitted to the Committee by the closing date in agreement with the Convener, thereafter to be homologated by the Policy Board.
-

2. **Recommendations**

- 2.1 It is recommended the Board agree to homologate the response to the Local Government and Communities Committee call for evidence which is attached at Appendix 1.

Implications of the Report

1. **Financial** – the Scottish Government budget as agreed may have significant implications for the Council's financial position and plans; and the submission suggests that early sight of the local government settlement; along with multi-year settlements, would be helpful.
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. 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

Author: *Head of Finance, Ext 7363*

Local Government and Communities Committee

Scrutiny of Draft Budget 2018 – 19

Submission from Renfrewshire Council

Renfrewshire Council welcomes the opportunity to comment on the draft budget in support of the Committee's scrutiny.

As part of UK-wide reductions in public sector budgets, the Scottish Local Government revenue budget has fallen significantly in real terms in recent years, and there have been changes to the income that local authorities can source through other means, for instance the end of the Council Tax freeze. Since its peak in 2009-10, total like for like (revenue support) local government funding from the Scottish Government has fallen by around 10% in real terms. See the SPICe Briefing on historic local government finance for more information and context. Local authorities have therefore been making savings for many years. The future shape of the local government settlement is unclear, but local authorities are preparing for further real terms reductions in their resources.

Question 1: We want to hear how spending is prioritised and resources are managed effectively, for instance through service redesign.

The allocation and prioritisation of resource is made in the context of support to both the Council and Community Plans. These provide an overarching framework within which the Community's priorities are set out in agreement with our community planning partners, with the Council Plan detailing how the Council will give effect to achieving the priorities outlined in both plans. The Council also has a focus on ensuring service pressures are mitigated where possible through innovative service redesign, early intervention and prevention. The Council has a clear focus on demand mitigation measures and on those activities that support economic growth which in the longer term will reduce reactive demand for council services.

Budget decisions are taken with a view to both enabling service redesign, protecting as far as possible front line and priority services and ensuring Council service provision remains financially stable in the short term and sustainable in the longer term. Renfrewshire has undertaken significant service redesign through our Better Council programme, involving innovative use of technology, encouraging a "digital first" approach to customer service, and through process redesign and automation where this is practical. As a public service however we also need to ensure we remain accessible to all residents and businesses, therefore costs remain in terms of ensuring ease of access to services. This approach supports the work undertaken by the Council through the Tackling Poverty strategy.

Renfrewshire recently was the subject of a Best Value audit, with the findings clearly demonstrating that the Council has a clear vision for our community, is working well with partners and is effectively managing the financial position. The report highlighted that the Council's redesign programmes have produced significant savings eg spend to save energy efficiency projects; creation of a corporate business support function to improve and make more efficient support services; and improved use of all our assets (buildings, land, equipment and technology).

It is important to recognise however, that while councils will continue to be innovative and will redesign services to ensure improved efficiency, there is a point where the contribution efficiencies make simply does not match the reduction in resources councils are facing and have already managed to date. Faced with the prospect of a reduction in resources at a similar scale to recent years coupled with the impact of significant year on year cost growth at 4% - 5% per annum from a wide range of factors such as demographic pressures, it is inevitable that negative impacts will emerge on key priority services and that affording protection of such areas through efficiency and change will become an increasingly difficult task to achieve.

Question 2: We want to hear how national policies are impacting on local government spending, for instance how will increased revenue from the end of the Council Tax freeze and banding multiplier be used, and what is the impact of spending being 'protected' through national policy.

Renfrewshire has a financial planning approach which considers all income sources in order to make a judgement as to the total funds available to provide council services – we do not “hypothecate” any particular income source to a particular service (unless this income is in the form of a specific grant). Therefore, we cannot say that additional income from the banding changes introduced in 17/18 was or will be allocated to a particular service – budgets will be prioritised in line with the Community and Council Plan as outlined above – even after taking account of the additional income raised from this source, the Council was required to make around £15 million of savings just to balance the budget for 2017/18

The approach over recent years whereby an increasing proportion of the Council's grant settlement is in effect ringfenced is unhelpful in supporting an approach to financial planning which supports our Community and Council Plans, and limits the ability of the Council to manage resources to meet the needs of our local communities.

Adjusting for the impact of new statutory burdens and responsibilities, the underlying cut to the government grant for the Council has been over 20% in real terms since 2011/12. This significantly increases the scale of pressure on existing core services to meet identified saving requirements. In addition, at the same time associated conditions linked to the financial settlement around for example teacher numbers, treatment of funds for adult social care and living wage etc has further squeezed the burden of delivering required budget savings to a smaller and smaller scope of services. Consequently, community based service functions and corporate support functions have shouldered the greatest burden to deliver savings as well as a range of corporate financing savings arising from for example savings on debt charges. Opportunities however to continue to deliver savings from such areas at a similar scale are diminishing without material consequences for service levels.

Question 3: We want to hear how fees and charges are being used, and how decisions are made on which service areas are affected.

Recognising the impact that fees and charges have for service users; a significant proportion of whom have little alternative but to access these services in order to support their requirements, the Council has taken an approach in recent years whereby increases in fees and charges have been minimal. In many instances however, the Council continues to subsidise key services even where charges are applied eg school meals and day centre attendances, leisure attendances.

Increasingly the Council is also experiencing a reduction in fees income from business related services eg commercial waste owing to market conditions and increasing competition from private suppliers of these services. The Council continually examines the level of fees and benchmarks these to ensure a balance of cost recovery and avoiding setting fees at a level which simply reduces the overall "take" as customers find alternatives.

Question 4: We want to know how local authorities assess the impact of increased charges and service redesign on different social demographics.

As outlined above, much of the service redesign undertaken by the Council has been focussed on more efficient processes in administrative and support functions, therefore there is no material impact on any one demographic.

The Council has in recent years focused on measures to intervene earlier and support prevention of poverty; measures underpinned by our tackling poverty strategy. These measures locally and regionally through the City Deal aim to engender economic growth and employment opportunities, particularly youth employment.

Again as outlined above, increased charges have not featured to any great degree in terms of the Council's financial strategy.

Question 5: Following on from evidence heard last year, we invite local authorities to provide an update on the use of General Fund Reserves.

As we outlined in our submission last year, and was reinforced in evidence provided at the Committee hearing on 9 November 2016, the Council maintains General Fund balances in order to support our medium term financial plans and delivery of strategic objectives, to enable change and modernisation of services over this period, and to mitigate against financial risks which may impact on service delivery. Unallocated general fund balances are held at a minimal level (less than 2 % of net cost of services) and it continues to be the position that the Council does not allocate reserves to support short term budget strategies. The Council's effective use of balances as part of medium term financial planning and how these were aligned to strategic objectives was noted by Audit Scotland in their recent best value audit of the Council.

Question 6: We want to hear your views on the transparency of the local government financial settlement, and how this could be improved.

The Council would agree with the Committee findings that greater transparency is required, and that the current allocation methodology and layout is very difficult to follow. The establishment of Integrated Joint Boards delivering health and social care, while they do not receive a direct allocation of funding from the Scottish Government but rather are funded by way of the health and local government settlement, adds further complexity to the national and local budget position.

We would support the recommendations of the Budget Process Review Group, in particular recommendation 44 where it states “...there needs to be clarity regarding the relationship between budget allocations and available funding..... All aspects of Scottish Government expenditure should be separately identified within the document on a consistent basis. Where allocations to individual organisations are derived from different budget portfolios this needs to be set out consistently and transparently.” While the recommendations relate specifically to the Scottish Budget document, the principles apply equally to the local government settlement.

The Council would also support the findings of the Fraser of Allander Institute as outlined in their report “Fiscal Issues facing local government in Scotland”, published in March 2017, where they also conclude:

“The local government settlement is inevitably complex, involving a number of funding streams from a variety of different sources – and including discretionary as well as specific grants. Nonetheless, and as noted by the Scottish Parliament’s Local Government Committee in its scrutiny of the Draft 2017/18 Budget, the way that the settlement is presented does not aid analysis or scrutiny of the figures. This is particularly the case given the way that slightly different information is contained and presented in the budget relative to the finance circulars.

We would support the Local Government Committee’s recommendation for greater transparency around the local government settlement. There is a strong case for including the relevant finance information in one document, rather than having to read across a number of circulars and budgets. Allied to this is a case for more transparent and accessible data on local government funding over the longer term.”

In the Council’s submission last year we recommended a move to a more outcomes based allocation formula, as has also been recommended by both the Budget Review Panel and the Fraser of Allander Institute. However we do not underestimate the difficulties of achieving this, nor the time period over which this would require to be implemented in order to maintain financial stability across the whole of local government.

The Council would also support the evidence heard by the Committee in 2016 which encouraged the Scottish Government to put multi-year budgets in place in order to better support councils to both

manage their medium to longer term financial planning position and also allow them to develop change programmes with more confidence as to their potential future savings requirements.

The Scottish Government, in its Programme for Government 2017-18, has made a commitment to bringing forward a Local Democracy Bill in this parliamentary session, as well as committing to work with local authorities to ensure that at least 1% of council spending subject to participatory budgeting. In order to inform both its Draft Budget scrutiny and future work in this area, the Committee is keen to explore the ways in which local government finance may evolve.

Question 7: We want to hear your ideas on how local government finance, including revenue streams, may change in the future.

The removal of the council tax freeze is welcome in terms of each council again having the ability to make an explicit decision as to its tax raising policies, and we would consider that many councils will seek to make maximum use of this power.

However, what is certain is that many more difficult decisions with regards not just the scale or quality of services being delivered, but whether councils continue to deliver any kind of service over and above that which they are statutorily obliged to deliver, will require to be made.

The enabling of the Community Empowerment Act does provide both obligations and opportunities for councils, and we are actively developing plans to support communities take a more active role in the management of community assets.

The Committee is interested in housing supply, and the Scottish Government's commitment to deliver at least 50,000 affordable homes over five years (1 April 2016 to 31 March 2021). In June 2017, the Scottish Government announced the indicative three year Resource Planning Assumptions to help local authorities develop their plans for affordable housing in their areas (see Table 1). In 2017-18, RPAs accounted for around 71% of the total Affordable Housing Supply Budget.

Table 1: Resource Planning Assumptions 2018-19 to 2020-21

Year	RPA (£m)
2018-19	532.7
2019-20	591.6
2020-21	630.2

Question 8: We want to hear your view on the three year RPAs and how this will help local authorities to plan to meet affordable housing needs in local areas and also the Scottish Government's 50,000 affordable homes target.

While the RPA allowance increases are welcome and the levels are now getting nearer historic levels before the downturn in the financial climate, it is the level of subsidy which councils receive in relation to RSLs which has more of an impact on assisting councils to meet affordable housing needs in local areas. The subsidy councils receive per new build home is £57,000 (increased from £46,000

previously) however RSLs receive £70,000 (increased from £58,000). An increase in subsidy to match that of RSLs could have a significant impact on the level of new build housing councils can deliver.

In addition, while the target delivery of 50,000 affordable homes across Scotland is clear there is limited information on any expectation from the Government on City Region targets. The target is not broken down making it difficult to gauge expected targets for local areas.

The Scottish Government Infrastructure Fund currently on offer allows local authorities to access funding for infrastructure to allow sites to be developed. However it may "de-risk" investment for councils and other parties if this were considered more for inclusion in an increased RPA and subsidy as up front investment.

Question 9: We want to hear your views on any other aspect of the housing supply budget.

The Council has no further views on this matter.

The Local Government and Communities Committee also considers' matters relating to communities, planning and regeneration and other aspects of the housing budget including energy efficiency and housing support.

Question 10: We also invite views on any of these aspects of the Local Government and Communities budget 2018-19.

The Council has no further views on this matter.



To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2017-20 Mid-Year Monitoring Report

1. Summary

- 1.1. The Chief Executive's Service Improvement Plan 2017-20 was approved by the Finance, Resources and Customer Service Policy Board in June 2017. The plan sets out the priorities for the development of the service over a three year period and details the actions which will contribute to the priorities of both the Council and the Community Planning Partnership. It also sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured.
- 1.2. This report contains details of the Chief Executive Service's performance over the period 1 April 2017 to 30 September 2017. 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 2017-18 Service Improvement Plan.
 - Details of how the work of the service contributes to the service scorecard of core performance indicators.
 - An overview of priorities for the service over the next six months.

- 1.3. The service has an overarching strategic role within the organisation, working with external partners at a local and national level, and with internal services to drive improvement and to progress the strategic objectives of the organisation.
- 1.4. Key services that are delivered relate to: - communications and marketing, events management, procurement, change and programme management, community planning, strategy development and the provision of policy advice and support. Officers also provide support and advice to elected members, senior officers across the Council and to the Corporate Management Team. The nature of this work ranges from policy briefings, press and media support or in relation to the development of key plans and strategies.
- 1.5. In addition, officers across the service also lead on key initiatives relating to the Council's Digital Strategy, the tackling poverty agenda and the organisation's equalities agenda amongst other areas.
- 1.6. Over the past six months, the key achievements for the service have included:
- The development of a new Council Plan and Community Plan which were approved by Full Council on 28 September 2017. The plans were developed in parallel through an extensive programme of consultation and engagement, and were also reviewed by the Cross Party Sounding Board in August 2017.
 - The completion of a Strategic Needs Assessment which underpinned the development of the Council and Community Plans. This process effectively brought together a wide range of Council and partnership data to establish the current and projected needs of the local population and the potential impact on the services that are currently available.
 - The publication of a positive Best Value Assurance Report for Renfrewshire Council on 31st August 2017, which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. The report represents the culmination of several months of best value audit activity which was supported by Council officers and involved elected members, partner organisations and groups of staff from across the organisation.
 - The provision of significant support and commitment by staff across the service in terms of submitting Paisley's second stage bid for UK City of Culture 2021. Paisley 2021 generated 72 million opportunities to see or hear something positive about Paisley and Renfrewshire in 2016/17. Teams from across the service will continue to provide support ahead of the final decision and winner being announced in December 2017.
 - The delivery of an enhanced events programme for 2017/18, which has attracted increased audience numbers and media interest. The most recent events delivered were the very successful Spree Festival and

Halloween Festival. The Paisley Beer and Food Festival alone attracted more than 15,000 attendees to the area.

- The implementation of revised governance arrangements for community planning in Renfrewshire continues to be progressed. The high level structure has now been established through the Executive and Oversight Groups, whilst proposals relating to the review of Local Area Committees are currently being developed through a programme of consultation and engagement.
- The innovation and commitment of staff continues to be recognised through external awards schemes, with the Tackling Poverty Programme shortlisted for 'Programme of the Year' at the Association of Project Management Awards 2017. The winner of this prestigious national award will be announced in November 2017.
- £4 million of income has been generated through the Tackling Poverty programme for local people, with the programme continuing to support developments such as Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum. Other recent developments include the launch of the national funeral payments scheme within Renfrewshire.
- The successful completion of the first round of the Lens intrapreneurship programme in Renfrewshire which culminated in an awards ceremony involving 11 finalists from across Council services in May 2017. The scheme encourages staff to submit innovative ideas for development, which if successful attract funding and support to take the idea forward.
- Work has also been undertaken during 2017 to support the establishment of the new Council, including the provision of training and information sessions for new elected members and supporting the development of cross party working through regular briefings and through the Cross Party Sounding Board.
- An opportunity to work with Strathclyde University on procurement framework development and staff training and development opportunities is being progressed.
- As part of the Council's equalities duty, six new meaningful and measurable outcomes were developed in consultation with Renfrewshire community groups. As part of the monitoring process, these outcomes have been included in Service Improvement Plans and will also be regularly reported back to the local equalities led community groups.

1.7. Over the next six months, the key actions to be prioritised by the service are as follows:

- Implementing the recommendations flowing from the Best Value Assurance Report, with regular reporting on progress to the Corporate Management Team and Leadership Board.

- Formally launching the Council Plan and embedding new actions and developments within Service Improvement Plans for 2018 and beyond.
- Supporting the final stages of Paisley's bid for UK City of Culture 2021, and working with others to ensure that there is a lasting cultural and economic legacy which builds on the progress achieved to date.
- Launching Phase 2 of the Lens intrapreneurship programme, in order to extend the opportunity for more staff to become involved in this initiative.
- Supporting the Better Council Change programme, working with services to implement changes successfully and to deliver savings required.
- Finalising the review of local area committees, with proposals to be considered by Full Council in December 2017.
- Undertaking a review of the Council's public engagement mechanisms and principally the role of the Public Services Panel going forward.
- Finalising proposals to develop a new self evaluation model for Renfrewshire Council, which drives continuous improvement and supports staff engagement.
- Implementing public wifi infrastructure across Renfrewshire, with phase 1 due to commence in late November 2017.
- Launching a new visitor website, scheduled for December 2017.
- Delivering high profile events relating to Halloween, Christmas and the Monte Carlo Rally over winter 2017.

2. Recommendations

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

- Note the progress that has been made on service performance.
- Note the progress made on actions and performance in the action plan.
- Note that an outturn report will be provided to Board in spring 2018.
- Approve changes to the service scorecard outlined in section 6.5 of this report.

3. Background

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

3.2. The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the

plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2017-20 Plan.

3.3. Section 5 of this report provides details of the service's achievements, aligned to the Council Plan priorities, over the period April to September 2017. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detail is provided in the Action Plan which forms Appendix 1 and the Performance Scorecard which forms Appendix 2.

3.4. An outturn report will be brought before Board in spring 2018.

4. Service Update

4.1. The Chief Executive's Service is made up of two broad service areas: Policy and Commissioning and Marketing and Communications, each with associated delivery units and employing 112 staff. The service also provides a varied remit and oversees cross-council services such as policy, communications, marketing, procurement and the Better Council Change Programme. Joined-up cross-departmental working is a core purpose of the Chief Executive's Service, with teams providing support to other services as they work towards meeting strategic objectives and priorities in line with corporate practice and working closely with external stakeholders and partners.

4.2. The service has a lead role in terms of supporting continuous improvement and a focus on achieving Best Value through the work of the Council.

4.3. On 31st August, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The Local Government in Scotland Act 2003 and supporting Statutory Ministerial Guidance sets out the statutory duties and characteristics of a Council that is demonstrating Best Value. Audit Scotland are appointed to assess if Local Authorities are meeting this duty through their audit work on behalf of the Accounts Commission.

4.4. Audit Scotland revised the methodology used for auditing best value in 2015, and Renfrewshire Council was the second local authority to have participated in the new Best Value Assurance Report process.

4.5. The report provides an assessment of the Council and its performance of 11 years, since its last audit in 2006. Overall the report is positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. The report confirms Audit Scotland's view that the Council has a clear and ambitious vision for the area which is shared

with partners, is working well with partners to address the challenges facing the organisation and the Renfrewshire area and effectively manages the Council's finances. In publishing the report, the Accounts Commission notes that "Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services".

- 4.6. In the report, Audit Scotland also provides direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically includes 7 recommendations relating to areas such as cross party working, community engagement, partnership working, workforce planning and governance arrangements. An action plan which sets out the Council's proposed actions to progress these recommendations was approved by Council on 28 September 2017. These actions will be embedded within the Council Plan and Community Plans and driven at service level through Service Improvement Plans.

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

- 5.1. Detailed below are some of the service's achievements over the last six months, aligned to the new Council Plan priorities. Full detail on the service's progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period is included as Appendix 1 to this report.

5.2. 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 second stage bid for UK City of Culture 2021. Teams from across the service will continue to provide support ahead of the winner being announced in December 2017.
- The delivery of an enhanced events programme for 2017/18, which has attracted increased audience numbers and media interest. The most recent event delivered was the very successful Spree Festival, with upcoming events relating to the Halloween Festival and Christmas. The Paisley Beer and Food Festival alone attracted more than 15,000 attendees to the area.

5.3 Council Plan Priority 3 – Tackling inequality, ensuring opportunities for all

- The Tackling Poverty Programme has been shortlisted for 'Programme of the Year' at the Association of Project Management Awards 2017. The winner of this prestigious national award will be announced in November 2017.
- £4million of income has been generated through the Tackling Poverty programme for local people, with the programme continuing to support

developments such as Renfrewshire Advice Partnership, Affordable Credit Group and the Credit Union Forum. Other recent developments included the launch of the national funeral payments scheme within Renfrewshire.

- The Digital Participation project continues with the Digital Participation Officer and Digital Volunteer Coordinator working with local organisations (Reaching Older Adults in Renfrewshire and the Disability Resource Centre) to provide digital support to the most digitally excluded groups.

5.4 Council Plan Priority 5 – Working together to improve outcomes

- The development of a new Council Plan and Community Plan which were approved by Full Council on 28 September 2017. The plans were developed in parallel through an extensive programme of consultation and engagement, and were also reviewed by the Cross Party Sounding Board in August 2017.
- The completion of a Strategic Needs Assessment which underpinned the development of the Council and Community Plans. This process effectively brought together a wide range of Council and partnership data to establish the current and projected needs of the local population and the potential impact on the services that are currently available.
- The publication of a positive Best Value Assurance Report for Renfrewshire Council on 31st August 2017, which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. The report represents the culmination of several months of best value audit activity which was supported by Council officers and involved elected members, partner organisations and groups of staff from across the organisation.
- The successful completion of the first round of the Lens intrapreneurship programme in Renfrewshire which culminated in an awards ceremony involving 11 finalists from across Council services in May 2017. The scheme encourages staff to submit innovative ideas for development, which if successful attract funding and support to take forward the idea.
- An opportunity to work with Strathclyde University on procurement framework developments and staff training and development opportunities is being progressed.
- As part of the Council's equalities duty, six new meaningful and measurable outcomes were developed in consultation with Renfrewshire community groups. As part of the monitoring process, these outcomes have been included in Service Improvement Plans and will also be regularly reported back to the local equalities led community groups.

5.5 **Areas where actions have been reviewed or delayed**

- 5.5.1 The service has undertaken a review of the current corporate complaints process which has been in place across the council since 2013. Good progress has been achieved in terms of progressing the review; however it has been necessary to extend the targeted completion date to 31 December 2017 in order for the review to be cognisant of national developments and an internal audit review undertaken during summer 2017.

6. Progress against service scorecard

- 6.1. The service scorecard contains 21 indicators, a subset of which is reported as part of the CMT scorecard on a quarterly basis.
- 6.2. Of the 21 indicators, 8 are data only and have no target set. Of the indicators with targets, 7 are performing well, 1 requires monitoring and 5 are below target. Performance is regularly reviewed by Senior Managers across the service who use this information to target service improvement activity.
- 6.3. A full summary of performance is outlined in the service scorecard at Appendix 2. The scorecard highlights the following areas of strong performance:
- Number of followers on social media is increasing each quarter; this has increased from 17,512 in Q4 2016/17 to 17,913 in Q1 2017/18, reflecting the efforts of the team to grow our social media presence.
 - Number of friends on facebook is performing well, with an increase from 11,055 in Q4 2016/17 to 11,685 in Q1 2017/18.
 - Local spend at events is a new indicator for 2017/18. For quarter 1 spend was £997,190 which is performing significantly above the target of £150,000.
 - There has been a 24.6% increase in visitor numbers between 2015/16 and 2016/17, from 1,392,172 to 1,735,106.
 - 60.44 % of staff feel well informed about matters that are important to them, according to results from the recent staff communications survey.
 - 100% of FOI requests were completed within timescales, which continues to be on target.
 - 98.71% of invoices were paid within 30 days.
- 6.4. Areas requiring improvement and/or review
- Satisfaction levels with Council's Public Performance Reporting have decreased from 78% in 2015/16 to 73% in 2016/17.
 - Percentage of responses received for the Public Services Panel has decreased over the last few years, from 54% in 2015/16 to 44% in

2016/17. Options are being considered on the best way to engage with our communities going forward.

- Average number of work days lost through sickness absence was 1.78 for Quarter 1 which is above the target of 0.48. Due to the size of the service, a small number of long term absences can have a significant impact on this figure. However, absence continues to be monitored by Senior Managers on a quarterly basis.
- 52% of employees have an IDP which is below target. However, this has been the focus of targeted activity by the service and our performance has been increasing in recent months.
- 46% of complaints were responded to within timescales which is below target for the first time in recent quarters. A new process for handling cross service complaints received by the Chief Executive Service was introduced in 2016/17 and officers are currently reviewing reasons for the dip in service performance.

- 6.5. It is proposed that the action on “developing options for future self assessment activities involving staff” is removed from the action plan as this replicates the action on “reviewing staff engagement mechanisms”.

7. The impact of our services / the difference we make

- 7.1. The Chief Executive’s Service has an overarching strategic role within the organisation, working with external partners at a local and national level, and with internal services to drive improvement and to progress the strategic objectives of the organisation.
- 7.2. Key services that are delivered relate to: - communications and marketing, events management, procurement, change and programme management, community planning, strategy development and the provision of policy advice and support. Officers across the service also provide support and advice to elected members, senior officers across the Council and to the Corporate Management Team. The nature of this work ranges from policy briefings, press and media support or in relation to the development of key plans and strategies.
- 7.3. In addition, officers across the service also lead on key initiatives relating to the Council’s Digital Strategy, the tackling poverty agenda and the organisation’s equalities agenda amongst other areas.

8. Priorities over the next six months

Over the next six months, the key actions to be prioritised by the service are as follows:

- Implementing the recommendations flowing from the Best Value Assurance Report, with regular reporting on progress to the Corporate Management Team and Leadership Board.
- Formally launching the Council Plan and embedding new actions and developments within Service Improvement Plans for 2018 and beyond.
- Supporting the final stages of Paisley's bid for UK City of Culture 2021, and working with others to ensure that there is a lasting cultural and economic legacy which builds on the progress achieved to date.
- Launching Phase 2 of the Lens intrapreneurship programme, in order to extend the opportunity for more staff to become involved in this initiative.
- Supporting the Better Council Change Programme, working with services to implement change successfully and to deliver savings required.
- Finalising the review of local area committees, with a report to be considered by full Council in December 2017.
- Undertaking a review of the Council's public engagement mechanisms and principally the role of the Public Services Panel going forward.
- Finalising proposals to develop a new self evaluation model for Renfrewshire Council, which drives continuous improvement and supports staff engagement.
- Implementing public wifi infrastructure across Renfrewshire, with phase 1 due to commence in late November 2017.
- Launching a new visitor website, scheduled for December 2017.
- Delivering high profile events relating to Christmas and the Monte Carlo Rally over winter 2017.

Implications of the Report






1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community Planning** –
 - Children and Young People** – none
 - Community Care, Health & Well-being** - none
 - Empowering our Communities** - none
 - Greener** - none
 - Jobs and the Economy** - none
 - Safer and Stronger** - none
4. **Legal** – none

5. **Property/Assets** – none
6. **Information Technology** - none
7. **Equality & Human Rights**
 - (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** - 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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Service Improvement Plan 2017-2020







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.17.01.0 1	Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances		<div><div>50%</div></div>	31-Mar-2018	<p>An enhanced events programme continues to be delivered, attracting increased audience numbers and positive media coverage. Since January 2017 we have delivered:</p> <ul style="list-style-type: none"> • Monte Carlo Car Rally - 7,000 attendees • Paisley Beer and Food Festival - 15,000 attendees, £365,332 local spend, £44,088 economic impact • British Pipe Bands - 12,000 attendees, £631,858 local spend, £190,227 economic impact • Sma Shot WEAWE (part funded by Events Scotland YOHHA)
CE.SIP.17.01.0 2	Implement the Renfrewshire Tourism Strategy		<div><div>50%</div></div>	31-Mar-2018	<p>Established an internal tourism working group bringing together regeneration, employability, culture, tourism, marketing and community and environment teams. A Tourism Officer has been appointed to the marketing and communications team and is leading the following initiatives:</p>









Action Code	Action	Status	Progress	Due Date	Update
					<ul style="list-style-type: none"> • Paisley's bid to SE Destination Development Fund to secure funding for the development of a textile heritage trail and a number of sector development projects (through to final round); • SE funding secured for Paisley Welcomes customer service and place training programme; • An innovation workshop to support third sector to develop tourism product (including volunteer-led attractions); • Draft tourism strategy sector consultation - the new tourism strategy is being produced using a collaborative approach. Consultation will be undertaken with key Council departments as well as national agencies and Renfrewshire tourism businesses.
Review date changed to 30 th November.					
CE.SIP.17.01.0 3	Implement plans to expand free public wifi in Paisley and other town centres			30-Nov-2017	<p>Renfrewshire free public wifi system design completed and installation of hardware across outdoor areas (Paisley, Johnstone and Renfrew town centres) and priority indoor areas is 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.</p> <p>Phase 2 of the project will go live by the end of March 2018. This phase will also include the Eduroam network used by University of the West of Scotland and West College Scotland staff and students over the Renfrewshire public wifi.</p>
CE.SIP.17.01.0 4	Launch a destination brand to promote Paisley and the wider region as a great place to live, work and visit			31-Mar-2018	<p>Brand strategy completed in March 2017. Brand creative developed and will launch in December 2017 to coincide with the UK City of Culture 2021 decision. New visitor website in development, which will also be launched in December 2017.</p>
CE.SIP.17.01.0 5	Deliver the UK marketing and PR campaign Paisley for UK City of Culture and key influencer strategy			30-Nov-2017	<p>Campaign ongoing and continuing to reach local, national and international audiences.</p>










03: Tackling inequality, ensuring opportunities for all





Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.02.0 6	Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy		<div><div>75%</div></div>	31-Mar-2018	Key projects within the Tackling Poverty Programme have been extended until the end of the financial year 2017/18. Evaluations are now being reviewed and an overarching evaluation report is being produced. An event was held in March 2017 to disseminate learning from Renfrewshire's approach to other local authorities and public bodies.
CE.SIP.17.02.0 7	Manage the delivery of projects within the Tackling Poverty Programme		<div><div>75%</div></div>	30-Apr-2018	Projects within the programme continue to be delivered on time and within budget. Governance arrangements for the programme have been streamlined with a project board overseeing the delivery. The Tackling Poverty Programme was shortlisted as a finalist for 'Programme of the Year' in the Association of Project Management Awards 2017, and the results are announced on the 20th November 2017.
CE.SIP.17.02.0 8	Continue service improvements and delivery of long term outcomes as part of an ongoing approach to tackle poverty		<div><div>75%</div></div>	31-Oct-2017	Engagement with services on updating and developing the exit strategy for the Tackling Poverty programme, along with a programme wide evaluation document which summarises the key outcomes, achievements and learning from across the programme.
CE.SIP.17.02.0 9	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms		<div><div>75%</div></div>	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 May 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.
CE.SIP.17.02.1 0	Deliver a range of interventions to support financial inclusion across Renfrewshire		<div><div>75%</div></div>	31-Mar-2018	A range of activities continue to be underway including supporting Renfrewshire's Advice Partnership, an Affordable Credit group and the Credit Union Forum. The recommissioning of external advice services in the area is underway and due to be completed by the end of this financial year. Angela Constance launched the Scottish Government's funeral payments scheme in Renfrewshire in recognition of Renfrewshire's leadership in tackling funeral poverty in partnership with our network of Credit Unions.
CE.SIP.17.02.1 1	Continue to promote fair working practices including payment of the living wage across the Councils supply base		<div><div>100%</div></div>	31-Mar-2018	The service continues to support the Council's accreditation as a Living Wage employer by maintaining our Living Wage Action Plan and bringing together key services involved in maintaining our accreditation.
CE.SIP.17.02.1 2	Implement our digital participation plan to support low income families and other disadvantaged groups to benefit from		<div><div>50%</div></div>	31-Mar-2018	The Digital Participation project continues with the Digital Participation Officer and Digital Volunteer Coordinator working with local organisations (Reaching Older Adults in Renfrewshire and the

Action Code	Action	Status	Progress	Due Date	Update
	access to the internet				<p>Disability Resource Centre) to provide digital support to the most digitally excluded groups, including:</p> <ul style="list-style-type: none"> • Design and user testing is currently taking place on an accessible log on to make it as easy as possible for older, disabled and other digitally excluded groups (including low income groups) to utilise Renfrewshire's free Wifi service. • Four further Tablet Training / digital skills classes for elderly groups and members of the disable community, including a specialist course for the deaf community. • Setting up one new digital skills group at the Disability Resource Centre. • Continuation of our Free Code Club for local families, which has now moved to the Disability Resource Centre. • Recruiting for a new Digital Participation Officer in Housing (2 year post). • Starting testing on Roar's "VR over the doorstep" which uses video streaming and VR to connect the house bound elderly and other isolated groups with local cultural events and locations.
05: Working together to improve outcomes					
Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.03.1 3	Improve how we communicate with our employees		<div><div>100%</div></div>	30-Jun-2017	<p>We have recruited a dedicated Internal Communications Officer who is responsible for improving the way we communicate with our employees.</p> <p>We have also introduced a new quarterly staff magazine which is available both electronically and in hard copy.</p>
CE.SIP.17.03.1 4	Review the success of the Lens programme and develop options for future programmes		<div><div>30%</div></div>	31-Oct-2017	<p>Initial review of Phase 1 programme has taken place with those involved in the process and through discussion at the Corporate Management Team.</p> <p>Learning from the review has informed Phase 2 of the programme which will kick off in November 2017 and will be extended to involve in the region of 2000 staff across services.</p>

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.03.1 5	Develop an improved staff development process for Chief Executive's, linked to the refreshed council-wide approach		<div><div>50%</div></div>	31-Dec-2017	Policy and Commissioning teams have held quarterly development sessions.
					Induction programmes have been put into place for new employees as appropriate within different sections. The Strategic Planning function is currently working on a training needs analysis exercise which will inform an in-house programme of training and development.
CE.SIP.17.04.1 6	Develop collaborative relationships across Local Authorities and other public sector bodies		<div><div>75%</div></div>	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. The Council's Procurement Manager sits on the Procurement Improvement Programme Steering Group run by Scotland Excel, further developing best practice across the local authority sector. Cross sector opportunities for collaboration exist through membership of the Heads of Procurement forum hosted by Scottish Government which brings together procurement managers and Heads of Service from across the public sector. Renfrewshire Council has also identified opportunities for collaboration with Strathclyde University on both framework development and staff training and development opportunities.
					It is suggested that this action is reworded going forward and changed to "Protect the council's reputation and become a leading Local Authority in Scotland"
CE.SIP.17.04.1 7	Protect the council's reputation and positioning the council as best in Scotland		<div><div>30%</div></div>	31-Mar-2019	
CE.SIP.17.04.1 8	Replace printed RenNews magazine with an online news site		<div><div>40%</div></div>	31-Mar-2018	The final printed edition of Renfrewshire magazine is scheduled for December distribution. Development of a new online delivery system has been mapped out and is working through procurement.
CE.SIP.17.04.1 9	Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions		<div><div>30%</div></div>	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.
					A corporate awards calendar has been developed and service teams will support services to submit an increased number of applications for external awards going forward.
CE.SIP.17.04.2	Prepare new Council Plan		<div><div>100%</div></div>	31-Oct-2017	Council Plan was approved by Full Council on 28 September 2017,

Action Code	Action	Status	Progress	Due Date	Update
0					following discussion at the Cross Party Sounding Board in August 2017. The plan is now subject to formal design and will be formally launched in late 2017.
CE.SIP.17.04.2 1	Prepare Local Outcome Improvement Plan (LOIP) priorities and linked locality plans		<div><div>100%</div></div>	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.17.04.2 2	Carry out a strategic needs assessment to inform the development of the new Council and Local Improvement Plans		<div><div>100%</div></div>	30-Sep-2017	The Strategic Needs Assessment has been produced to support the development of the Council and Community Plan.
CE.SIP.17.04.2 3	Implement the recommendations from the Best Value Assurance Report		<div><div>10%</div></div>	31-Mar-2019	The action plan which will take forward the recommendations made by Audit Scotland in the Best Value Assurance Report for Renfrewshire Council which was approved by Council on 28 September 2017. Implementation will be monitored on a quarterly basis by the Corporate Management Team and progress reported on an annual basis to the Leadership Board.
CE.SIP.17.04.2 4	Work with services to develop Phase 3 of the Better Council Change Programme		<div><div>75%</div></div>	31-Jul-2017	Due date revised to 31 December 2017. Discussions are ongoing with services to develop options for Phase 3 of the Better Council programme.
CE.SIP.17.04.2 5	Successfully deliver Phase 3 of the Better Council Change Programme		<div><div>5%</div></div>	31-Mar-2019	The Corporate Management Team have been developing further change initiatives to support the delivery of savings and efficiencies. A number of these initiatives are linked to existing programmes of change and will allow the organisation to realise further savings through transformational activity in Phase 3.
					Due date revised to 31 December 2017.
CE.SIP.17.04.2 6	Undertake a review of the complaints handling process and roll-out to services		<div><div>70%</div></div>	31-Dec-2017	The review of complaints is nearing completion. It is anticipated that a paper outlining future proposals for complaints handling will be considered by the Corporate Management Team in November 2017.
CE.SIP.17.04.2 7	Implement a new model for self assessment		<div><div>20%</div></div>	31-Mar-2018	An initial research exercise to consider the views of stakeholders and the practice of other local authorities was completed in late Summer 2017. Work is currently underway to develop a proposal for consideration by the Corporate Management Team in November 2017.
CE.SIP.17.04.2 8	Establish and maintain an Open Data Portal which will revolutionise the way in which data is used in Renfrewshire		<div><div>75%</div></div>	31-Mar-2018	A test version of an open data platform has been created using the ArcGIS Online platform. We will now consult with colleagues, partner agencies and community groups on the functionality of the platform












Action Code	Action	Status	Progress	Due Date	Update
					and the data we will provide with a view to launching the platform by the end of the financial year. We will continue to monitor developments in available national open data platforms.
CE.SIP.17.04.2 9	Undertake second phase review of activity of policy and commissioning activities across the council		<div><div>50%</div></div>	31-Mar-2018	Initial work has been undertaken. An information gathering and consultation exercise commenced in October 2017.
CE.SIP.17.04.3 0	Review the performance management framework		<div><div>10%</div></div>	31-Mar-2018	The current performance management framework adopted by Renfrewshire Council is currently being reviewed in order to reflect the new Council Plan and associated requirements.
CE.SIP.17.04.3 1	Review corporate GIS provision to identify potential options for development		<div><div>50%</div></div>	31-Mar-2018	Work is underway with our provider ESRI to develop our on-line and self service GIS services with an aim to draft a working roadmap document by the end of the financial year.
CE.SIP.17.04.3 2	Introduce in-depth intelligence briefings providing information on published research in corporate priority areas		<div><div>50%</div></div>	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.17.04.3 3	Roll-out the Covalent web-browser		<div><div>100%</div></div>	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.
CE.SIP.17.04.3 4	Review current Public Services Panel arrangements		<div><div>25%</div></div>	31-May-2018	The Public Services Panel contract is due to end in May 2018. Options are being considered to determine the best way to engage with our communities going forward.
CE.SIP.17.04.3 5	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership		<div><div>80%</div></div>	31-Oct-2017	The new governance arrangements are now in place, with the Executive Group having met twice 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. An initial meeting to develop the new Improving Life Chances Board has been set for November, bringing partners together to explore the results of the All Children's Study.
CE.SIP.17.04.3 6	Undertake a review of Local Area Committees (LACs)		<div><div>75%</div></div>	31-Oct-2017	The review of Local Area Committees is underway, with initial research, benchmarking and consultation undertaken. Options are now being developed for discussion with key stakeholders prior to the Council meeting in December.
CE.SIP.17.04.3 7	Work with local equalities led community groups and employees to develop and implement specific and meaningful equalities outcomes from 2017		<div><div>100%</div></div>	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.

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.17.04.3 8	Review staff engagement mechanisms		<div><div>10%</div></div>	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.17.04.3 9	Develop options for future self-assessment activities involving staff		<div><div>0%</div></div>	31-Dec-2017	This action is a duplicate of CE.SIP.17.04.38 - proposal to delete this action.
CE.SIP.17.04.4 0	Implement Workforce Plan		<div><div>20%</div></div>	31-Mar-2018	The draft workforce plan has been prepared in consultation with organisational development colleagues. It is currently subject to internal review and refinement. It is anticipated that this will be finalised by end December 2017.
CE.SIP.17.04.4 1	Provide equalities training for new elected members		<div><div>100%</div></div>	31-Aug-2017	An Equalities briefing was provided for members as part of the New Members Induction Training in May 2017.













Service Improvement Plan 2017-2020 Council Plan (Qtr1)

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

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CE.CP.E V01	Number of visitors to the events we create				45,500		129,700		27,000	140,000	An enhanced events programme continues to be delivered, attracting increased audience numbers.
This is a new indicator for 2017/18. For Q1 local spend was:											
CE.SIP1 7.EV02	Local spend at events				New indicator for 2017/18				£997,190	£600,000	<ul style="list-style-type: none">Paisley Beer and Food Festival - £365,332British Pipe Bands - £631,858
Given the performance of this indicator, targets for this indicator will be reviewed at the end of 2017/18.											
This is a new indicator for 2017/18. For Q1 regional impact for events was:											
CE.SIP1 7.EV03	Regional economic impact of events				New indicator for 2017/18				£234,315	£1,000,000	<ul style="list-style-type: none">Paisley Beer and Food Festival - £44,088British Pipe Bands - £190,227
CE.SIP1 7.EV04	Number of visits to Renfrewshire (and Paisley) attractions				1,392,172		1,735,106		Not measured for Quarters		There has been a 24.6% increase between 2015/16 and 2016/17 visitors.
CE.SIP1 7.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire				72,000,000				Not measured for Quarters		Paisley 2021 generated 72 million opportunities to see or hear something positive about Paisley and Renfrewshire.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Explanation of Performance
					Value		Value		Value		
					Target	Value	Target	Value	Target	Value	
quarters											
Local Outcome 03: Tackling inequality, ensuring opportunities for all											
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CE.SIP1 7.CP01	Number of people who felt they have been engaged within the community planning process				New indicator for 2017/18				Not measure d for Quarters		928 pledge cards and diagrams/surveys have been received by people involved in the community planning process.
CE.SIP1 7.TP01	Income generated across Tackling Poverty Programme				New indicator for 2017/18				Not measure d for quarters		£4m has been generated through the Tackling Poverty Programme: <ul style="list-style-type: none">• £2m through Families First• £1.5m through Healthier, Wealthier Children• £450k through Energy Advice• £280k through cost of the school day
CE.SIP1 7.TP02	Number of Credit Union members				New indicator for 2017/18				19,278		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.SIP1 7.TP03	Interest saved against high interest lenders				New indicator for 2017/18				£168,917.94		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.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 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%	100%	7 FOIs were received in Q1, all of which were replied to within 20 working days
CE95	% Satisfaction levels with Council's Public Performance Reporting arrangements				78%	80%	73%	82%	Not measured for Quarters	85%	This question was asked as part of the Winter 2016/17 Public Services Panel survey, with 73% of survey respondents saying they were very satisfied / satisfied with the council's public performance reporting. A new approach to public performance reporting was piloted this year which is anticipated will improve satisfaction levels.
CE.SIP1 7.CP02	% of local people who feel well informed about their Council				34%		39%		Not measured for quarters	70%	This question was asked as part of the 2016/17 Winter Public Services Panel survey, 39% of respondents felt that the Council keep them well informed about its performance. This is an increase from 34% in 2015/16.
CE.SIP1 7.IC01	% of staff who feel well informed about matters that are important to them						60.44%	60%	Not measured for quarters	75	This is a new indicator for 2017/18 and is taken from the staff survey which was carried out in March 2017. With the appointment of a dedicated Internal Communications Officer, we would anticipate seeing an improvement in this measure.
CE.SIP1 7.IC02	Website SOCITM rating				This is a new indicator for 2017/18				Not measured for quarters		This is a new indicator for 2017/18 and is only measured on an annual basis.
CE138	Number of followers on social media (twitter)				15,100	11,000	17,512	14,000	17,913	15,000	The number of followers on social media continues to grow, there has been an increase of 1053 followers since March 2017.
CE139	Number of friends on facebook					8,000	11,055	8,000	11,685	8,500	The number of friends on Facebook continues to grow, this has increased by 1303 since March 2017.
CE151	Percentage of responses received for the Public Services Panel				54%	65%	44%	67%	Not measured for Quarters	70%	The response rate for the public services panel has decreased since 2015/16. Options for engaging with the public are being looked at to improve engagement levels, which will inform the review of the Public Services Panel in 2018.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CE153	% of complaints responded to within timescales agreed with customer					100%	100%	100%	46%	100%	The service received 14 complaints in Q1, which is a relatively small number in relation to other services. Due to the complex nature of the complaints and requiring information from other services, timescales not met in all cases. The performance of this indicator will be monitored as part of the Complaints Review.
CEABS0 1 dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				5.1	2	8.12	1	1.78	2.00	It has been noted that absence is above target of 0.48 for Qtr 1. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information.
CEPERS OD09	% of CE employees having completed IDPs (from MDP/MTIPD)				65%	100%	65%	100%	52%	100%	An absence report is taken to CMT on a quarterly basis and reported to Board for monitoring.
FCSCRE DCE01f	% of invoices paid within 30 days by the Chief Executive's Service				99.48%	95%	98.71%	95%	100%	100%	58 members of the Chief Executive's service have IDPs in place. We will continue to prioritise this to ensure all staff are covered by the end of the year.
											100% of invoices were paid within 30 days in Qtr1. Performance continues to be above target.



To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Director of Finance and Resources

Heading: Finance and Resources Service Improvement Plan 2017/18:
Mid-Year Monitoring Report

1. Summary

- 1.1 The Finance and Resources Service Improvement Plan 2017-18 was approved by the Finance, Resources and Customer Services Policy Board in June 2017. The plan sets out the priorities for the development of the service over a three year period and details the actions which will contribute to the priorities of both the Council and the Community Planning Partnership. It also sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured.
- 1.2 This report contains details of Finance and Resources performance over the period 1 April 2017 to 30 September 2017. 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 2017-18 Service Improvement Plan;
 - Details of how the work of the service contributes to the priorities set out in the Council Plan;
 - An assessment of performance in relation to the service scorecard of core performance indicators; and
 - An overview of priorities for the service over the next six months
- 1.3 Over the past six months, the key achievements for the service have included:
- The Service supported General Election duties within Renfrewshire in May 2017;

- An induction programme was delivered to Councillors within the new Council Administration;
- New governance structures were approved and implemented during May 2017;
- Consultation on the development of the Customer Service Strategy;
- Initial Impact Assessment of the effect of Universal Credit on the Council;
- The Corporate Council Workforce Plan and Action Plan was approved by Board on 30 August, 2017;
- The continuance of the Council's accreditation of the Disability Confident Level 2 Award; and
- Continued progress with Business World.

1.4 Over the next six months, the key actions to be delivered are:

- Implement the recommendations from the recently published Council's Best value Review Assurance report;
- Continue with the implementation of Business World;
- Promote and implement new Customer Service Strategy including progressing customer portal channel shift and deliver savings;
- Undertake a skills profile exercise within the service 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;
- Continue to deliver the 2017/18 planned programme of internal audit assurance;
- Providing professional services to support the Council in delivering a wide range of regeneration projects for Paisley Town Centre and throughout Renfrewshire;
- Prepare for the introduction of Universal Credit;
- Continue to support Energy Advice Tackling Poverty projects within Renfrewshire;
- Transitioning the management and delivery of the change Programme from the Chief Executive Service following approval by Council of recommendations from the Chief Executive of revised management arrangements across the Council.
- Work with Services to finalise service level Workforce Plans which align with the Corporate Workforce Plan objectives.

2. Recommendations

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

- Note the progress that has been made on service performance;

- Note the progress made on actions and performance in the action plan; and
- Note that an out-turn report will be provided to this Board in Spring 2018.

3. Background

- 3.1 The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.
- 3.2 The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2017-18 Plan.
- 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 was approved in September 2017 and consequently, service improvement plans have been refreshed to reflect this. The Council Plan 2017-2022 has five priority themes:
- Priority 1: Reshaping our place, our economy and our future;
 - Priority 2: Building strong, safe, and resilient communities;
 - Priority 3: Tackling inequality, ensuring opportunities for all;
 - Priority 4: Creating a sustainable Renfrewshire for all to enjoy; and
 - Priority 5: Working together to improve outcomes.
- 3.4 Section 4 of this report provides details of the service's achievements, aligned to Council Plan priorities, over the period April to September 2017. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detailed is provided in the Action Plan which forms Appendix 1 and the Performance Scorecard which forms Appendix 2.
- 3.5 An outturn report will be brought before Board in Spring 2018.

4. Service Update

4.1 Service provision

Finance and Resources is one of the largest services in Renfrewshire Council. It employs over 1,100 staff. The service has a wide and varied remit providing support for other services in the form of business administration, and a full range of professional support and advisory functions such as financial, property and legal services, as well as audit, information and communication technology for the Council and its partners, as well as providing the main customer services activity for the Council such as the rollout of the Enterprise Resource Planning System (ERP) or Business World as it is being rebadged. This system will transform the way the Council manages and delivers its key financial and management processes.

Finance and Resources core activities include:

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

4.2 Areas of challenge

Finance and resources continue to operate within a period of dynamic change and unprecedented financial pressures. The outlook for public finances in Scotland coupled with the Scottish Government's policy and spending

commitments mean that the medium term prospects for local government budgets are likely to remain challenging and subject further year on year contractions in cash terms. Uncertainty remains in terms of the scale of the reductions and the continued expectation of increased cost pressures, which will drive a need for further significant and sustained savings in the Council's planned spending to achieve a balanced budget position each year. In addition, local government continues to be in a period of dynamic change with a number of emerging legislative and policy changes imminent. These include the General Data Protection Regulation (GDPR) coming into effect in May 2018, the introduction of Universal Full Credit Full Service in May 2018, changes emerging from the Barclay review, the reform agenda across Education governance and funding arrangements as well the planned expansion of free Early Learning and Childcare.

4.3 Workforce planning and development

The Corporate Council Workforce Plan was approved by Board in August 2017. Finance and resources continue to offer professional support and advice to service in their individual level workforce plans which are currently being finalised and will align with the Corporate Workforce Plan. For the service the introduction of Universal Credit Full Service in May 2018 continues to be a key priority given its success will be routed in workforce planning and development as well as ensuring the Service has the capacity and capability to support the Council and all services across a wide range of strategic priorities, programmes and projects.

4.4 External scrutiny (BV, independent evaluations, inspection activity etc)

On 31st August, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The Local Government in Scotland Act 2003 and supporting Statutory Ministerial Guidance sets out the statutory duties and characteristics of a Council that is demonstrating Best Value. Audit Scotland are appointed to assess if Local Authorities are meeting this duty through their audit work on behalf of the Accounts Commission.

Audit Scotland revised the methodology used for auditing best value in 2015, and Renfrewshire Council is the second local authority to have participated in the new Best Value Assurance Report process.

The report provides an assessment of the Council and its performance of 11 years, since its last audit in 2006. Overall the report is positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. The report confirms Audit Scotland's view that the Council has a clear and ambitious vision for the area

which is shared with partners, is working well with partners to address the challenges facing the organisation and the Renfrewshire area and effectively manages the Council's finances. In publishing the report, the Accounts Commission notes that "Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services".

In the report, Audit Scotland also provides direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically includes 7 recommendations relating to areas such as cross party working, community engagement, partnership working, workforce planning and governance arrangements. An action plan which sets out the Council's proposed actions to progress these recommendations was approved by Council on 28 September, 2017. These actions will be embedded within the Council Plan and Community Plans and driven at service level through Service Improvement Plans.

4.5 Key achievements in last six months – by Council Plan priority

Over the last six months Finance and Resources has delivered on a number of key projects that have improved the lives of Renfrewshire residents and customers.

4.5.1 Council Plan Priority 1: Reshaping our place, our economy and our future

- The transfer of Clippens School and Carbrook Street sites have 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.
- Work is ongoing to deliver on the 2021 Infrastructure programme, with investment proposals for 2021 venues and town centre infrastructure having received Council approval on 28 September. The package of proposals are an essential part of Paisley's bid to host the UK city of Culture title in 2021 and include £42 million worth of investment to our indoor venues including Paisley Town Hall and Paisley Arts Centre as well as outdoor infrastructure including St. James Playing Fields and Paisley Town Centre.

4.5.2 Council Plan Priority 3: Tackling inequality, ensuring opportunities for all

- Provision of advocacy services to mitigate fuel poverty.
- The Welfare Reform Group is overseeing the planning and preparations for the introduction of the Universal Credit across Renfrewshire in May 2018. Planning sessions have been scheduled to take place during

October and an Information Sharing Event with partners has been scheduled to take place during November.

- An initial impact assessment of the Universal Credit on the Council has been carried out to ensure that there is an action plan in place to mitigate and minimise the impact on revenues and the workforce.
- Claimant Support Officers continue to provide advice on Council Services to Claimants from across Renfrewshire in the three job centres of Paisley, Renfrew and Johnstone. Since the start of 2017, 600 claimants have been supported with a number of issues including Council Tax reduction, Housing Benefit Advice and signposting to other Council Services such as Housing. Going forward, consideration will be given to how this role may support the rollout of Universal Credit Full Service in May 2018.
- Finance and Resources continue to support the development of future phases of the Schools Estates Management Plan (SEMP) in conjunction with our colleagues in Children's Services.

4.5.3 Council Plan Priority 4: Creating a sustainable Renfrewshire for all to enjoy

- A sector leading programme of work is ongoing to meet targets for Carbon Reduction measures as well as increasing the focus on carbon and financial standing through monitoring and targeting. Renfrewshire Council is currently ahead of schedule in terms of the target reductions it has set, with our 2019/20 target of 36% reduction already at 34.7% in 2016/17.

4.5.4 Council Plan Priority 5: Working together to improve outcomes

- The Corporate Council Workforce Plan and Action Plan was approved by Board on 30 August 2017.
- A review of all Corporate People Development commenced will be completed by March 2018. This review will look at all Corporate People Development interventions to ensure they are targeted, aligned to strategic objectives and improve accessibility.
- The Council has continued its accreditation of the Disability Confident Level 2 Award which was achieved in September 2017.
- Business World planning and implementation continues apace, with major elements of the system testing underway. Business readiness and cutover planning are key areas of focus for the project in the run up to go-live around the turn of the year.
- There are now over 26,000 customers in Renfrewshire with a MyAccount, and this continues to grow steadily each week. The main services

available include Council Tax, Benefits, Housing rent and Payments. MyAccount is being extended to include the facility to report Roads and Lighting Fault reporting and request Special Uplift services from December 2017.

- The new Customer Strategy for the Council will likely go to Board in November 2017.
- The service successfully supported Renfrewshire Council's General Election duties which were concluded in May 2017.
- An induction programme was delivered to Councillors within the new Council Administration, and related changes to governance structures were approved and implemented during May 2017.

5 Areas where actions have been reviewed or delayed

All actions within the Service Improvement Plan (2017-20) are progressing in line with anticipated timescales with the exception of Business World. The programme has been working to a December 2017 go-live for all Business World functionality; however the Project Board has been considering separating out payroll to go live in February 2018 as December 2017 is not ideal from an operational perspective. In parallel with assessing this, a go-live readiness assessment has been undertaken in recent weeks which has flagged some concerns, including business readiness and competing priorities for council resource.

6 Progress against service scorecard

6.1 Arrangements for performance reporting/monitoring/review

The performance scorecard for Finance and Resources has 32 indicators (see Appendix 2). A subset of these is also reported as part of the Corporate Management Team scorecard. The Finance and Resources performance framework is aligned with the priorities set out in the new Council Plan approved in September 2017. Policy and Performance issues are also considered at SMT level on a monthly basis, as well as each service area within Finance and Resources having their own arrangements for scrutinising management information. Indicators and targets are reviewed every six months to ensure that they remain appropriate and relevant.

6.2 Overview of performance

Our key performance indicators are reported in Appendix 2. The majority of our indicators are on target and are performing well. Of the 32 performance indicators within the scorecard, as at Quarter 2:

- 50% (16) are rated Green;
- 22%% (7) are rated Amber;
- 15% (5) are rated Red; and
- 12% (4) are flagged for only data.

6.3 Areas of strong performance

- Time taken for processing new housing benefit applications up till the posting of notification of outcome of the application (cumulative);
- Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative);
- Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days;
- Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days;
- Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative);
- Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date); and
- Percentage of invoices paid within 30 days – Finance and Corporate Services invoices.

6.4 Areas requiring improvement and/or review:

- Average number of work days lost through sickness absence per employee (FCS) (FTE);
- Percentage of managers engaged in the 360 process, with completed reports;
- Percentage of employees having completed IDPs (from MDP/MTIPD) cumulative to date;
- Number of Councillors with a Personal Development Plan (PDP) in place;
- Percentage of calls answered by the Customer Service Unit within Target (40 seconds); and
- Percentage of IT service requests fulfilled within target fix time (annual cumulative).

6.5 Changes to measures or targets since last report

The performance scorecard for Finance and Resources has 32 performance indicators, and none have been amended.

7 The impact of our services/the difference we make






7.1 Finance and Resources delivers effective strategic management of the Council's financial, property, ICT and human resources maintaining sound corporate governance across the Council and is leading on an ambitious programme of service development and improvement. The service continues to operate within a dynamic financial and policy environment.

8. Priorities over the next six months



- Prepare our budget for 2018/19 in anticipation of the announcement from the Scottish Government on local government budget settlements on 14 December.
- Prepare to provide effective support to people affected by the introduction of Universal Credit full service from May 2018 onwards;
- Continue with implementation of Business World;
- Progress customer portal channel shift and deliver savings ensuring equalities is considered in developing our digital channels;
- Implement the recommendations from the recently published Council's Best value Review Assurance report;
- Implement the Corporate Workforce Plan and work with Services to finalise service level Workforce Plans which align with the Corporate Workforce Plan objectives, and assist with implementation;
- Undertake a skills profile exercise within the service 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;
- Continue to deliver the 2017/18 planned programme of internal audit assurance;
- Promote and implement new Customer Service Strategy;

- The Service will continue to provide a full range of professional services to support the Council to progress and deliver a wide range of regeneration projects for Paisley Town Centre and throughout; and
- Continue to deliver effective support through Claimant Support officer and Energy Advice Tackling Poverty projects within Renfrewshire.

Service Improvement Plan 2017-2020







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...		<div><div>15%</div></div>	31-Mar-2020	To date the Clippens School transfer and Carbrook Street sites have been approved.
FRSIP17.01.02	Deliver on 2021 Infrastructure programme		<div><div>15%</div></div>	31-Mar-2020	Work is ongoing to deliver the 2021 infrastructure programme.






03: Tackling inequality, ensuring opportunities for all









Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.05.05	Deliver Advocacy Services to mitigate fuel poverty		<div><div>15%</div></div>	31-Mar-2020	







Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.05.06	Provide effective support to people affected by the introduction of Universal credit Full Service from May 2018 onwards		<div><div>30%</div></div>	31-May-2018	Welfare Reform Group is overseeing the planning and preparations for the introduction of Universal Credit across Renfrewshire in May 2018. Detailed planning sessions have been scheduled during October and an information sharing event with partners is planned for November 17.
FRSIP17.05.07	Monitor the progress of welfare reform and put in place effective controls to ensure the council is prepared for the impacts		<div><div>30%</div></div>	31-Mar-2020	An initial Impact Assessment of the impact of universal credit on council has been carried out. Actions planned to minimise the impact on revenues and the workforce.
FRSIP17.05.08	Continue to deliver effective support through the Claimant Support Officer and Energy Advice Tackling Poverty projects Renfrewshire		<div><div>40%</div></div>	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 eg housing. The team are now focussed on working with DWP to define the future operating model, taking into account the roll out of Universal Credit in May 2018.
FRSIP17.06.09	Support early learning and Childcare Workforce to increase funded placements by 2020/21		<div><div>0%</div></div>	31-Mar-2020	Children Services will be supported through a key action in their workforce plan.
FRSIP17.06.10	Provide professional Finance and Property support to deliver the School Estate Management Plan (SEMP)		<div><div>80%</div></div>	31-Mar-2020	Support is available on an ongoing basis to the development of future phases of the schools estates strategy in conjunction with Children's Services colleagues; while the existing plan continues to be delivered and monitored.
04: Creating a sustainable Renfrewshire for all to enjoy					
FRSIP17.04.03	Meet the Scottish Government's targets and expectation on Carbon Reduction measures		<div><div>15%</div></div>	31-Mar-2020	Work is ongoing to meet the targets on Carbon Reduction measures.
FRSIP17.04.04	Increase focus on Carbon and Financial standings through monitoring and targeting.		<div><div>15%</div></div>	31-Mar-2020	Work is ongoing to increase focus on carbon and financial standing through monitoring and targeting.


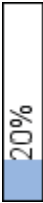
05: Working together to improve outcomes

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.09.11	Introduce a corporate Workforce Plan and all service workforce plans for 2017/18 are implemented		<div><div>90%</div></div>	31-Mar-2018	The Corporate Council Workforce Plan and Action Plan was approved by Board on 30 August 2017. Service workforce plans are being finalised and will align with the Corporate Workforce Plan objectives.
FRSIP17.09.12	Develop a Talent Management strategy		<div><div>30%</div></div>	31-Mar-2019	The Council's new PDR Policy is anticipated to go to board for approval on 31 January 2018. A Talent Planning approach will be embedded as part of this 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		<div><div>75%</div></div>	31-Mar-2019	The Council's new PDR Policy will go to board for approval on 8 November. Business world will be utilised to capture, evaluate and monitor performance and development objectives and demonstrate continuous improvement.
FRSIP17.09.14	Improve Learning and Development opportunities		<div><div>25%</div></div>	31-Mar-2019	A review of all Corporate People Development has commenced and is anticipated will be completed by March 2018. This review will look at all Corporate People Development interventions to ensure they are targeted, aligned to strategic objectives and improve accessibility opportunities.
FRSIP17.09.15	Strengthen our work as a Disability Confident Employer		<div><div>100%</div></div>	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		<div><div>25%</div></div>	31-Mar-2020	Workforce re-design is a key focus and action in the Council's recently approved workforce plan.
FRSIP17.09.17	Support staff who are involved in a BCC project to ensure resilience and capacity is at a suitable level		<div><div>50%</div></div>	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.
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		<div><div>25%</div></div>	31-Mar-2020	A Recruitment and Selection Policy is being developed and work with CBS has commenced to streamline processes. Recruitment and Selection will be linked to the Council's Talent Planning approach and promote and reinforce the Council's Employer Identity.
FRSIP17.09.19	Develop and introduce a service succession planning approach to provide structure and focus and key actions to mitigate associated risks		<div><div>25%</div></div>	31-Mar-2020	An approach to succession planning is currently being scoped out in line with each service workforce plan.

Action Code	Action	Status	Progress	Due Date	Update
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		<div><div>50%</div></div>	31-Mar-2018	A skills gap analysis is being carried out as a key action within the service workforce plan.
FRSIP17.09.21	Develop career pathways and a learning and development plan for Finance and Resources		<div><div>25%</div></div>	31-Mar-2019	An approach to developing career pathways for the service is being carried out as a key action within the service workforce plan. As part of the Corporate People Development Review the service will work closely with the OD Team to identify targeted People Development interventions, fit for purpose which can be measure for a return in investment.
FRSIP17.10.22	Implement Business World		<div><div>60%</div></div>	31-Dec-2017	The programme continues apace, with major elements of the system testing underway. Business readiness and cutover planning are key areas of focus for the project in the run up to go-live. The Project Board has been considering separating out payroll to go live in February 2018 as December 2017 is not ideal from an operational perspective. In parallel with assessing this, a go-live readiness assessment has been undertaken in recent weeks which have flagged some concerns, including business readiness and competing priorities for council resource.
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		<div><div>60%</div></div>	31-Mar-2020	Business World go live is currently planned for December 2017. Decisions on scope to consider other areas where it could be deployed will be taken after April 2018.
FRSIP17.10.24	Accelerate customer portal channel shift and deliver savings. Ensure equalities is considered in developing our digital channels		<div><div>30%</div></div>	31-Mar-2018	There are over 25k 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 is ongoing with Community Resources and our customers to define Roads and Lighting Fault Reporting and the Special Uplift processes through My Account. These new services are being developed with a view to being live for the customer at the end of October 2017.













Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.10.25	Develop new Customer Strategy for the Council, including accessibility for all customers		<div><div>70%</div></div>	31-Oct-2017	The Customer Strategy 2017 - 2022 is being developed in conjunction with our Customers and Staff. Consultation has been carried out over the summer period, and a draft Customer Strategy is being finalised.
FRSIP17.10.26	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme		<div><div>20%</div></div>	31-Mar-2019	A recent Internal Audit of the Council's RMP has highlighted that more advantage should be taken of the five year period for implementation of the RMP. As such, some timescales have been revised, including work on the BCS. As reported to the Audit, Scrutiny and Petitions Board, this element of the RMP requires most work and will take the longest to complete with an anticipated completion in 2019. Work is underway to implement the BCS as a file plan on shared drives throughout the organisation. In support of this work, officers have been identified throughout service areas that will be tasked with producing reports on their service's shared folders using an analysis tool. Initial training has been delivered and guidance created. These reports will help to identify file duplication, files passed their retention, and areas where files can be managed better.
FRSIP17.10.27	Support implementation of new corporate approach to self-assessment		<div><div>5%</div></div>	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 in October 2017.
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		<div><div>100%</div></div>	31-Jul-2017	Both aspects of this action have been completed ie 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		<div><div>100%</div></div>	30-Jun-2017	Completed and no elections due until 2021
FRSIP17.10.30	Implement recommendations from the Council's Best Value Assurance Report		<div><div>5%</div></div>	31-Mar-2018	The BVAR was approved by Council on 28 September 2017, with key actions being agreed which will be taken forward over the course of 2017 and 2018.
FRSIP17.10.31	Implement ICT Strategy		<div><div>25%</div></div>	31-Mar-2020	A programme of work has been developed around the 8 work streams that underpin the ICT Strategy 2017 - 2020. A number of projects are now underway including Telephony As A Service, Implementing Microsoft Enterprise Agreement, Centralisation of Application Management, etc
FRSIP17.10.32	Lead on Better Council Programme projects phase 3		<div><div>20%</div></div>	31-Mar-2019	The projects in the Customer Experience/digital theme are progressing well from development of the business cases into delivery for example; two automated processes have been deployed in Customer & Business Services.

Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.10.33	Monitor the impact of Brexit developments		<div><div>25%</div></div>	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		<div><div>0%</div></div>	31-Oct-2020	<p>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 has verbally advised that they have until the 31 December 2020 to settle all appeals.</p> <p>There will be various appeals Boards held throughout this 3 year period. We will be cited to appear only if settlement cannot be reached beforehand. The Assessor will determine what property classes he desires to progress for any appeal discussions, and when. It is anticipated that the number of appeals will reduce over time, and a benefit of this exercise is that some minor savings will potentially be achieved.</p>
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)		<div><div>20%</div></div>	31-Mar-2020	Work on the NFI outcomes are ongoing throughout various services within the Council. Fraud awareness sessions continue to be held for Council Staff and a i-learn fraud awareness course is currently being developed. Any fraud referrals received are reviewed and those meriting further investigation are allocated to the Council Fraud Officers.
FRSIP17.10.36	Deliver the 2017/18 planned programme of internal audit assurance		<div><div>40%</div></div>	30-Jun-2018	Work is currently on schedule. As at 31/08/17 we had 36.1% of the plan completed against a target of 34.8%
FRSIP17.10.37	Respond to New Social Security Powers for Scotland and the impact on the Council		<div><div>10%</div></div>	31-Mar-2020	Senior officers continue to contribute discussions with SG and CoSLA on the new powers. SG Social security team visited Renfrewshire over the summer to get firsthand experience of customer service and welfare benefit delivery in Renfrewshire.
FRSIP17.10.38	Continue to improve the suitability of office accommodation		<div><div>15%</div></div>	31-Mar-2020	Work is ongoing; Members Accommodation and Second Floor south works have been completed.







Action Code	Action	Status	Progress	Due Date	Update
FRSIP17.10.39	Implement a consistent approach to equality impact assessment to support members in their decision making and scrutiny		 20%	31-Mar-2020	Our approach to equality impact assessments has been re invigorated with the publication of our new equality outcomes and mainstreaming report in April 2017. Group training on impact assessment has taken place with the PMU and with smaller groups in other departments. The CMT and senior management teams in each service have been updated about their equality duties, impact assessments and implementing our new equality outcomes. This work is starting to be reflected in the number of papers going to Boards where an impact assessment has been completed. Further emphasis will need to be given to this area of work to ensure that impact assessment write ups are completed consistently and considered by decision makers.

Service Improvement Plan 2017-2020 Council Plan (Qtr2)







Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI0 05a	Time taken for processing new housing benefit applications up until the posting of notification of outcome of the application (cumulative)				22.36	24	22.9	24	23.53	24	24.3	24	Processing speed for New Claims is slightly outwith target for the year to date. In relation to New Claims processed within 14 days of all information received, this measure is within target for the period and year to date.
FCSKPI0 05c	Time taken for processing change of circumstance housing benefit applications up until the posting of notification of outcome of the application (cumulative)				6.88	10	5.98	10	5.21	10	6.87	10	Processing of Changes of Circumstance is within target for the period, and year to date.
FCSKPI0 10	Average speed of processing a Crisis Grant (Scottish Welfare Fund) in days				1	2	1	2	1	2	1	2	The service continues to process Crisis Grants well within target.
FCSKPI0 11	Average speed of processing a Community Care Grant (Scottish Welfare Fund) in days				10	15	16	15	11	15	11	15	The service continues to process Community Care Grants well within target.

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

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FRGMT24	Total CO2 emissions (tonnes) from public buildings				22,347	26,566	18,189	25,928	Not measured for Quarters		25,675		FRGMT24 CO2 emissions for 2016/17 is 18,189 Tonnes. This is a reduction of 37.5% from the 2012/13 baseline. The overall CMP reduction which is HPSIP22 is 34.7%.
FRSIP22	% Reduction in overall CO2 emissions for Renfrewshire Council (CMP 2014-2020)				20.4%	6%	34.7%	7.9%	Not measured for Quarters		10.1%		The forecast figure for 2016/17 (awaiting quarterly billed site data) shows that performance has increased to 31.5%, from 20.4% in 2015/16, which is a significant improvement for this measure. The underpinning areas of reduction are gas, water and council fleet consumption. This has meant a reduction in almost 1,000 tonnes of CO2 emissions since last year.







Local Outcome 05: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSCO MPYR	Total % of investigation (Stage 2) complaints responded to within targets by FACS (cumulative to date)				95.78 %	100%	92.36 %	100%	91.43 %		90.32 %	100%	By the end of Qtr 2, 62 Complaints were received in total (April - September). To date, 53 complaints have been completed within the required timescale and 3 complaints for September are still being followed up within timescale. 1 complaint from April, 2 from June and 1 from September are still being followed up outwith timescale and 1 complaint for June and 1 for July was completed outwith timescale..
FCSCOR P01	Central Support Services as a percentage of Council Running Costs (Total Gross Expenditure)				5.8%				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 2016/17 data is due to be published late in 2017.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Value	Value	Target	
FCSCOR P02	Cost of Democratic Core per 1,000 of Population				£47.05 5.45								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 2016/17 data is due to be published late in 2017.
FCSABS 01dii	Average number of work days lost through sickness absence per employee (FCS) (FTE)				9.58	6.5	9.28	6.4	2.29	2.16	6.4		It has been noted that absence is above target for Qtr 2. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information. Monitored through covalent process through HR Team. All absent statistics go through CMT and reported to Board.
FCSKPI0 03	Number of invoices paid within 30 days of receipt, as a percentage of all invoices paid council wide (cumulative)				96.91 %	96%	97.01 %	96%	97.48 %	97.57 %	96%		At the end of Qtr 2 a total of 128,419 invoices were received of which 125,295 were processed within 30 days This indicator reports on the cost of collecting Council Tax per chargeable dwelling:
FCSKPI0 08	Cost of collecting council tax per chargeable dwelling				11.37	15.4	11.84	15.55	Not measured for Quarters	16.1			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
FCSKPI0 01	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				96%	94.47 %	95.96 %	96%	32.68 %	60.27 %	59.84 %		Council Tax collection is 0.43% up on the same position for 2016/17. Much of this increase may be down to the increased charges in bands E - H for 2017/18.
FCSPEPS OD08	% of managers, in the 360° process, with completed reports				97.95 %	100%	93%	100%	93%	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

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16				2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSPERS OD09	% of employees having completed IDPs (from MDP/MTIPD) cumulative to date				60.31 %	100%	73%	100%	66%	100%	72%	100%	72%	100%	From the returns received to date 72% of staff across the service have completed MDP/MTIPD
CSADIV 35MS	Number of Councillors with a Personal Development Plan in place				31	40	29	40	0	40	0	22	0	22	Access to the Improvement Service CPD portal is being rolled out to Councillors on a phased basis. To date, 15 Conveners/Depute Conveners have been invited to access this online service to undertake a self-assessment questionnaire that will help identify their individual development requirements and from which PDPs can be populated. Support is available on request and progress is dependent on Councillors' participation
FCSCRE DFCS01 f	% of invoices paid within 30 days - Finance & Corporate Services invoices				99.17 %	98%	99.44 %	98%	99.78 %	98%	99.45 %	98%	99.45 %	98%	By the end of qtr 2 1,821 invoices for Finance & Resources were processed within 30 days from a total of 1,831
FCSCSU 03	% of calls answered by the Customer Service Unit within target (40 seconds)				38%	70%	52%	70%	69%	70%	62%	70%	62%	70%	Through the second quarter of 2017/18 the performance of the customer service unit was affected by the higher than usual volume of calls after the public holidays.
FCSCSU 07 (NEW PI)	Customer Service Unit - % of calls answered				N/A	N/A	N/A	N/A	96%	N/A	95%	90%	95%	90%	Percentage of calls answered was above the target of 90% despite public holidays impacting on customer service unit during this quarter.
FCSCSU ENQ01c	Percentage of customer enquiries resolved at first point of contact by Customer Services advisor cumulative				100%	90%	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
FCSCSU SAT09	Average waiting time of customers in the Customer Service Centre				16.45	20	15.18	20	14.6	20	17.25	20	17.25	20	Average wait time has maintained a good performance and remains within the 20minute target.
FCSCSU SAT10	Customer satisfaction rating for services delivered by the Customer Service Unit				75.11 %	90%	74.9%	90%	Not measured for Quarters	90%	Not measured for Quarters	90%	Not measured for Quarters	90%	Service impacted by 2 day public holiday.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16				2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSFO107	% of FOI reviews completed within 20 days				100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	There were a total of 6 FOI reviews, all of which were responded to on time
FCSFO108	% of Finance and Corporate Services FOI requests completed within timescale				95.19 %	100%	97.63 %	100%	95.5%	100%	99.6%	100%	99.6%	100%	There were a total of 379 requests, 3 of which were late to ensure requests responded to were accurate
FCSICT001	Percentage of IT incidents fixed within target fix time (annual cumulative to date figure)				86.1%	85%	87.5%	85%	91.4%	85%	89.6%	85%	89.6%	85%	A total of 6,966 calls were logged over this period. 6,125 calls were resolved within the agreed fix time, this represents a cumulative percentage of 89.55%, which is above the agreed target level of 85%
FCSICT002	Percentage of IT service requests fulfilled within target fix time (annual cumulative figure)				86%	85%	81.7%	85%	76.1%	85%	74.3%	85%	74.3%	85%	A total of 7,661 calls were logged over this period. 5,553 calls were resolved within the agreed fix time; this represents a cumulative percentage of 74.27%, which is below the agreed target level of 85%. This reduction is due to staff being trained in new ways of working, including dedicating some staff to specific projects.
FCSICT003	IT Customer Satisfaction Rating (out of 5)				4.92	4.8		4.8		4.8		4.8		4.8	The data for this PI is no longer being collected.
FCSICT004	Percentage of uptime for key IT systems				99.85 %	99%	99.95 %	99%	99.99 %	99%	99.98 %	99%	99.98 %	99%	Actual 99.98%, target 99%, 37 key systems are monitored, unplanned downtime totalled 4 Hrs over 2 systems
FCSKPI002	Percentage of income due from Council Tax for prior years (cumulative position to date)				97.08 %	97.27 %	97.16 %	97.27 %	97.04 %	97.27 %	97.09 %	97.27 %	97.09 %	97.27 %	Follow up continues to be run each month. We continue to monitor both the current year and previous years' collection.
FCSKPI004a	Percentage of Non Domestic Rates due in the year, collected by the end of the year (cumulative to date)				98.01 %	97.31 %	98%	98%	19.46 %	98%	51.27 %	54.16 %	51.27 %	54.16 %	The Service tracks NDR receipts closely. That collection is down on the same point last year is only due to a single customer, whose rates bill forms a significant part of the total levied charges, paying in instalments for 2017/18 as opposed to in advance as with 2016/17.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value		Target		Value		Target		
FCSKPI1 33	Percentage of Audit Plan completed (cumulative)				95.1%	95%	91.8%	95%	23%	41.4%	42.8%	We are slightly behind target as a result of vacancies and also leave commitments during September	
FRGPG0 1	Councilwide - % gender pay gap between average hourly rate of pay for male and female employees				2.98	4.86	Not measured for Quarters		Why has the PI value increased by more than 10%? The PI value has increased by 10% due to a number of factors, namely turnover; living wage and incremental progression, all of which have contributed to this increase in the pay differential. The Council will continue to take steps via its equality outcomes to address these pay gaps and improve the equality data of our employees.				



To: FINANCE, RESOURCES & CUSTOMER SERVICES POLICY BOARD

On: 8 NOVEMBER 2017

Report by: DIRECTOR OF ENVIRONMENT & COMMUNITIES

**Heading: ENVIRONMENT & COMMUNITIES SERVICE IMPROVEMENT PLAN
2017/18 – 2019/20: MID-YEAR MONITORING REPORT**

1. Summary

- 1.1 The Environment & Communities Service Improvement Plan 2017/18 – 2019/20 was approved for Community Resources by the Infrastructure, Land and Environment; Communities, Housing and Planning and Finance, Resources and Customer Services Policy Boards in June 2017.
- 1.2 It has been updated to reflect the change in the name of the service to Environment & Communities, agreed at the 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 30 September 2017. 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 2017-18 Service Improvement Plan
 - Details of how the work of the service contributes to the priorities set out in the Council Plan

- An assessment of performance in relation to the service scorecard of core performance indicators
- An overview of priorities for the service over the next six months.

1.5 Over the past six months, the key achievements for the service that are of particular relevance 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 Over the next six months, the key priorities to be delivered that are of particular relevance to the remit of this Policy Board are:

- Delivery of key projects under the Council's Better Council Change Programme
- Leading on the implementation of Renfrewshire's Sustainable Food Strategy and the delivering of food education programmes with partners
- Taking forward the key actions of the new Environment & Communities workforce plan
- Facilities Management is 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. This will include both free and paid school meals provision

1.7 A version of this monitoring report will be reported to the three policy boards of Infrastructure, Land and Environment; Communities, Housing and Planning, and Finance, Resources and Customer Services Policy Boards.

2. Recommendations

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

- 2.1 Notes the progress that has been made on service performance
 - 2.2 Notes the progress made on actions and performance in the action plan
 - 2.3 Agrees that an out-turn report in respect of areas of activity delegated to this Policy Board be provided to this Board in Spring 2018.
-

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. This mid-year monitoring report provides an update on progress against the 2017-18 Plan actions and performance indicators.
- 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 Section 5 of this report provides a summary of the service's achievements over the period April to September 2017 that are of specific relevance to the remit of this Policy Board. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detail is provided in the Action Plan which forms Appendix 1 and the Performance Scorecard which forms Appendix 2 both of which are aligned to the Council Plan Strategic Outcomes agreed at Council on 28 September 2017 and provide a complete summary of progress against all Service Improvement Plan Actions and Performance Indicators.
- 3.5 A version of this monitoring report is being presented to the Infrastructure, Land and Environment, Communities Housing and Planning, and Finance Resources and Customer Services Policy Boards. A further outturn report will be presented to each Board in Spring 2018.

4. **Service Update**

Role of Environment & Communities and Key Service Activities

- 4.1 The principal role and purpose of Environment & Communities is to provide:
- Amenity Services - Waste, StreetScene & Land Services, Roads & Transportation, Fleet & Transportation, Infrastructure;
 - Public Protection - Regulatory Services, Community Safety and Civil Contingencies;
 - Facilities Management (Hard & Soft Services) – including PPP & Compliance and Building Services.
- 4.2 Services are provided directly to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by approximately 1,800 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £68 million.
- 4.3 These wide ranging and highly visible services are delivered at around 270 Council premises, to over 83,000 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.

Best Value

- 4.4 On 31st August, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The Local Government in Scotland Act 2003 and supporting Statutory Ministerial Guidance sets out the statutory duties and characteristics of a Council that is demonstrating Best Value. Audit Scotland is appointed to assess if Local Authorities are meeting this duty through their audit work on behalf of the Accounts Commission.
- 4.5 Audit Scotland revised the methodology used for auditing best value in 2015, and Renfrewshire Council is the second local authority to have participated in the new Best Value Assurance Report process.
- 4.6 The report provides an assessment of the Council and its performance of 11 years, since its last audit in 2006. Overall the report is positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. The report confirms Audit Scotland's view that the Council has a clear and ambitious vision for the area which is shared with partners, is working well with partners to address the challenges facing the organisation and the Renfrewshire area and effectively manages the Council's finances. In publishing the report, the Accounts Commission notes that "Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services".

- 4.7 In the report, Audit Scotland also provides direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically includes 7 recommendations relating to areas such as cross party working, community engagement, partnership working, workforce planning and governance arrangements. An action plan which sets out the Council's proposed actions to progress these recommendations was approved by Council on 28 September.
- 4.8 These actions will be embedded within the Council Plan and Community Plans and driven at service level through Service Improvement Plans.
- 4.9 The Best Value Assurance Report for Renfrewshire Council highlights the Renfrewshire Community Safety Partnership's daily tasking process as an example of best practice.
- 4.10 Daily tasking takes place each day within the Community Safety Partnership Hub to review relevant incidents that have occurred over the previous 24-48 hours. The information is then given to the most appropriate service to deliver an earlier intervention approach to resolve the issue before it worsens. The outcomes of each incident are monitored to identify any patterns of persistent behaviour. This means that resources, including people and money, are deployed based on evidence.

External Scrutiny

- 4.11 Environment & Communities has successfully participated in several external audit exercises which have demonstrated conformance to standards set out by the accreditation body, British Standards Institution (BSI).
- 4.12 The service has continued to maintain ISO 9001, ISO 22000 and OHSAS 18001. Building Services was also successfully integrated into the overarching Environment & Communities Quality Management System for ISO 9001.
- 4.13 All audits received very positive continuing assessment reports which demonstrated the mature and well managed systems in place across the service.

5. Performance of Environment & Communities from 1 April 2017 to 30 September 2017

- 5.1 The main achievements of the service over the first 6 months of the plan that are of particular relevance to the remit of this Policy Board are highlighted below. Further detail is provided in Appendix 1 which provides a summary of progress achieved over the period April to September 2017. The Appendix highlights areas where significant advances have been made and gives clear targets for completing actions that have been reviewed or delayed.
- 5.2 The main achievements over the first 6 months of the plan that are of particular relevance to the remit of this Policy Board are outlined below:

- 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

6. Areas where actions have been reviewed or delayed

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

7. Progress against service scorecard

- 7.1 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.
- 7.2 The Environment & Communities performance scorecard contains 47 indicators, of which 10 are for information only and have no target. Of those indicators with targets, 16 are performing strongly (Green), 13 are close to target (Amber) and will continue to be monitored and 8 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.
- 7.3 Several performance indicators in the service scorecard are reported as part of the Local Government Benchmarking Framework (LGBF). The Improvement Service will release a first draft of the 2016/17 data in late November early December 2017.
- 7.4 A final validated version of the LGBF data for 2016/17 will be published by the Improvement Service in late February 2018. A summary of Renfrewshire Council's performance will be reported to the Audit, Risk and Scrutiny Board in March 2018.
- 7.5 An area of strong performance with particular relevance to the remit of this Policy Board is:
- The % of street lighting faults which were repaired within the 7 day timescale, in the first 6 months of 2017/18 was 96.7% 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%.
- 7.6 Examples of performance indicators that are currently performing below target that are of relevance to the remit of this Policy Board include:

- Absence at the end of quarter 2, at 6.8%, was above target (4%). While the target is challenging for the service, performance has declined compared to the same period last year.
 - 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 2,624 frontline resolutions or complaints were received by the service in the first 2 quarters of 2017/18 with 84% completed on time.
 - The uptake of free school meals was 72.2% at the end of quarter 2, which was below the 75% target for 2017/18. Facilities Management is 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. This will include both free and paid school meals provision
- 7.7 There are no performance indicators that have targets that require to be reviewed that are of particular relevance to the remit of this Policy Board:

8. Priorities over the next six months

- 8.1 The focus of the service over the next six months in areas of relevance to this Policy Board will be:
- Delivery of key projects under the Better Council Change programme
 - Leading on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners
 - Taking forward the key actions of the new Environment & Communities workforce plan
 - Facilities Management will consider operational changes to the school meal service in order to improve efficiency whilst continuing to increase uptake for both free and paid school meals.






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 Planning** – the report details a range of activities which reflect local community planning themes.
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 because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. The Service Improvement Plan also links with the Council's Equality Outcomes and Mainstreaming Equality Report and includes actions to ensure the Service contributes positively to reducing inequality.
8. **Health & Safety** – The Service Improvement Plan supports Environment & 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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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		<div><div>50%</div></div>	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. Facilities Management has participated in Project Search which is now in the third year of the project. There are currently 8 young people working with staff throughout the service.

Action Code	Action	Status	Progress	Due Date	Update
02	<p>Active involvement in the delivery of City Deal initiatives including:</p> <ul style="list-style-type: none"> • a passenger transit link to Glasgow airport • investment in roads around Glasgow airport • a crossing of the Clyde at Renfrew 		<div><div>25%</div></div>	31-Mar-2020	<p>Support for the infrastructure associated with the Glasgow Airport Investment Area and Clyde Waterfront and River Crossing continues. The proposals include the realignment and construction of new roads, following the route of Abbotsinch Road and Inchinnan Road, to the south of Glasgow Airport, eastwards to a new bypass of Renfrew town centre northwards to the proposed Clyde Crossing swing bridge. All the roads are partnered by off-road cycle routes which serve the Airport, Inchinnan Business Park and the Clyde Crossing. The Council continues to pursue the extension of these cycle routes to Bishopston and along the Paisley to Renfrew corridor.</p>
03	<p>Support economic regeneration and improve job creation through the regeneration and revitalisation of town centres</p>		<div><div>30%</div></div>	31-Mar-2020	<p>Close working is being maintained with regard to the Renfrewshire Economic Strategy/Framework and the City of Culture Bid 2021. Key service actions:</p> <ul style="list-style-type: none"> • A refresh of the Local Transport Strategy was approved by Board in August 2017 • Traffic and transport plans for Johnstone phase 1 of 4 has been completed. Phase 2 signage is progressing for delivery in 2017/18 • Traffic and transport plans for Paisley town centre are in development, including stakeholder consultation in July 2017, in support of the Paisley Town Centre Action Plan
04	<p>Lead on the works to improve the public realm in support of Paisley's 2021 City of Culture bid</p>		<div><div>30%</div></div>	31-Mar-2020	<p>A Public Realm Masterplan has been developed outlining a series of proposals for implementation. The masterplan will now be developed through to detailed design with an implementation timeline for delivery in advance of 2021.</p> <p>In support of both the bid for UK City of Culture 2021, and the long term wider regeneration strategy for Paisley town centre, high level master planning activities have been taken forward to identify key infrastructure improvements across public realm and flexible outdoor space as well as travel and accessibility arrangements in and around</p>

Action Code	Action	Status	Progress	Due Date	Update
					<p>approaches to the town centre.</p> <p>To advance this next stage we are taking forward a range of detailed development, enabling, and early preparation works over the coming months. Following completion of this phase of development work, the detailed programme of investment will be reported and presented for consideration at a future board cycle, prior to commencement of the delivery phase.</p>
02: Building strong, safe and resilient communities					
Action Code	Action	Status	Progress	Due Date	Update
05	Deliver and support actions to meet the Community Empowerment Act through community and partnership participation		<div><div>15%</div></div>	31-Mar-2020	<p>Leading the corporate approach to empowering communities and developing proposal to create a new relationship between the Council and its communities through:</p> <ul style="list-style-type: none"> • Building community capacity in natural communities • Transferring control of service delivery assets to communities • Developing decentralised budgets and participatory budgeting • Sharing power more equally between communities, individuals and professionals • Investing in and developing potential, assets and social networks <p>As part of the new Team Up to Clean Up campaign, Environment & Communities are leading on Community Clean Ups and working with Communities and associated groups. Environment & Communities will work with Corporate Services and other stakeholders regarding empowering communities.</p>







Action Code	Action	Status	Progress	Due Date	Update
06	Lead on the public protection agenda incorporating requirements from national legislation		<div><div>50%</div></div>	31-Mar-2020	<p>The Public Protection Agenda is critical in ensuring that Renfrewshire is a safe place to live, work and visit. Through the Community Safety & Public Protection Steering Group and reporting to the Renfrewshire Community Safety Chief Officers Group, Environment & Communities drive the Public Protection Agenda in close partnership with Police Scotland, Scottish Fire & Rescue, Children's Services and the HSCP and other key partners. Over the past year significant progress has been made.</p> <p>Local strategies have been developed to target Serious and Organised Crime, Counter Terrorism and are based on the national agenda set by the UK and Scottish governments.</p> <p>The Renfrewshire Community Safety Partnership has developed its approach to CCTV with 24 hour monitoring and a focus on crime prevention, missing persons and homelessness.</p> <p>Work with the Gender based violence group and Police Scotland has led to the development of best practice MARAC (high risk victims of domestic abuse) processes. The first MARAC annual report highlighting progress and next steps is currently being prepared and will be published shortly.</p> <p>The development of an integrated enforcement policy has ensured all regulatory and enforcement services are targeted on supporting the development of legitimate businesses and ensuring the safety and protection of local communities.</p>
07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub		<div><div>50%</div></div>	31-Mar-2020	<p>Work continues to develop the Community Safety Hub and realign services to maximise the service. Over the past year there has been progress in a number of key areas.</p> <p>The CCTV operations centre based in the Renfrewshire Community Safety Partnership Hub is now monitored 24 hours a day and has targeted the development of out of hours services focussed on missing</p>







Action Code	Action	Status	Progress	Due Date	Update
					<p>persons and homelessness.</p> <p>The Council has now taken on data ownership and control of all images collected through the public space CCTV system. Extensive training has focussed on ensuring compliance with data protection and RPSA requirements and the service received a clean audit from the OSC (Office of Surveillance Commissioner).</p> <p>Additional services are now being provided through the Hub including out of hours calls (including the £10.7m Fingal Pump station in Renfrew) and winter maintenance call/service.</p> <p>The Renfrewshire Community Safety Partnership Hub has been successfully used as the JACC (Joint Agency Control Centre) for a number of town centre events and activities.</p> <p>The Renfrewshire Community Safety Partnership's daily tasking process was highlighted as an example of best practice in Audit Scotland's 2017 Best Value Assurance Report for Renfrewshire Council.</p>
08	Developing community interventions that build community resilience, improve safety and security and reduce victims of harm through improved intelligence sharing, partnership working and diversionary activities		 50%	31-Mar-2020	<p>The Daily Tasking process is well embedded with 14 key partners attending on a regular basis. Public Protection leads on reviewing incidents over the previous 24/48 hours and disposing actions to the relevant agencies and partners, dealing with approximately 500 incidents per month. The improved intelligence shared via an Information Sharing Protocol allows earlier intervention within the communities to safeguard and reduce victims of harm.</p> <p>The Building Safer Greener Communities programme is now targeting its third area (Erskine) having successfully delivered interventions in Ferguslie and Gallowhill.</p>
09	Developing the Renfrewshire Multi Agency Risk Assessment Conference (MARAC) to		 70%	31-Mar-2020	<p>The Renfrewshire MARAC was established in October 2015 to assist the high risk victims of domestic abuse and put appropriate safety</p>






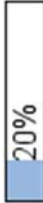




Action Code	Action	Status	Progress	Due Date	Update
	support high risk victims of domestic abuse and raise awareness of the issue in Renfrewshire				<p>plans in place to protect the victim and their children.</p> <p>An audit by SafeLives has provided recommendations for improvement and the resultant action plan has been completed and reported to the Community Protection Chief Officer Group in September 2017. The audit also highlighted the excellent practice being undertaken as part of Renfrewshire MARAC and other local authorities have visited Renfrewshire to assess how it works in practice.</p> <p>Renfrewshire MARAC has now dealt with over 380 cases since October 2015 including in recent months a number of male victims of domestic abuse.</p>
10	Working with key partners to develop a local counter terrorism CONTEST strategy			31-Mar-2020	<p>The Council's Single Point of Contact (SPOC) sits on the local Contest Board and chairs a multi-agency Contest/Prevent Group which implements the national Contest Strategy at a local level.</p> <p>This meeting has good representation from all key partners including relevant national agencies (Scottish Prison Service, Police Scotland National CT Unit, and Scottish Ambulance Service).</p> <p>The Council's Single Point of Contact (SPOC) has also participated in Prevent Peer review training organised by the home Office and is supporting the development of a Scottish Peer review and training process.</p>
11	Contribute to the Tackling Poverty Action Plan through enhanced enforcement activity in the private rented sector			31-Mar-2018	<p>To date, 391 unregistered landlords have been identified with 206 of these having now registered and 144 who have failed to register, being issued with Rent Penalty Notices, the remaining are in the process of being pursued. There have also been 66 Repairing Standard investigations undertaken with four landlords being reported to the Housing and Property Chamber First Tier Tribunal for Scotland.</p>
12	Carry out repairs and maintenance on Renfrewshire Council buildings and monitor			31-Mar-2019	<p>The Environment & Communities Risk Register allows the risk associated with buildings to be captured and monitored. Following the</p>







Action Code	Action	Status	Progress	Due Date	Update
	actions through the Risk Register				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. It is anticipated that by summer 2018 a substantial amount of the development work will be completed.






03: Tackling inequality, ensuring opportunities for all






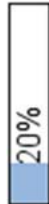




Action Code	Action	Status	Progress	Due Date	Update
13	Contribute to the Tackling Poverty Action Plan through the Families First project by providing healthy hot meals during designated holiday periods			31-Mar-2018	During the School holiday periods, Families First clubs have operated within Renfrewshire. These 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 pre five centre during school holidays.
14	Contribute to the Tackling Poverty program by delivering morning clubs in targeted areas			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 continue in the new school year. 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 include a healthy breakfast and a programme of activities. Pupils eligible for a free school meal at Castlehead High School can receive a healthy breakfast in the cafe area before school starts.
15	Contribute to the Tackling Poverty Action Plan through the enhanced Street Stuff programme including activities and meals			31-Mar-2018	An expanded Street Stuff programme will continue to be delivered in the afternoons, evenings, weekends and holiday periods during 2017-18. The Street Stuff attendances continue to remain at a high level with year to date attendance of over 16,500. This was boosted by







Action Code	Action	Status	Progress	Due Date	Update
					implementation of the 2017 spring & summer break camps and attendance at events such as, British Pipe Band Championship, gala days, etc.
16	Contribute to the Tackling Poverty Action Plan through the provision of employment and training opportunities for identified groups of young people in Renfrewshire			30-Sep-2017	12 trainees were recruited during 2016 - 5 Special Wardens, 4 Street Stuff Coaches and 3 Community Safety Officers, all received extensive training and experience during their time with the services. This programme has been successful with 8 trainees now having gained full employment.
17	Actively promote equality and diversity mainstreaming through its service activity			31-Mar-2018	Service planning and delivery continue to support all Renfrewshire's residents.
04: Creating a sustainable Renfrewshire for all to enjoy					
Action Code	Action	Status	Progress	Due Date	Update
18	Fulfill the requirements of the Flood Risk Management Act by developing action plans to address flooding risk in Renfrewshire			31-Mar-2020	<p>The Council is a member of the Clyde & Loch Lomond Flood Risk Management area. This is a partnership involving Scottish Water, SEPA and 10 local authorities, priorities across the area have been set with regard to detailed study to address future flood risk. The first Flood Risk Management Plan was published in June 2016 and has two cycles covering the period 2016 – 22 and 2022 – 28. Actions currently ongoing and on target include:</p> <ul style="list-style-type: none"> • Surface Water Management Plan / Study of Hillington / Cardonlad / Penilee area jointly progressing with Glasgow City Council to identify the most sustainable suite of options to manage flood risk from all sources; • Integrated Catchment Study of Erskine Waste Water Treatment Works Catchment with Scottish Water to assess catchment flood management needs;

Action Code	Action	Status	Progress	Due Date	Update
					<ul style="list-style-type: none"> Flood risk through effective development planning and management; Maintain a schedule of watercourse assessment and repair; Map watercourses and Sustainable Urban Drainage systems Record flood events.
19	Our council fleet, street lighting, public realm and floodlight strategy are managed to ensure that the Council's CO ₂ emissions are minimised			31-Mar-2020	<p>The modernisation of the Council's street lighting to LED lanterns has reduced CO₂ emissions from street lighting by 60%.</p> <p>The Council fleet continue to purchase Euro 6 for heavy fleet and increase electric vehicles asset in the light fleet with 28 vehicles at present, increasing to over 30 in 2017/18.</p>
20	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution, to ensure that all waste collected by partner authorities is diverted from landfill.			31-Mar-2020	<p>Contract for the treatment and disposal facility is on schedule with the contract commencing on 1 December 2019. The service is developing options for interim waste disposal solutions to allow the Council to manage its residual waste in advance of the facility going 'live' in 2019.</p> <p>The transfer station at Linwood requires a level of refurbishment to allow residual waste to be handed to a contractor to service the bulking up and transfer of waste. Work will commence in April 2018 and is due for completion by Autumn 2018.</p>
21	Deliver the requirements of the Scottish Household recycling charter and related service changes			31-Mar-2019	A refreshed Waste Strategy for 2018 – 2023 is being developed by the service working towards compliance with the household recycling charter.
22	Develop and implement long term sustainable leachate and surface water management plan for Linwood Moss			31-Mar-2019	A mobile Treatment Plant has been installed successfully at the former landfill site at Linwood Moss allowing the Council to treat leachate to permissible discharge levels. Additionally, flow meters have been installed to measure flow rates around the entire site for leachate, surface water and ground waters. A minimum of two years data will be gathered prior to developing longer term options for the site.
23	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs			31-Dec-2017	97% of Renfrewshire's street lighting improvement strategy has been completed. The programme was broken into 3 phases, the contractor awarded the phase 2 and phase 3 contracts in late August went into administration. As a result of this unfortunate position the programme

Action Code	Action	Status	Progress	Due Date	Update
					<p>completion has been delayed while new contractors were appointed.</p> <p>A night time audit has been undertaken of all the street lights converted to LED lanterns. The audit results have been positive with light levels shown to be in excess of the minimum lighting levels required for residential areas as set out in the design specification. Remedial actions identified in the audit are programmed for completion.</p> <p>The LED lanterns are now delivering a 60% reduction in energy use. This aligns with the business case approved by Council and the Council's agreed net revenue saving of £750,000 per annum. The Council's carbon emission from street lighting has also reduced by 60%. This is a significant contribution to the Council's carbon reduction targets and reduction on carbon tax.</p>
					<p>Three Air Quality Management Areas have been declared for Paisley Town Centre, Johnstone High Street and Renfrew Town Centre. A Renfrewshire Air Quality Action Plan is being developed which will cover these areas.</p>
24	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire			30-Sep-2017	<p>Meetings have been held with internal partners to devise specific action measures to tackle air quality and technical advisers have recently been procured to assist with developing sections of the plan which require specialist support.</p> <p>The refreshed Air Quality Management Action Plan will be submitted to the Infrastructure Land and Environment Policy Board in January.</p>
25	Achieve Sustainable Food Cities Status			31-Mar-2018	<p>Work is ongoing with The Soil Association and Renfrewshire Council representatives to progress Sustainable Food Cities status. It is hoped to hold a seminar during the Autumn to explore options with Renfrewshire's key community partners.</p>
26	Review, update and formally launch			31-Mar-2018	<p>Environment & Communities has led on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners. It is hoped to hold a seminar</p>

Action Code	Action	Status	Progress	Due Date	Update
	Renfrewshire's Sustainable Food Strategy				during the Autumn to review, update and finalise launch of the strategy.
05: Working together to improve outcomes					
Action Code	Action	Status	Progress	Due Date	Update
27	Provide our employees with the appropriate support to manage their attendance		<div><div>50%</div></div>	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.
28	Ensure effective management arrangements are in place for overtime levels		<div><div>50%</div></div>	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 to the end of quarter 1 in 2017/18 were 6.5% of total employee costs, this is an improvement on the 2016/17 annual performance of 7.3%.
29	Implement the Council's new Organisational Development Strategy		<div><div>10%</div></div>	31-Mar-2020	A new workforce strategy was approved in August 2017. A working group has been established to implement the necessary actions for Environment & Communities from the Council's Organisational Development Strategy.
30	A strategic planning approach to future skills and service requirements will be implemented through the Environment & Communities Workforce Plan		<div><div>20%</div></div>	31-Mar-2020	Environment & Communities now has an approved Workforce Plan which will be implemented across the respective areas in the service. Staff from the service have taken part in the corporate leadership development programmes, 'Leaders of the Future' and 'Aspire'.
31	Manage the four trading operations of Roads Services; Catering; Vehicle Maintenance; and Building Services and		<div><div>50%</div></div>	31-Mar-2018	Reports in the trading operations are submitted to each cycle of the Infrastructure, Land and Environment and Finance, Resources and Customer Services Policy Boards. The 4 trading operations are on

Action Code	Action	Status	Progress	Due Date	Update
	achieve their financial and operational targets				schedule to achieve their financial and operating targets for 2017/18.
32	Active participation in phase 3 of the Better Council Change Programme			31-Mar-2019	Environment & Communities plays an active role in each phase of the Better Council Change Programme.
33	Supporting the Council to implement the Enterprise Resource Planning system.			31-Mar-2019	Environment & Communities are participating in user testing sessions and staff training to support preparedness to go live.
34	Develop customer engagement plans to involve our customers and actively seek their buy-in and support for service provision			31-Mar-2019	Environment and Communities has played a leading role in developing a corporate approach to Empowering Communities. The service is developing proposals to create a new relationship between the Council and its communities based on building community capacity in 'natural' communities; transferring control of service delivery and assets to communities; developing decentralised budgets and participatory budgeting proposals and sharing more power more equally between communities, individuals and professionals.
35	Develop a strategic approach to asset management			31-Mar-2019	Roads Asset Management Plan is a well-developed process and the Council are Council about to commence the next tranche of review and development through the SCOTS Asset Management group. Asset condition surveys have been completed for our cemeteries. A number of neighbourhood parks have been undertaken and this will continue with neighbourhood parks through 2017/18.
36	Continue to progress the schools PPP contract and progress and finalise the benchmarking of cleaning and catering services during 2017/18			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 with anticipated completion in March 2018.







Action Code	Action	Status	Progress	Due Date	Update
37	Develop and deliver a strategy for how the Council will respond locally to the risks posed by serious organised crime			31-Mar-2018	Renfrewshire Council's Integrity Group sets the Council's strategy on reducing the threat posed internally from Serious Organised Crime and Corruption. The group membership encompasses representation from key Council Services, with Police Scotland acting in an advisory capacity.
					<p>The Integrity Group have undertaken an internal assessment of the risks posed to the Council and its services by fraud, corruption and organised crime. This assessment identified potential areas for action. These actions were captured as part of a Renfrewshire Integrity Action Plan, which is being used as an internal document to focus the work of the Integrity Group on mitigating vulnerabilities in areas of greatest risk. The key themes currently focussed upon in the Integrity Action Plan are:</p> <ul style="list-style-type: none"> • Governance • Insider Threat • Workforce Support • Procurement • ICT & Cyber Security <p>The Action Plan is a live document and the Integrity Group regularly review the progress of existing actions, as well as horizon scanning to identify any further actions or improvements.</p>
38	Ensure all council services have robust and up to date business continuity arrangements in place			31-Mar-2018	Currently all services have business continuity plans in place. This is an ongoing process and falls under the remit of the Council Resilience Management Team which has it as a standing item on its agenda and action log. A number of key commercial assets across the area already have "Incident Response Guides" in place and these are being rolled out to other businesses and Council premises as we identify those whose loss would most severely impact on the council.
					Environment and Communities continue to demonstrate compliance with ISO9001 for quality management systems. The Facilities Management Catering Service in Secondary Schools and Council run Care Homes operate to ISO22000 for Food Safety Management Systems, providing confidence in the food produced within the kitchens and served to customers.
39	Review and maintain continuous improvement frameworks including: <ul style="list-style-type: none"> • quality assurance and self-evaluation; • actions arising from Best Value assurance report, • health and safety accreditations; and 			31-Mar-2018	







Action Code	Action	Status	Progress	Due Date	Update
	<ul style="list-style-type: none"> • staff and customer service national accreditations 				<p>Building Services were also successfully integrated into the overarching Environment & Communities Quality Management System for ISO 9001.</p> <p>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.</p>

Appendix 2



Environment & Communities Service Improvement Plan 2017-2020

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







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Value	Value	Target	
01	(Maintenance) Carriageway Condition: % of road network considered for treatment (v) Overall				36.2%	36%	34.8%	35%	Not measured for Quarters	Not measured for Quarters	35%	35%	Performance has improved from 36.2% in 2015/16 to 34.8% in 2016/17 and has exceeded the 2015/16 target of 35% (provisional figure). This level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
Local Government Benchmarking Framework (LGBF) Indicator													
02	(Maintenance) Carriageway Condition: % of road network considered for treatment (i) A Class Roads (LGBF Indicator)				26.3%	26%	22.4%	25%	Not measured for Quarters	Not measured for Quarters	25%	25%	Performance has improved from 26.3% in 2015/16 to 22.4% in 2016/17 and has exceeded the 2016/17 target of 25%. This level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
It should be noted that this data is provisional and may be subject to change when the draft													




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target		Value	Target		
LGBF is released in December 2017by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.																	
Local Government Benchmarking Framework (LGBF) Indicator																	
03	(Maintenance) Carriageway Condition:% of road network considered for treatment (ii) B Class Roads (LGBF Indicator)				31.6%	26.0%	27.5%	25.0%	Not measured for Quarters	25.0%	Performance has improved from 31.6% in 2015/16 to 27.5% in 2016/17. Although slightly above the 2016/17 target of 25% this level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.						
It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.																	
Local Government Benchmarking Framework (LGBF) Indicator																	
04	(Maintenance) Carriageway Condition:% of road network considered for treatment (iii) C Class Roads (LGBF Indicator)				38.8%	35.0%	36.9%	35.0%	Not measured for Quarters	35.0%	Performance has improved from 38.8% in 2015/16 to 36.9% in 2016/17. Although slightly above the 2015/16 target of 35% this level of						







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target					
													performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.				
													It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.				
Local Government Benchmarking Framework (LGBF) Indicator																	
													Performance has improved from 37.2% in 2015/16 to 36.6% in 2016/17. Although slightly above the 2016/17 target of 36% this level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.				
													It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.				




05	(Maintenance) Carriageway Condition:% of road network considered for treatment (iv) Unclassified Roads (LGBF Indicator)				37.2%	36.0%	36.6%	36.0%	Not measured for Quarters	36.0%
Performance has improved from 37.2% in 2015/16 to 36.6% in 2016/17. Although slightly above the 2016/17 target of 36% this level of performance reflects the significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.										
It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.										

Local Outcome 02: Building strong, safe and resilient communities




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
06	Percentage of adults who agree that Renfrewshire is a safe place to live.				86%	83%	82%	84%	Not measured for Quarters		84%	Indicators 6 and 7 are both annual indicators from the Council's Public Services Panel survey. This is a snap shot survey which takes place once a year. In the most recent survey there were 950 respondents.	
07	% of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".				79%	85%	81%	86%	Not measured for Quarters		87%	Indicator 6, the percentage of adults who agree that Renfrewshire is a safe place to live has decreased from 86% in 2015/16 to 82% in 2016/17 falling short of the annual target of 84%. Indicator 7, the percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live" has increased from 79% in 2015/16 to 81% in 2016/17 but was below the target of 86%. Over the last five years performance for both indicators has fluctuated but has aligned in recent years so that a more consistent response is being received across both indicators. This is believed to reflect a more accurate measurement of feelings of safety and satisfaction across Renfrewshire and its neighbourhoods. Despite the fluctuations, overall current performance has improved for both indicators	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					2015/16		2016/17		2017/18		2017/18		
					Value	Target	Value	Target	Value	Target	Value	Target	
					since 2014/15.								
					In addition to measuring the impact of reductions in anti-social behaviour, crimes and violence both indicators reflect a wider sense of well-being that has been driven by a range of investments and projects undertaken by the Council and its partners. These include:								
					<ul style="list-style-type: none">• A strengthened and widened Community Safety Partnership, which incorporates daily tasking and investment by the Council in the Community Safety Hub and CCTV;• Renfrewshire Council's Tackling Poverty programme;• Investments in the housing stock; and• Improved access to youth employability programmes. The overall combined impact of these investments has led to people feeling safer in their community.								
					The overall combined impact of these investments has led to people continuing to feel safe in their community and neighbourhood.								
08	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community				2,110	1,800	1,916	1,700	558	487	1,750		The reported number of incidents of anti-social behaviour at the end of quarter 2 was 1,045. This was lower than the 1,255 reported at the end of quarter 2 in 2016/17, reflecting improved










Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target		Value	Target		
Safety Service																	
performance.																	
Performance reflects the very challenging nature of the target and a drive to improve reporting and recording of all incidents of anti-social behaviour. The types of anti-social behaviour recorded include Disorder/Youth disorder including youths gathering, gang fighting, drinking in public and carrying offensive weapons; Vandalism, graffiti, fireworks and fire raising, drugs including dealing and paraphernalia; Noise complaints including domestic, industrial and commercial, general banging, parties and disturbances; Verbal abuse, bullying/harassment and racist or sectarian incidents; Minimotors, joy riding, illegal parking and abandoned vehicles; suspicious persons, missile throwing and intruder alarms.																	
09	Domestic noise complaints - the average time (hours) between the time of the complaint and attendance on site (LGBF)				0.53	1	0.5	1	0.48	0.51	1	1	In the first 6 months of 2017/18 a total of 540 domestic noise complaints were received, 326 of which required attendance on site with an average response time of half an hour				
10	Number of recorded attendances at Street Stuff activities				37,269	32,000	43,758	50,000	6,252	10,095	50,000	32,000 (revised target)	Street Stuff uses statistical data and analysis to improve targeting for the delivery of the programme and maximise the effectiveness of resource.				
Current trends in anti-social behaviour indicate a reduced percentage of incidences are taking																	



Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
11	Number of complaints regarding youth disorder				New from 2016/17	747	750	169	50	740	<p>place in Paisley, particularly Ferguslie Park an increased percentage of incidents are occurring in outlying communities including Erskine.</p> <p>The profile of the Street Stuff programme has been amended to target the areas where increased incidents of anti-social behaviour are occurring.</p> <p>The number of attendances reflect a reduced number of sessions being held at the St Mirren Paisley 2021 Stadium where a higher number of attendees can be expected (typically around 100 young people) and increased numbers of sessions being held in outlying communities with lower numbers of attendances expected (typically between 10 – 30 young people).</p> <p>On this basis and to reflect expected performance over the current year it is proposed that the annual target for 2017/18 be amended from 45,000 to 32,000 attendances.</p> <p>By the end of In quarter 2, there were a total of 219 complaints regarding youth disorder. This is down from 474 complaints over the same period last year. 2016/17 was the baseline year for this indicator.</p>		




Local Outcome 03: Tackling inequality, ensuring opportunities for all







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
12	% uptake of free school meals in primary and secondary schools				69.5%	72%	69.4%	73%	72%	70.9%	75%	<p>School meal uptake at the end of Period 6 was 72.2%. This is slightly below the target of 75%.</p> <p>For the first time pupil absence is 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.</p> <p>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.</p> <p>Active Communities and Healthy Lives groups are also involved to consider menus in line with Health and Well Being initiatives in schools.</p>					










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




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
13	Food Hygiene Information Scheme - % of premises which currently achieve a Pass rating				97.3%	97%	96%	97%	97%	97%	97.5%	97%	At the end of Quarter 2 there were 1,329 premises within the Food Hygiene Information Scheme, of which 97.5% have a Pass or Pass with Eatsafe. This reflects a very high level of performance where food premises meet or exceed compliance standards at any given inspection. All premises are ultimately required to make the improvements necessary to achieve the Pass rating.
14	Trading Standards - consumer complaints completed within 14 days				87.4%	82%	87%	82%	85.4%	82%	96.9%	82%	A higher than average number of complaints continues to be referred for investigation, in relation to alleged criminal breaches, where in fact there is either no locus or no evidence to substantiate these claims. These complaints are logged as intelligence, and patterns are monitored over time.
15	Air Quality - Annual average PM10 value across all continuous monitoring sites				13.8	18	13.7	18	Not measured for Quarters		18		This performance indicator measures air quality across Renfrewshire's 3 automatic monitoring sites. It does this by measuring the average level of particulate matter (fine dust particles) which are 10 micro-meters or less in diameter (PM10). It is measured in micrograms per cubic meter (µg/m3). The annual target of 18 µg/m3 is the statutory

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance					
					Value		Target		Value		Target			Value		Target		
					Value	Target	Value	Target	Value	Target	Value	Target		Value	Target			
					objective that must be met for this pollutant. In 2016/17 the average PM10 value across the 3 monitoring sites in Renfrewshire was within the target value of 18. Renfrewshire's measured PM10 levels have been well within target in recent years.													
					Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future exceedances may occur and be recorded.													
					On this basis, air quality monitoring will continue to be undertaken and an Air Quality Action Plan will be brought to the January meeting of the Infrastructure, Land and Environment Policy Board for approval.													
					This performance indicator measures air quality across monitoring sites in Renfrewshire. It does this by measuring the average level of nitrogen dioxide (NO₂) and is measured in micrograms per cubic meter (µg/m³).													
16	Air quality - average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits				0	46	0	45	Not measured for Quarters		44							
					The 2017/18 target of 44µg/m3 will be reduced to 40µg/m3 by 2020 to meet the Scottish Government's target for this pollutant.													
					During 2016/17, no monitoring sites within the Air Quality Management Areas exceeded average													

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target		Value	Target		
													nitrogen dioxide limits.				
													Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future, exceedances may occur and be recorded.				
													On this basis, air quality monitoring will continue to be undertaken and an Air Quality Action Plan will be brought to the January meeting of the Infrastructure, Land and Environment Policy Board for approval.				
													This performance indicator measures the percentage of monitoring sites that exceed the statutory nitrogen dioxide (NO ₂) limits.				
													Monitoring takes place at 27 sites in the 3 Air Quality Management Areas in Renfrewshire. During 2016/17, none of these monitoring sites exceeded nitrogen dioxide limits.				
													Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future, exceedances may occur and be recorded.				
													On this basis, air quality monitoring will continue to be undertaken and an Air Quality Action Plan will be brought to a future Infrastructure, Land and				
17	% of air quality monitoring sites within AQMA(s) which exceed nitrogen dioxide limits				0%	22%	0%	22%	Not measured for Quarters	22%							

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value		Target		Value		Value		
					Value	Target	Value	Target	Value	Target	Value	Target	
Environment Policy Board.													
18	Street Cleanliness Score - % of areas assessed as clean (LGBF Indicator)				88%	90%	91.3%	90%	Not measured for Quarters		90%		<p>The percentage of Renfrewshire's street assessed as clean has improved from 88% in 2015/16 to 91.3% for 2016/17. In 2016/17 the Scottish average was 93.9% which was up 0.5% from the 2015/16 average.</p> <p>The cleanliness score is based on 3 sample surveys carried out throughout the year. The overall result relate to both internal and external audits. The external audit being carried out by the independent body, Keep Scotland Beautiful.</p> <p>This score represents the percentage of areas assessed as acceptably clean (categories A and B) using Keep Scotland Beautiful's Local Environmental Audit and Management System (LEAMS) methodology.</p> <p>Renfrewshire's ranking position relative to other Scottish Councils will not be available until the first draft of the 2016/17 Local Government Benchmarking Framework (LGBF) is published in December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.</p>
19	% of the vehicle fleet which uses alternative fuels, such as				5.5%	5%	6.7%	5%	6.7%	6.7%	6.7%	7%	<p>The percentage of the vehicle fleet which uses alternative fuel such as electricity was 6.7% at the end of 2016/17. This is up from 5.5% in 2015/16.</p>




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
electricity													
This figure is based on a total of 24 electric vehicles. A further 4 vehicles have been added to the Council's fleet in the first six months of 2017/18. The vehicle replacement programme for light fleet is being reviewed to consider the feasibility of electric alternatives. All diesel is 7% biodiesel.													
This indicator reflects the tonnes of CO ₂ emitted from Renfrewshire Council vehicle fleet based on the fuel usage with a reduction in the amount of CO ₂ emitted by the public fleet in 2016/17.													
20	Amount of CO ₂ emitted by the public vehicle fleet				3,535	3,170	3,109	3,060	Not measured for Quarters		2,950		The fleet has reduced its CO ₂ emissions and continues to purchase economical engines and increase the number of electric vehicles in the Council fleet.
There has been a significant reduction in CO ₂ 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 CO ₂ emissions have been reduced by 60%.													
21	Reduce the amount of CO ₂ emitted from public space lighting.				6,482	6,720	5,191	6,451	Not measured for Quarters		3,200		
97% of Renfrewshire's street lighting improvement strategy has been completed. The programme was broken into 3 phases, the contractor awarded the phase 2 and phase 3													
22	% of street lighting lanterns in Renfrewshire which are LED				6.01%	5%	82%	50%	94%	97%	100%		

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value		Value		Value		Value		
					Target	Value	Target	Value	Target	Value	Target	Value	
													contracts in late August went into administration. As a result of this unfortunate position the programme completion has been delayed while new contractors were appointed.
													The Land Audit Management System (LAMS) is designed to provide a quality indicator which will provide the service with an overall score on how well open spaces, parks and sports facilities are maintained. It provides a mechanism to respond and remediate any inspected areas that do not meet specification.
23	Land Audit Management System - % of areas assessed as acceptable				92.7%	90%	97%	90%	95%	90%	98.1%	90%	Inspections are carried out by StreetScene supervisors/team leaders. Quality follow up inspections are also carried out by technical officers. The performance indicator is calculated using a LAMS scoring system, which is based on the statutory Local Environmental Audit and Management System PI methodology.
													This indicator relates to the % of areas which receive a Grade A or Grade B score ('completed to specification' or 'predominantly completed to specification')
													In quarter 2, the percentage of areas which were assessed as being of an acceptable standard was

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
					Value	Target	Value	Target	Value	Target	Value	Target	

98.1%, which is well in excess of the target set.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015		2016		Q1 2017		Q2 2017		2017	Explanation of Performance				
					Value		Target		Value		Target				Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target			Value	Target		

24	% of Household Waste Recycled (Calendar year data) (LGBF Indicator)				43.9%				52%				48.5%				55%				43.6%	53.2%	50% (revised target)	The cumulative household waste recycling performance at the end of the second quarter of the calendar year i.e. January to June was 48.6%. This rate is comparable with the 48.7% performance level for the same period in 2016. An education & awareness and communication strategy will be developed and delivered to provide support to householders to improve their recycling performance.	
					43.9%		52%		48.5%		55%		43.6%		53.2%		(revised target)		In 2016 the household waste recycling performance was 48.5%, the highest level of performance achieved by the Council. However, this performance was well below the annual target of 55%. In each of the last 3 years performance did not meet the annual target. It is proposed that the annual target for 2017 be amended to align with Scotland's Zero Waste Plan of 50%, with an incremental increase over the next 3 years.						




25	% of Household waste collected which is landfilled (Calendar year data)				31.96%				36%				24.2%				35%				The percentage of household waste which is landfilled has again achieved the target set in 2016. A strategic approach to encourage
																				Not measured for Quarters	
																				34%	










Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015		2016		Q1 2017		Q2 2017		2017		Explanation of Performance
					Value	Target	Value	Target	Value	Value	Value	Value	Target	Target	







behavioural change to tackle contamination of recycling and to improve presentation levels of all recyclates has helped to reduce the amount of waste which is landfilled.







Local Outcome 05: Working together to improve outcomes







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Value	Value	Value	Target	Target	
26	% of CR managers in the 360 process with a completed 360 report				88%	100%	88%	100%	88%	88%	88%	88%	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.
27	% of CR employees having completed IDPs (from MDP/MTIPD)				84%	100%	84%	100%	84%	84%	84%	84%	100%	100%	
28	Improve SVQ levels across the front line workforce - number of staff obtaining SVQ qualifications				49	50	39	50	0	0	0	0	50	50	
29	Environment & Communities - Absence %				4.9%	4%	5.8%	4%	6.9%	6.8%	6.8%	6.8%	4%	4%	The cumulative absence to the end of quarter 2 is 6.8% which is in excess of the challenging target set of 4%. Absence continues to be addressed through the Council's supporting







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					2015/16		2016/17		2017/18		2017/18		
					Value	Target	Value	Target	Value	Target	Value	Target	
30	(Traffic & Transportation) Traffic Light Failure % of Traffic Light Repairs completed within 48 hrs				94%	95%	94.1%	95%	84%	95%	74.6	95%	<p>The cumulative % of repairs completed within 48hr for the first 6 months of 2017/18 is 80.3%. In first 6 months of 2017/18 a total of 147 traffic signals repairs were required, 118 of which were carried out within the 48 hour target.</p> <p>Performance has not achieved target due to the requirement for civils works as a result of road traffic accidents. These are more time consuming than reactive repairs.</p>
31	% of reported street lighting faults which were repaired within the 7 day timescale				68.65%	95%	93%	95%	98.9%	95%	95.6	95%	<p>The % of street lighting faults which were repaired within the 7 day timescale, in the first 6 months of 2017/18 was 96.7% which achieved the target set.</p> <p>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%.</p>
32	Environment & Communities - Overtime as a % of total employee costs (cumulative)				7.3%	8%	7.3%	7%	6.5%	6.6%	6.6%	6%	<p>Overtime costs to the end of period 6 were 6.6% of total employee costs which, although just outside the target set this is an improvement on the 2016/17 annual performance of 7.3%.</p>







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Value	Value	Target	
Local Government Benchmarking Framework (LGBF) Indicator													
33	Cost of Maintenance per Kilometre of roads (LGBF Indicator)				£12,752	n/a	Not yet available	n/a	Not measured for Quarters			n/a	Local Government Benchmarking Framework (LGBF) Indicator This data is published by the Improvement Service on an annual basis as part of the LGBF. The first draft of the 2016/17 performance data will not be available until December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
34	% of adults satisfied with parks and open spaces (LGBF Indicator)				83%	n/a	Not yet available	n/a	Not measured for Quarters			n/a	Local Government Benchmarking Framework (LGBF) Indicator This data is published by the Improvement Service on an annual basis as part of the LGBF. This data will not be available until the first draft of the 2016/17 performance data is published in December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
35	Cost of parks and open spaces per 1,000 of the population (LGBF Indicator)				£21,041	n/a	£19,621	n/a	Not measured for Quarters			n/a	Local Government Benchmarking Framework (LGBF) Indicator The cost of parks and open spaces per 1,000 of the population has decreased from £21,041 in




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													2015/16 to £19,621 in 2016/17.
													It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017by the Improvement Service.
													A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
													This data is published by the Improvement Service on an annual basis as part of the LGBF.
36	% of adults satisfied with refuse collection (LGBF Indicator)				85.3%	n/a	Not yet available	n/a	Not measured for Quarters	n/a			This data will not be available until the first draft of the 2016/17 performance data is published in December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
37	Net cost of waste collection per premise (LGBF Indicator)				£54.85	n/a	£55.90	n/a	Not measured for Quarters	n/a			The net cost of waste collection per premise has increased from £54.85 in 2015/16 to £55.90 in 2016/17.




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													<p>It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service.</p> <p>A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.</p>
Local Government Benchmarking Framework (LGBF) Indicator													
38	Net cost of waste disposal per premise (LGBF Indicator)				£98.51	n/a	Not yet available	n/a	Not measured for Quarters			n/a	<p>This data is published by the Improvement Service on an annual basis as part of the LGBF.</p> <p>The first draft of the 2016/17 performance data will not be available until December 2017. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.</p>
Local Government Benchmarking Framework (LGBF) Indicator													
39	% of adults satisfied with street cleaning (LGBF Indicator)				66%	n/a	Not yet available	n/a	Not measured for Quarters			n/a	<p>This data is published by the Improvement Service on an annual basis as part of the LGBF.</p> <p>This data will not be available until the first draft of the 2016/17 performance data is published in December 2017. A final release will be published</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value		Target		Value		Target		
					Value	Target	Value	Target	Value	Target	Value	Target	
in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.													
Local Government Benchmarking Framework (LGBF) Indicator													
40	Net cost of street cleaning per 1,000 of the population (LGBF Indicator)				£10,014	n/a	£8,454	n/a	Not measured for Quarters	n/a	n/a	n/a	The cost of parks and open spaces per 1,000 of the population has decreased from £10,014 in 2015/16 to £8,454 in 2016/17. It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017 by the Improvement Service. A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.
Local Government Benchmarking Framework (LGBF) Indicator													
41	Cost of Trading Standards per 1,000 of population (LGBF Indicator)				£2,624	n/a	£2,754	n/a	Not measured for Quarters	n/a	n/a	n/a	The cost of Trading Standards per 1,000 of the population has increased from £2,624 in 2015/16 to £2,754 in 2016/17. It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017by the

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
Improvement Service.													
A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.													
Local Government Benchmarking Framework (LGBF) Indicator													
The cost of Environmental Health per 1,000 of the population has increased from £10,661 in 2015/16 to £10,835 in 2016/17.													
42	Cost of Environmental Health per 1,000 of population(LGBF Indicator)				£10,661	n/a	£10,835	n/a	Not measured for Quarters	n/a	It should be noted that this data is provisional and may be subject to change when the draft LGBF is released in December 2017by the Improvement Service.		
A final release will be published in late February 2018 and will be reported to the Audit, Risk and Scrutiny Board in March 2018 as soon as it is available.													
43	% of pothole repairs completed within timescales				62%	80%	66%	66%	60%	82%	75%	(revised target)	In quarter 1 of 2017/18, 60% of pothole repairs were completed within timescales, which was below the target of 68%. In quarter 2 the service concentrated efforts on improving the pothole repair performance which resulted in an improvement to 82% in the second quarter.
At the end of the first half of 2017/18, 66% of													

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance				
					Value		Target		Value		Target			Value		Target	
					Value	Target	Value	Target	Value	Target	Value	Target		Value	Target		
44	% of FOI requests completed within timescale by Environment & Communities				100%	100%	100%	100%	100%	100%	100%	100%	pothole repairs have been completed within the agreed timescales. A number of potholes have been reported on roads that have been or will be resurfaced as part of the £6.7m capital investment in Renfrewshire's roads in 2017/18. The service will continue to focus efforts on improving the performance of pothole repairs during the second half of 2017/18. The pothole repair annual target is currently 68% for 2017/18. Reflecting the importance of maintaining Renfrewshire's roads network, this performance indicator will be increased to reflect the current quarter 2 performance level with a revised annual target of 75% in 2017/18 and 80% from 2018/19 onwards. In the first 6 months of 2017/18 the service dealt with 182 Freedom of Information requests, all of which were completed within the statutory timescale.				
45	% of front line resolutions dealt with within timescale by Environment & Communities				87%	100%	84%	100%	86%	100%	80%	100%	In the first 6 months of 2017/18 the service dealt with 2,806 front line resolutions, 83% of which were dealt with within the agreed 5 day timescale. 88% of frontline resolutions were dealt with within a 10 day timescale and 91% within 15 days. Environment & Communities delivers the highest volume of front line Council services and receive approximately 75% of all front line enquiries				

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					2015/16		2016/17		2017/18		2017/18		
					Value	Target	Value	Target	Value	Target	Value	Target	
													made to the Council.
													Although performance has not met target in the first six months of 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.
													To address performance the service has introduced weekly meetings to ensure timescales are achieved. This process is supported by issuing daily reminders to managers.
													In the first 6 months of 2017/18 the service dealt with 15 complaint investigations, 13 of which were dealt with within the agreed timescale.
													In quarter 1 the service did not meet its target for completing complaint investigation within timescale. To address the quarter 1 performance 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.
													There were 6 complaint investigations received in quarter 2 and all were completed within timescale.
46	% of complaint investigations completed within timescale by Environment & Communities				94%	100%	91%	100%	78%	100%	100%	100%	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2015/16		2016/17		Q1 2017/18		Q2 2017/18		Explanation of Performance
					2015/16		2016/17		2017/18		2017/18		
					Value	Target	Value	Target	Value	Target	Value	Target	
47	Building Services - % of overall housing repairs completed within target				91%	95%	95%	95%	95%	95%	93%	95%	The overall performance for quarter 2 was 93% which was below the target at 95%. The majority of failures relate to the reallocation of resources to cover necessary maintenance works during the school holiday period.



To: Finance, Resources and Customer Services Policy Board

On: 8th November 2017

Report by: Director of Finance and Resources

Heading: Finance and Resources' Annual Health and Safety Report – 2016-17

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

The Board members note and approve the Finance and Resources' Annual Health and Safety Report – 2016-17.

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 2016-17 and identifies some key priorities for action for 2017-18.

4.0 Management of health, safety and wellbeing within the Service.

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 refresher during 2017.

The FAR health and safety planning group, consisting of representatives from across the Service, meet quarterly to monitor the health and safety activities and safety trends within the Service.

Accidents/Incidents

A total of 16 accidents/incidents were reported during 1 April 2016 to 31 March 2017. 13 were reported by employees and 3 reported by non-employees. A total of 7 V&A incidents were reported by employees during the same period.

Table 1 contains a breakdown reported by section:

Division	Non-Employee	Employee	Total
Customer and Business Services	2	5	7
Corporate Governance	0	1	1
HR and OD	0	4	4
Property Services	0	1	1
Reform and Change Management	1*	2	3
TOTAL	3	13	16

* There was one reportable accident under the Reporting of Injuries, Diseases or Dangerous Occurrence Regulations (RIDDOR) which involved a contractor working in a primary school on behalf of IT Services.

This accident was subsequently investigated and involved a visit from the Health and Safety Executive although no further action was taken. A number of actions arose as a result of the internal investigation which included a review of corporate guidance on the Control of Contractors and a training course on this subject has also been added to the corporate course planner.

Violence and Aggression:

All incidents in the table below were reported by employees in Customer and Business Services. The table 2 below contains further information:

Table 2:

Division	Severity and Total	Location
Customer Service Unit	Incident (1)	Renfrewshire House
Abbey House	Incident (1)	Reception
Advice Works	Incident (1)	Renfrew Health and Social Work Centre
Schools	Incident (2)	Fordbank Primary Park Mains High
Renfrewshire Drugs Service	Incident (1) Minor (1)	Reception
TOTAL	Incident (6) Minor (1)	

Table 3 details the severity of the accidents/incidents reported:

Status	First Aid	Incident	Near Miss	Minor	Major	Major injury not RIDDOR reportable	Total
Non - employee	2	-	-	-	1	-	3
Employee	-	11	1	7	-	1	20
TOTAL	2	11	1	7	1	1	23

Table 4 details the trends related to the accidents/incidents reported:

Accident Type	Non-Employee	Employees	Total
Contact with Electricity	0	3*	3
Fall from Height	1**	0	1
Lifting and Handling	0	1	1
Road Traffic Accident	0	1	1
Slip, Trip, Fall on Same Level	1	3	4
Struck Against	0	1	1
Struck by Object	0	1	1
Violence and Aggression	0	7	7
Other	1	3	4
TOTAL	3	20	23

* Of those reported under 'contact with electricity', one occurred within Johnstone Town Hall (minor injury) and was subsequently investigated by Renfrewshire Leisure. The other 2 were incidents which occurred within Renfrewshire House and were reported to Hard FM via CAMIS.

** This indicates the RIDDOR reportable accident involving the contractor.

Training

The provision of appropriate health and safety training continued throughout 2016-2017. The programme offered by the health and safety section during last year included:

Course Title	Number of Attendees
General Risk Assessment:	9
COSHH Awareness	10
Fire Wardens Training	26
IOSH Managing Safely	10
Risk Assessment	9

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 2016/17 there were a number of successful audits undertaken by the external auditors BSI and areas of good health and safety practice were identified.

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, the health and safety section were invited, as part of a national group, to assist with the development of a national

strategy on rehabilitation in the workplace. Further to this, a number of health awareness campaigns were delivered across the council including a health fair in association with local businesses.

General and specific (display screen equipment, new and expectant mothers) risk assessments continue to be managed and monitored on the electronic databases.

To inform managers of employees of new or emerging risks, council wide safety flashes are issued when required, during the period 2 safety flashes were issued;

- Use of Socket Protectors
- Safe use of ladders

Throughout the period a number of inspections have taken place including:

- New build safety inspections
- Workplace Observation reports
- General site safety visits
- Joint management safety inspections with the Trades Unions.

Policies that were reviewed during the reporting period were;

- Revised risk assessment guidance
- Control of Contractors
- Guidance on Statutory Inspections and Maintenance

FAR, HR and OD continue to support our external partners, which include Clyde Muirshiel Regional Park Authority, Scotland Excel, Renfrewshire Valuation Joint Board and Renfrewshire Leisure.

6.0 In order to continue to promote and sustain a positive health, safety and wellbeing culture, further objectives have been set for the Service during 2017/2018 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 strategy health and safety strategy
- Maintaining the Healthy Working Lives Gold Award programme;
- Continuing with the audit and workplace inspection programme within Service;

- 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 working 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 and expand 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.

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 Planning-** This report and plan supports the objectives contained within the community and council plans.
4. **Legal –** The council will continue to comply with current health and safety legislation.
5. **Property/Assets –** Having a robust health and safety management system in place and an effective risk control system should ultimately reduce the risk of property damage and potential loss of premises which could be caused by fire for example.
6. **Information Technology –** The health and safety databases are currently supported by the Councils servers.

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 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 results of the assessment will be published on the Council's website.

8. **Health & Safety** – This report supports and demonstrates the Service's commitment to ensuring effective health and safety management systems are in place and the Director, Heads of Service and managers commitment to health safety and wellbeing.

9. **Procurement** – Finance and Resources, HR and Organisational Development, health and safety section have substantial input to the Council's procurement system.

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

11. **Privacy Impact**- None

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

List of Background Papers

(a) None

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To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Alan Russell, Director of Finance and Resources

Heading: Report on the revised Code of Conduct for Employees

1. Summary

- 1.1 This report provides elected members with the revised Code of Conduct for all Council Employees. The revised draft Code of Conduct is attached at **Appendix 1**. Elected Members have their own Code of Conduct.
- 1.2 The Code of Conduct has been revised in line with legislative changes, incorporates feedback from the Trade Unions and reflects key updates to the following areas:
- Bribery, Fraud and Corruption;
 - Expressing Concerns Out with Line Management;
 - Use of the Council Email System, Internet and Social Media;
 - Data Protection and ICT Security;
 - Use of Financial Resources;
 - Acceptance of Gifts and Hospitality.
- 1.3 Audit Scotland has been advised as part of the Annual Accounts Audit Process that the revised Code of Conduct is being presented to this Board for approval.
-

2. Recommendations

- 2.1 To approve the revised Code of Conduct.
-

3. Background

- 3.1 The revised Code of Conduct sets out the minimum standards of conduct and behaviours expected of our employees. It does not substitute any Codes of Professional Practice for areas such as Social Care, Teaching and Finance.
- 3.2 The revised Code of Conduct for Employees also includes guidance for contractors, consultants and volunteers, who may not be directly employed by the Council, but who are expected to observe and comply with the Code whilst carrying out official business on behalf of the Council.

4. Summary of Key Changes

- 4.1 The key significant changes to the revised Code of Conduct are highlighted below:
- **Bribery, Fraud and Corruption** – introduces the Bribery Act 2010 and highlights behaviours that are considered as criminal offences under the Act. Where any offence is alleged the Council will investigate the matter in line with current disciplinary and internal audit procedures.
 - **Expressing Concerns Out with Line Management** – enforces the procedure and protection in place for employees and public officials who raise a concern relating to unlawful and improper conduct.
 - **Use of the Council Email System, Internet and Social Media** – enforces the Council's ICT Acceptable Use Policy and Use of Social Media Guidance and outlines the expected behaviours of employees when using the internet, email and social media during and out with working hours.
 - **Data Protection and ICT Security** – revised in line with the Council's Data Protection Information Security Policies, enforcing that any breaches of Data Protection and ICT Security will be investigated and formal action may be taken.
 - **Use of Financial Resources** – enforces guidance around financial security and prudence, with input from Internal Audit.
 - **Acceptance of Gifts and Hospitality** – enforces the Council's Code of Conduct for Gifts and Hospitality and the approach that employees must adopt if they are in receipt of gifts and/or hospitality.

5. Implementation of the Code of Conduct

- 5.1 Following approval, the Code of Conduct will be distributed to all employees. In line with the recommendations of a recent Internal Audit employees will be required to sign in receipt of receiving the Code of Conduct.

Implications of this report

1. **Financial - None**
2. **HR & Organisational Development** - the revised Code of Conduct to be communicated through the normal channels and distributed across the Council workforce.
3. **Community Plan Implications** - the revised Code of Conduct will ensure consistency and fairness across the Council's workforce.
4. **Jobs and the Economy** – None
5. **Legal** - implementing the revised Code of Conduct will continue to meet the Council's legislative requirements.
6. **Property / Assets** - None
7. **Information Technology** – None
8. **Equality & Human Rights** - None
3. **Health & Safety** - None
4. **Procurement** – None
5. **Risk** - the revised Code of Conduct minimises the risk of non-compliance.
6. **Privacy Impact** – None

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Finance and Corporate Services
HR and Organisational Development

Code of Conduct for Employees

For all Renfrewshire Council Employees



Issue no: 1

Issue Date: 2017

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This document is available in
alternative formats on request



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Chief Executive's Foreword

Code of Conduct for Employees

The Code of Conduct applies to all employees of Renfrewshire Council and sets out the standards of conduct that the Council expects from you as a Renfrewshire Council employee.

You are asked to read the Code of Conduct carefully and to follow the Code's requirements at all times. I hope that you will find it helpful in your employment with the Council.

If there are any areas on which you need guidance or you have concerns about any aspect the code, you should contact your line manager or HR & OD for further advice.

The Code has been developed in consultation with the recognised Trade Unions.



Sandra Black
Chief Executive

1. Introduction

- 1.1 The public expects a high standard of conduct from all local government employees. The Council's Code of Conduct for Employees sets out the minimum standards which are expected of all employees of Renfrewshire Council and provides you with guidance about your rights and duties at work.
- 1.2 These standards will be used as a benchmark of good practice by the Local Government Ombudsman where a complaint of maladministration has been made. The Code also incorporates 'Seven Principles of Public Life' identified by the Nolan Committee on standards in public life.
- 1.3 The Code provides employees' with guidance on the standards of conduct appropriate for public service and employees' should familiarise themselves with its content. A breach of the Code of Conduct may result in disciplinary action which could lead to dismissal. Due to the nature of your work, some parts of the Code may apply more than others but all employees will be expected to comply with the Code.
- 1.4 Employees who also have line management responsibilities should ensure employees reporting to them have access to the Code of Conduct.
- 1.5 Although contractors, consultants or volunteers are not directly employed by the Council, they will be expected to observe and comply with the Council's Code of Conduct for Employees. Elected Members have their own Code of Conduct which is available on the Council's intranet or from Committee Services.

2. The 'Seven Principles of Public Life'

Selflessness	You should not take decisions which will result in any financial or other benefit to yourself, your family or your friends. Decisions should be based solely on the Council's best interests.
Integrity	You should not place yourself under any financial or other obligation to an individual or an organisation which might influence you in your work with the Council.
Objectivity	Any decisions which you make in the course of your work with the Council, including making appointments, awarding contracts, or recommending individuals for rewards or benefits must be based solely on merit.
Accountability	You are accountable to the Council as your employer. Renfrewshire Council, in turn is accountable to the public.
Openness	You should be as open as possible in all the decisions and actions that you take. You should give reasons for your decisions and should not restrict information unless this is clearly required by Renfrewshire Council policy or by the law.
Honesty	You have a duty to declare any private interests which might affect your work with the Council.
Leadership	If you are a manager, you should promote and support these principles by your leadership and example.

3. Relationships

3.1 Personal Conduct

- 3.1.1 As a public official the way you behave during working hours and any misconduct outside your working hours reflects on the image of the Council and may have a bearing on your employment with the Council.
- 3.1.2 Under the Council's Health and Safety Policy and the Health and Safety Act 1974 employees should not place themselves, work colleagues or members of the public at risk to their health and safety.
- 3.1.3 You must not attend work under the influence of either alcohol or drugs, as these may affect your ability to undertake your duties safely and effectively. Should you attend work under the influence of either alcohol or drugs you will be liable for action under the Council's Disciplinary Procedures.
- 3.1.4 You may seek support and assistance for any health and wellbeing issues, including alcohol and drugs, from your line manager, a trade union representative, HR and Organisational Development and the counselling service provided by Occupational Health.
- 3.1.5 Should you be charged or convicted of a criminal offence (including being released on bail) which is likely to adversely affect your work or your working relationship with the Council, you must advise your Director or Head of Service immediately. Such charges or convictions may result in action being taken against you under the Council's Disciplinary Procedures.
- 3.1.6 If you drive as part of your duties you must inform your line manager immediately of any driving conviction incurred in the course of your duties or outwith work, and/or any current or pending driving disqualification that would impact on your ability to fully carry out your work duties. You must also inform your line manager of health and wellbeing issues that may have an impact on your ability to drive or that would normally require notification to the DVLA.
- 3.1.7 Upon notification of a driving disqualification your line manager must relieve you of all driving duties with immediate effect and in consultation with you, seek to identify suitable means by which you may continue to undertake your normal duties or alternative work activities. Advice must be sought from HR & Organisational Development to identify, in consultation with the employee and their line-manager, the most appropriate course of action.
- 3.1.8 All employees of the Council will be required to complete a Basic Disclosure Check. If your job involves regular contact with children or protected adults, or in the administration of the law or in certain other sensitive areas and professions, the Council reserves the right to require you to undergo a Disclosure Scotland Police Check/PVG check at any stage of your employment.

3.1.9 You have a duty to make any payments due to the Council in good time. Regular checks will be made by the Director of Finance and Resources where they are legally entitled to do so. This will ensure that you are not in arrears with payments such as council tax, rent etc. If you are experiencing difficulties in making payments, advice is available from various sources such as the:

- Council Tax section within Finance and Resources;
- The local neighbourhood offices of Development and Housing;
- HR and Organisational Development, Finance and Resources;
- The Trade Unions.

3.2 The Public

3.2.1 You may have contact with members of the public as users of services, clients or citizens and you should always be courteous and helpful.

3.2.2 Where an employee considers they have been bullied, harassed, discriminated against or victimised during the course of their Council duties by a third party (member of the public, customer, client, contractor), this should be reported to their line manager at the earliest opportunity. In such instances, further investigation may be required and any unacceptable behaviour should be dealt with as outlined by the Council's relevant health and safety policies.

3.3 Elected Members

3.3.1 Both Elected Members and employees are servants of the public, and they are indispensable to each other. Employees are responsible to the Council. Their role is to give advice to Elected Members and the Council and to carry out the Council's work under the direction and control of the Council and its Boards.

3.3.2 Elected Members are free to approach any Council service for such information, explanation and advice about the service's functions as they may reasonably need in order to assist them in carrying out their duties as members of the Council. Such approaches should normally be directed to the Chief Officer or another senior officer of the service concerned. If you are called upon to provide support and briefings to party groups you should follow Renfrewshire Council's protocol for member/officer relations. Before providing such information, you should inform your line manager.

3.4 Contractors

3.4.1 You must be fair and impartial in your dealings with contractors, sub-contractors and suppliers. Close personal familiarity between employees and contractors can damage the working relationships and reputation of the Council.

3.4.2 If you are involved in the tendering process you must follow the Council's procurement procedures and rules for tenders and contracts. Further information can be obtained from the Procurement, Chief Executives service.

4. Bribery, Fraud and Corruption

4.1 You must not use your position with the Council or misrepresent your personal circumstances in relation to any council process in order to obtain a gain that you are not entitled to or to further your own interests or the interests of others who do not have a right to benefit under Renfrewshire Council's policies.

4.2 You should be aware that under the Bribery Act 2010 it is a serious criminal offence to:

- offer, promise or give someone a reward to make them perform their functions or activities improperly;
- accept, agree to accept or request a reward in return for performing a relevant function or activity improperly;
- bribe a foreign public official in order to win business, keep business or gain business advantage for the organisation.

4.3 Any suspected incident of bribery, fraud and corruption will be investigated internally and where the Council consider that a breach has occurred this will be referred to the relevant regulatory authority for further action as appropriate. This could lead to a criminal conviction and may result in a hearing under the Council's Disciplinary Procedures.

5. Your Rights as an employee and member of the public

5.1 Public statements

5.1.1 If you use Renfrewshire Council services you are entitled to express a view on the quality of service you receive. However, you should not make use of information obtained through your work with the Council

5.1.2 Criticism of the Council or officers of the Council made via the media, social media or the internet outside of work may be investigated under the Council's Disciplinary Procedures.

5.1.3 Trade Union representatives may use the media, social media or the internet to communicate with their members or make a statement on behalf of their trade union.

5.2 Access to your Elected Member

5.2.1 As a member of the public, you are entitled to raise with your Elected Member any complaint which you have about the services of Renfrewshire Council. If your complaint concerns any aspect of your work with Renfrewshire Council, you should follow the Council's Grievance Procedures.

5.3 Fair and reasonable treatment at work – Respect at Work

5.3.1 You are entitled to expect fair and reasonable treatment from your colleagues, managers and from Elected Members. If you feel that you have been unfairly treated or have been discriminated against, you are entitled to make use of the Council's appropriate policies, for example, Respect at Work or the Grievance Procedures.

5.3.2 The Council will not tolerate bullying, discrimination, harassment or victimisation of an employee who has raised concerns through this process. It is the duty of all employees to ensure that colleagues do not suffer any type of unacceptable behaviour.

5.3.3 It should be noted that if an employee is already the subject of action under another Council policy e.g. Disciplinary Procedures this will not automatically be halted as a result of them expressing their concerns under the Respect at Work Policy or Grievance Procedures.

6. Disclosure of Information

6.1 Contact with the media

- 6.1.1 In your work with Renfrewshire Council you must get Council authorisation before media contact can take place. All contact with the media (press/television/radio/social media) should be referred in the first instance to your Director or Head of Service.
- 6.1.2 Do not respond to enquiries by the media, or comment to the media on situations described or statements made, with exception of Head Teachers in schools. Where possible, Head Teachers should take advice from the appropriate Head of Service within Children's Services prior to releasing information to the media. You should inform the Communications and Marketing Team within the Chief Executive's service of any media contact.

7. Expressing Concerns Outwith Line Management Policy

- 7.1 The Council is committed to the highest possible standards of openness, honesty and accountability. In line with that commitment, if you have a serious concern about illegality, malpractice, wrongdoing or serious failures of standards of work you are encouraged to come forward and voice any concerns. The Council's Expressing Concerns Outwith Line Management Policy provides safeguards for employees and public officials who disclose unlawful and improper conduct including breaches of this Code.
- 7.2 Concerns should be made in writing, usually to your Head of Service. Where you do not feel able to put your concern in writing, contact can also be made by telephone or in person to an appropriate officer.

7.3 Public Interest Disclosure Act 1998

- 7.3.1 This Act makes provision for the protection of individuals who disclose information which, they believe, has resulted in any of the following occurring:
- (i) that a criminal offence has been committed, is being committed or is likely to be committed;
 - (ii) that a person has failed, is failing or is likely to fail to comply with any legal obligation to which they are subject;
 - (iii) that a miscarriage of justice has occurred, is occurring or is likely to occur;
 - (iv) that the health or safety of any individual has been, is being or is likely to be endangered;
 - (v) that the environment has been, is being or is likely to be damaged;
 - (vi) that information tending to show any matter falling within any one of the preceding paragraphs has been, is being or is likely to be deliberately concealed.

7.4 Confidentiality

- 7.4.1 The Council will maintain the confidentiality, wherever possible, of the identity of the employee who has raised the concern. It must be appreciated, however, that the investigation process may reveal the source of the information and a statement by the individual may be required as part of the evidence.

7.5 Anonymous allegations

- 7.5.1 Employees are encouraged to put their names to any allegations made. Concerns expressed anonymously will be investigated at the discretion of the Council. In such a case the employee under investigation must be notified of the allegation against them.

7.6 Untrue allegations

- 7.6.1 If an employee makes an allegation in good faith, but it is not confirmed by the investigation, no action will be taken against them. If however an employee makes malicious or vexatious allegations, disciplinary action may be considered.

8. Working with Elected Members, Political Neutrality and Politically Restricted Posts

- 8.1 As an employee of the Council you must serve the Council and Elected Members, regardless of their political outlook. The Chief Executive and senior officers have ultimate responsibility to help ensure that the policies of the Council are implemented. If you are asked to provide assistance with a matter which is clearly party political or which does not have a clear link with the work of the Council, you should refer the matter to your line manager.
- 8.2 A small number of posts are “politically restricted” in terms of the Local Government and Housing Act 1989 (as amended). A person who holds such a post is disqualified from being or becoming a member of:
- a local authority;
 - the Scottish Parliament;
 - the House of Commons;
 - the European Parliament.

9. Conflict of Interest

9.1 Private Interests

- 9.1.1 You must not allow any private interest to influence your decisions at work and be aware that even where there is no conflict that your conduct may lead to a perceived conflict of interest. If you are involved in working or in transactions being carried out by Renfrewshire Council in which close members of your family or people living in the same household as you may have financial interests, these interests must be declared to and recorded by your line manager.

9.2 Membership of organisations or clubs

- 9.2.1 If by being a member of an organisation or a club there might be a conflict of interest in relation to any aspect of your employment with Renfrewshire Council, you must declare this to your line manager. This also applies to membership of organisations or clubs which are not open to the public.

9.3 Political, professional and trade union activity

- 9.3.1 Employees who are not in a politically restricted post will have the right to engage in political or professional activities but must ensure that these do not result in an actual or perceived conflict of interest with your official duties with the Council.
- 9.3.2 If you are a trade union or workplace representative you must ensure that if you make public comment that this is made on behalf of the trade union or association you represent and not the Council.

9.4 Employment outwith Council working hours

- 9.4.1 Normally you will be able to undertake paid employment/self-employment outside the Council unless there is a clear conflict of interest, or is it likely to have an adverse effect on your work with the Council.
- 9.4.2 You are not allowed to use Council equipment and resources in any outside employment. If you are unsure if the other employment may be in conflict with the Council's interests you should seek guidance from your Director or Head of Service.
- 9.4.3 Directors and Heads of Service must not engage in any other business or undertake any additional appointment without the express consent of the Leader of the Council or the Chief Executive.

9.5 Other outside duties or services during working hours

- 9.5.1 During the period of their employment, employees will not be permitted to hold any outside office, position of employment, the duties of which would entail their absence from work during normal working hours, without the consent of the Chief Executive.
- 9.5.2 A Director/Head of Service can authorise an employee to be absent occasionally and temporarily during working hours to attend to duties or services of an honorary, charitable or philanthropic character, so long as these do not interfere with efficient discharge of Council duties, or to take leave of absence during office hours for similar duties or services. Any leave granted for these purposes will be in line with the Council's Special Leave Policy.
- 9.5.3 The Council supports employee volunteering. Employees taking part in this during normal working hours must have prior approval from their line manager. Any volunteering activities carried out by an employee during or outwith normal working hours should not be in conflict with the employee's role within the Council.

9.6 Invitations to give lectures, broadcasts, speeches etc

- 9.6.1 If you wish to accept invitations to undertake lectures, appropriate to your professional qualifications, you may do so and retain any fees, providing such lectures are given outwith normal office hours, and do not prejudice the interests of the Council.

- 9.6.2 In the case of lectures undertaken during normal hours, where the lectures cover a given period or pattern you must get prior agreement from your service Director or Head of Service. Directors will require to obtain the prior agreement of the Chief Executive. Any fees received, excluding out-of-pocket expenses, must be paid to the Council, or the time off must be set against your annual leave entitlement or deducted from your flexible working hours balance.

10. Acceptance of gifts, hospitality and other benefits

- 10.1 Renfrewshire Council has established a policy on the accepting of gifts and hospitality. This advises on the correct approach to take if you are offered gifts, hospitality or other benefits in connection with your official duties.
- 10.2 All offers of gifts and hospitality made to you, as an officer of the Council, must be recorded in the register of gifts and hospitality, even if they are declined. You should also be cautious and mindful of a givers expectations in relation to gifts and hospitality, particularly where offered to close family members.
- 10.3 The Code of Conduct for Officers on the Acceptance of Gifts and Hospitality is available on the Council's intranet.

11. Use of Council Resources

- 11.1 Renfrewshire Council provides a wide range of services to the public. It is crucial that these services are provided as efficiently and effectively as possible.
- 11.2 In your work capacity you have access to a variety of resources such as equipment, vehicles, materials, finances and any other items under the control of the Council. You should clearly understand your contractual obligations to Renfrewshire Council and you must not use any of the Council's resources to assist with commitments to non-Council employment outwith Council working hours or for any other personal use unless authorised or in line with the ICT Acceptable Use Policy.
- 11.3 There can be occasions where Chief Officers, or other nominated officers, are satisfied that there are justifiable reasons for the temporary removal of resources from Council premises for use for other purposes. For example, where you are undertaking a course of study recognised by the Council, it would be considered reasonable to allow you to take a portable personal computer home in the evening.
- 11.4 If you are authorised to use resources for your work or outside working hours you must ensure that they are stored securely at all times.

12. Use of the Council Email System

- 12.1 Email is an important and significant electronic channel of communication within the Council and to communicate with external organisations. Responsible use of the email system is vital to ensure integrity of the Council's processes and systems, as well as providing assurance to partners and stakeholders that ours and their information is being handled and managed appropriately. You can only use the Council's email system for business use. **Personal use is not permitted at any time.**

- 12.2 The Council reserves the right to access, record or monitor the contents of emails both sent and received via the Council email system for business purposes. Inappropriate use of the Council's email system will be investigated under the Council's Disciplinary Procedures. The Council's ICT Acceptable Use Policy is available on the Council's intranet or from your manager.

13. Use of the Internet

- 13.1 You can use the internet for business purposes during normal working hours and for personal use outwith normal working hours e.g. on lunch breaks or other unpaid breaks. You must not use your access to the internet during normal working hours to carry out any personal business.
- 13.2 Use of the internet is subject to monitoring controls and regularly reported to senior management. You should not use the internet to make negative or defamatory comments about the Council, its agreed decisions or policies, or its officers or Elected Members. Such behaviour will be investigated under the Council's Disciplinary Procedures.

14. Use of Social Media

- 14.1 Employees are permitted access to social media sites such as Facebook and Twitter on the Council network for business purposes, with approval from the Communications and Marketing Team and for personal use outwith the employees' normal working hours, in accordance with the Council's ICT Acceptable Use Policy and Social Media Guidance.
- 14.2 All employees should be aware of their conduct and responsibilities when communicating online and using social media sites. Employees should familiarise themselves with the guidance on the use of online communications and in particular social media in the Use of Social Media at Work and for Personal Use Guidance. The guidance also outlines how unacceptable use may be addressed by the Council.
- 14.3 Employees using social media for work purposes, particularly those with any form of enforcement or investigatory role must be aware of what covert surveillance is – this is **monitoring** someone who is **unaware** of this to obtain **information**, usually for a specific investigation, even when this is easy to find or 'open source'.
- 14.4 Covert surveillance must always be authorised by an Authorising Officer. Further guidance on use of internet or social media for covert purposes can be obtained from both the Council's Surveillance Policy and Guidelines and the Council's Guidance on the Use of Social Media. Any employee who thinks that they could be using social media for covert surveillance must first check with their Line Manager or the Authorising Officer for their Service. A list of Authorising Officers or further advice on covert surveillance can be obtained from the Managing Solicitor, (Information Governance).
- 14.5 If it comes or is brought to the Council's attention and where through investigation it is found that the use of social media has been unacceptable, this may lead to disciplinary action being taken. This will also be the case with unacceptable social media use on the employee's own personal device or home computer. Inappropriate online behaviour can result in criminal action or in some instances civil action brought by others. Employees should also be aware that in circumstances where their behaviour

is unlawful i.e. a hate crime incident such as sectarianism, racism or homophobia, the Council will report this to the Police.

15. Data Protection and ICT Security

- 15.1 The Data Protection Act 1998 and its replacement the EU General Data Protection Regulation (GDPR) imposes obligation on the Council as a data controller, in relation to the processing of personal data. You will have a duty to ensure that the integrity of any personal information about a living individual with which you come into contact in the course of your employment, is accurate and protected at all times. You must regard this information as strictly confidential and you must undertake not to make any unauthorised disclosure at any time.
- 15.2 All employees are responsible for the security of Council information they come into contact with and in whatever format e.g. paper, electronically, multimedia such as audio tapes, CD or DVD, or stored on devices such as USB pens, disks, or recorded via systems such as CCTV equipment.
- 15.3 Any compromise of the security of any information owned by the Council will be investigated and failure to comply with these obligations may result in disciplinary action including dismissal. Further guidance is contained in the Council's Data Protection Policy, Information Security Policy and Guidance on the Responsible Use of Personal Data and Confidential Information.

16. Use of Financial Resources

- 16.1 Public funds entrusted to you must not be used for a personal purpose at any time. If you are responsible for handling cash you must ensure it is held securely.

17. Recruitment and Selection

- 17.1 The Council requires all applicants for jobs to disclose all contraventions of, or failures to comply with, any provisions of law, whether committed in the UK or elsewhere, unless the Rehabilitation of Offenders Act applies and the rehabilitation period has expired. Disclosure checks are conducted on all successful applicants within the Council and PVG checks will be carried out on successful applicants for certain posts within the Council.
- 17.2 Renfrewshire Council has a Recruitment and Selection policy based on the principles contained in the Cosla Code on Recruitment and Selection. All appointments must be made on the basis of merit.
- 17.3 If you are involved in the recruitment and selection process, and have any kind of relationship which might affect your ability to be impartial, that relationship must be declared to your line manager. Your manager will then decide whether you can participate in the recruitment and selection activities.
- 17.4 You must not lobby an Elected Member or another colleague either directly or indirectly to secure your appointment or promotion, or the appointment or promotion of another person. If you have been lobbied by an applicant, another colleague, an Elected Member or any other person, you must report the matter to your manager.

- 17.5 Canvassing of Elected Members or employees of the Council, directly or indirectly in connection with any appointment being made by the Council, shall disqualify the candidate.
- 17.6 Where an employee or Elected Member is involved in the shortlisting or interviewing process and is aware of a relationship with any of the applicants they must disclose this and the Head of HR & Organisational Development must be informed.

18. Relevant Council Policies, Procedures and supporting guidance

- 18.1 This Code of Conduct should be read in conjunction with the following Council Policies, Procedures and supporting guidance:

- Disciplinary Procedures and supporting guidance;
- Grievance Procedures and supporting guidance;
- ICT Acceptable Use Policy;
- Data Protection Policy;
- Surveillance Policy and Guidelines
- Use of Social Media Guidance;
- Code of Conduct for Officers on the Acceptable Use of Gifts and Hospitality;
- Expressing Concerns Outwith Line Management Policy;
- Use of Council Resources Policy;
- Equality and Diversity Policy;
- Respect at Work Policy;
- Recruitment and Selection Guidance.



To: The Finance, Resources and Customer Services Policy Board

On: Wednesday 8 November 2017

Report by: Director of Finance & Resources

**Heading: Renfrew Police Station/Renfrew Victory Baths
Feasibility Study**

1. Summary

- 1.1 The purpose of this report is to seek approval of the Finance, Resources and Customer Services Policy Board to progress a study to develop a range of costed options for the refurbishment of Renfrew Police Station and Renfrew Victory Baths to inform future consideration and decisions in respect to the long term maintenance and use of these Common Good assets.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board;
- 2.1.1 Approve the use of Renfrew Common Good resources to deliver a study and condition survey information to inform future consideration in respect to the long-term maintenance and use of these Common Good assets.
- 2.1.2 Note that a follow up report outlining the output from this study will be presented to an appropriate future cycle of the policy board for consideration.

3. **Background**

- 3.1 Council (18 May 2017) agreed the Finance, Resources & Customer Services Policy Board remit would include policy in relation to the management and investment of Common Good funds.
- 3.2 The Old Renfrew Police Station is a grade 'B' listed 'Common Good' property which was subject to a lease to the Police since local government re-organisation in 1996, albeit the Police occupied the building since its construction in 1910 until 2015. The lease has now been terminated and the building has been vacant since lease termination. Dilapidations negotiations are ongoing with Police Scotland. To date there has been minimal speculative interest in future use(s) of the building.
- 3.3 Renfrew Victory Baths is a grade B listed 'Common Good' property dating from 1921. The property is leased to Renfrewshire Leisure who manage and maintain the facility.
- 3.4 As custodians of the Common Good portfolios, to address both properties, it is proposed to engage consultant(s) to work with Council officers and Renfrewshire Leisure to undertake condition surveys and develop a range of costed options to inform future consideration in respect to the long-term maintenance and use of these Common Good assets.
- 3.5 Consultants will be used to complement in-house resources where particular disciplines/specialisms are not currently available.
- 3.6 The study outputs will include condition surveys and associated long term investment requirements as well as how the physical infrastructure can support service provision.
- 3.7 Consultant(s) will be engaged, as required, in accordance with Council's Standing Orders relating to Contracts
- 3.8 The estimated total cost of the Feasibility Study, including in-house resources and Consultant(s), is c. £40,000. (tbc) which it is anticipated will be exceeded by income generated from 3.2 above.

Implications of the Report

1. **Financial**
The cost of the Feasibility Study will be met from current Renfrew Common Good resources.
2. **HR & Organisational Development**
None.
3. **Community Planning**

None
4. **Legal**
None
5. **Property/Assets**
The Feasibility Study will provide condition survey data and develop potential Options for both properties.
6. **Information Technology**
None.
7. **Equality & Human Rights**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety**
None
9. **Procurement**
The Procurement procedures outlined within this report 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**
Not applicable.
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List of Background Papers

- (a) None
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Author Joe Lynch
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To: Finance, Resources & Customer Services Policy Board

On: 08 November, 2017

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 2017/18.

- a) Following email correspondence from Michaela Schneider, a member of the International Women's Museum in Fürth, she advised that she was planning a research trip to Paisley to explore the influence women in Paisley's past and present. This is to form an exhibit back in Fürth, Germany as part of their 200th celebrations of Fürth becoming a city.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to host a civic reception at Paisley Town Hall in the form of an evening meal for approximately 35 women who have been influential in the fields of culture, business, sport and education at a cost of approximately £1750. The Board is asked to homologate the action taken.

- b) Correspondence was received in relation to the opening show of the Spree, requesting some civic hospitality to help celebrate the friendship links with India and the British Council and UKIERI initiative.

As part of the opening concert of the Spree, a collaborative event between Scottish and Indian artists called 'A Musical Tapestry' was being held on 13th October and it was asked if consideration for some Civic Hospitality be given.

Following consultation with the Provost, the Director of Finance & Resources made the necessary arrangements to host a civic reception for approximately 60 people in the 2021 bid hub in 5a High Street at a cost of £750. The Board is asked to homologate the action taken.

- c) Correspondence has been received from Accord Hospice to request a table be taken at their annual charity ball on Saturday 24th March 2018 at the Marriot Hotel in Glasgow.

It is proposed that the Board agree to take a table at the Accord Charity Ball at a cost of approximately £800 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements

- d) A request has been received for some civic hospitality in the form of Drinks and canapés to celebrate the Museum Store Opening on Thursday 30th November 2017.

It is proposed that the Board agree to provide civic hospitality for approximately 50 within the new Museum Store, High Street, Paisley at a cost of approximately £600 and that it be delegated to the Director of Finance & Resources in consultation with the Provost to make the necessary arrangements.

- 1.2 The budget provision for 2017/18 for Civic Hospitality (including international Links) is £46,460. Should the above be agreed the remaining balance would be approximately £29,339.

2. Recommendations

- 2.1 That the Board agrees to: (a) take a table at the Accord Hospice Charity Ball and provide civic hospitality for the opening of the new Museum Store 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 receptions for the Fürth Influential Women's dinner and the reception for A Musical Tapestry concert at the Spree Festival.
-

Implications of the Report

1. **Financial** – The costs of the request from civic hospitality will be met from the current budget
 2. **HR & Organisational Development** – None
 3. **Community Planning** – Civic receptions provide recognition of the contributions made by individuals and organisations to the fabric of life in Renfrewshire.
 4. **Legal** – none.
 5. **Property/Assets** – none.
 6. **Information Technology** – none
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** – none
 11. **Privacy Impact** – none.
-

List of Background Papers

- (a) Background Paper 1 – Correspondence by email in relation to the Fürth Influential Women's dinner.
- (b) Background Paper 2 – Correspondence by email in relation to the request for A Musical Tapestry.
- (c) Background Paper 3 – Correspondence from Accord Hospice in relation to the Accord Hospice Charity Ball.
- (d) Background Paper 4 – Correspondence by email in relation to the request for hospitality to accompany the Museum Store opening.

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

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To: Finance, Resources and Customer Services Policy Board

On: 08 November 2017

Report by: Chief Executive and the Director of Finance and Resources

Heading: Contract Authorisation Report: Abbey House Curtain Walling and Window Replacement.

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 Abbey House Curtain Walling and Window Replacement Contract which was tendered in the form of a SBCC Standard Building Contract without Quantities (SBC/XQ/SCOT) 2011.
 - 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 EU Threshold and non-regulated Open tender procedure. for Works.
 - 1.3 A contract strategy was approved by the Head of Property Services and the Corporate Procurement Manager in September 2018..
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:
 - 2.1.1 Award the contract for the Abbey House Curtain Walling and Window Replacement to Clark Contracts Ltd.

- 2.1.2 Authorise a spend of the Contract Sum of £478,926.87 excluding VAT.
- 2.1.3 Authorise to spend up to an additional 10% of the Contract Sum as risk allowance for any unforeseen works.
- 2.2 The Finance, Resources and Customer Services Policy Board should note that the Date for Possession of the Site is May 2018 and the Date for Completion of the Works is 26 weeks from the Date of Possession of the Site. The exact Date for Possession of Site will be confirmed in the Council's Letter of Acceptance.
-

3. Background

- 3.1 A central requirement of the Development and Housing Services is to ensure that 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 works comprise the design of new curtain walling, the application to building control for building warrant, renewal of curtain walling screens and also windows/doors to the building with some internal decoration works; there is also an element of asbestos removal associated with the curtain walling removal.
- 3.2 A contract notice was published on the Public Contract Scotland advertising portal on 14 September 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender website. During the tendering period nine (9) companies expressed an interest in the contract. By the closing date set for return of electronic tenders of 12 noon on 4 October 2017, two (2) companies submitted a response.
- 3.3 The two tender submissions were initially evaluated against a set of predefined bid selection criteria in the form of the European Single Procurement Document (ESPD) by representatives from Corporate Procurement Unit, Corporate risk and Corporate Health & Safety.
- 3.4 Both Tenderers confirmed compliance with the minimum criteria of the ESPD and were then evaluated against a set of award criteria which was based on 60% Technical (Quality) and 40% Commercial (Price).
- 3.5 The scores relative to the award criteria of the tenderers are noted below:

Tenderer	Quality (60%)	Price (40%)	Total (100%)
Clark Contracts Ltd	47.35%	40.00%	87.35%
W H Kirkwood Ltd	34.32%	28.85%	60.17%

- 3.6 The evaluation of tender submissions received identified that the submission by Clark Contracts Ltd was the most economically advantageous.

- 3.7 The costs submitted by Clark Contracts Ltd to deliver requirements within this project is within the original budget allocated
- 3.8 Community Benefits were requested as part of the procurement process and Clark Contracts Ltd, confirmed within their tender submission that the following Community Benefits would be available:

Community Benefit Description	No of People / Activity
Trainee Position	1
Work Experience Placements (16+ years)	1
Career Event	1

Implications of the Report

1. Financial

The financial status of Clark Contracts was by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

Community Care, Health & Well-being

Supporting independent living by being able to call upon an appropriately experienced contractor to carry out the works.

Empowering our Communities

Potential to assist communities in charitable and voluntary work through Community Benefits linked to the Framework.

Greener

The contractor holds BS14001 accreditation.

Jobs and the Economy

Work experience for people over 16 years of age offered as part of this contract.

Safer and Stronger

Clark Contracts Ltd required to have appropriate policies and procedures in place to promote equality and diversity.

4. Legal

The procurement of this contract has been conducted in accordance with the Council's Standing Orders relating to Contracts using a below EU Threshold and non-regulated Open tender procedure for Works.

5. **Property Assets**
The works will improve the exterior fabrications of the building, removing asbestos and include a small proportion of interior decoration.
 6. **Information Technology**
None
 7. **Equality and Human Rights**
The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety**
Clark Contracts have had their health and safety submissions evaluated by 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**
Clark Contracts 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**
None
-

List of background papers

- (a) None
-

Author: *Joanna Lindsay, Senior Procurement Specialist, Corporate Procurement Unit, Tel. 0141 618 6906*

Endorsed: *Laura Gillan, Strategic and Commercial Category Manager, Corporate Procurement Unit, Tel. 0141 618 7464*



To: Finance, Resources and Customer Services Policy Board

On: 08 November 2017

Report by: Chief Executive and the Director of Development and Housing Services

Heading: Contract Authorisation Report: Interim Voids 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 a contract for the Interim Voids Maintenance Contract which was tendered in the form of a SBCC Measured Term Contract for use in Scotland (SBC/MTC/Scot), 2011 Edition.
 - 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 using a below EU Threshold and non-regulated Open tender procedure
 - 1.3 A contract strategy was approved by the Head of Planning and Housing Services and the Corporate Procurement Manager in September 2018.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:

- 2.1.1 Award the contract for the Interim Voids Maintenance Contract to ENGIE Regeneration Limited t/a Keepmoat Regeneration.
 - 2.1.2 Authorise a spend of the Contract Sum up to a maximum value of £600,000.00 excluding VAT.
 - 2.2 The Finance, Resources and Customer Services Policy Board should note that the Date for Commencement of Works is 4 January 2018 and the Date for Completion is 26 weeks form the Date for Commencement of Works.
-

3. Background

- 3.1 A central requirement of the Development and Housing Services department is to ensure that 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 works comprise of; the maintenance and refurbishment of the internal fabric, fittings, fixtures and gas appliances. General clean up and tidy works to gardens of properties being worked on and for which the Employer is responsible which may include, inter alia, front and back gardens and common land adjacent to the properties.
- 3.2 A contract notice was published on the Public Contract Scotland advertising portal on 15th September 2017 with the tender documentation available for downloading from the Public Contract Scotland – Tender website. During the tendering period sixteen (16) companies expressed an interest in the contract. By the closing date set for return of electronic tenders of 12 noon on 3 October 2017, four (4) companies submitted a response.
- 3.3 The three tender submissions were initially evaluated against a set of predefined bid selection criteria in the form of the European Single Procurement Document (ESPD) by representatives from Corporate Procurement Unit, Corporate risk and Corporate Health & Safety.
- 3.4 All four (4) Tenderers confirmed compliance with the minimum criteria of the ESPD and were then evaluated against a set of award criteria which was based on 35% Technical (Quality) and 65% Commercial (Price).
- 3.5 The scores relative to the award criteria of the tenderers are noted below:

Tenderer	Quality (35%)	Price (65%)	Total (100%)
ENGIE Regeneration Limited t/a Keepmoat Regeneration	33.45%	63.00%	96.45%
City Gate Construction (Scotland) Ltd	25.78%	65.00%	90.78%

IQA Operations Group Ltd	26.65%	49.32%	75.97%
P&D Scotland Ltd	27.75%	29.76%	57.51%

- 3.6 The evaluation of tender submissions received identified that the submission by ENGIE Regeneration Limited t/a Keepmoat Regeneration was the most economically advantageous.
- 3.7 Based on the costs submitted by ENGIE Regeneration Limited t/a Keepmoat Regeneration, this is within budget.
- 3.8 Community Benefits were requested as part of the procurement process and ENGIE Regeneration Limited t/a Keepmoat Regeneration, confirmed within their tender submission that the following Community Benefits would be available:

Community Benefit Description	No of People / Activity
Work Experience Placements (16 + years of age)	1
Industry Awareness Days	1
Career Event	1
Business Support Social Enterprises, Supported Businesses, Third Sector organisations	1
S/NVQ's or equivalent for Existing Employees	1

Implications of the Report

1. Financial

The financial status of ENGIE Regeneration Limited t/a Keepmoat Regeneration was by undertaking a Dun and Bradstreet evaluation and it confirmed that the company satisfied the Council's requirements in relation to financial stability.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3. Community Planning

Community Care, Health & Well-being

Supporting independent living by being able to call upon an appropriately experienced contractor to carry out the works.

Empowering our Communities

Potential to assist communities in charitable and voluntary work through Community Benefits linked to the contract.

Greener

The contractor holds BS14001 accreditation.

Jobs and the Economy

Work experience for people over 16 years of age offered as part of this contract.

Safer and Stronger

ENGIE Regeneration Limited t/a Keepmoat Regeneration was required to have appropriate policies and procedures in place to promote equality and diversity.

4. Legal

The procurement of this contract has been conducted in accordance with the Council's Standing Orders relating to Contracts using a below EU Threshold and non-regulated Open tender procedure.

5. Property Assets

Improving and maintaining housing conditions to the benefit of the tenants and reducing lifecycle maintenance costs of the Councils housing stock profile.

6. Information Technology

None

7. Equality and 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 t/a Keepmoat Regeneration have had their health and safety submissions evaluated by 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

ENGIE Regeneration Limited t/a Keepmoat Regeneration's insurances have been assessed and evaluated to confirm they meet the minimum requirements regarding insurable risk.

11. Privacy Impact

No Privacy Impact Assessment requirements were identified within this procurement.

12. Cosla Policy Position

None

List of background papers

(a) None

Author: *Joanna Lindsay, Senior Procurement Specialist, Corporate Procurement Unit, Tel. 0141 618 6906*

Endorsed: *Laura Gillan, Strategic and Commercial Category Manager, Corporate Procurement Unit, Tel. 0141 618 7464*



To: Finance, Resources and Customer Services Policy Board

On: 8th November 2017

Report by: Chief Executive and the Director of Finance and Resources

Heading: Contract Authorisation Report: Telephony as a Service (TaaS)

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 Telephony as a Service (TaaS).
 - 1.2 This procurement exercise has been tendered in accordance with Public Contracts (Scotland) Regulations 2015 and the Renfrewshire Council's Standing Orders Relating to Contracts as an above EU Threshold Open Procedure for Services.
 - 1.3 A Contract Strategy was prepared by the Corporate Procurement Unit and was approved on 2nd August 2017 by the Head of ICT and the Corporate Procurement Manager.
-

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance:
 - a) To award the Contract for Telephony as a Service (TaaS) under Option A to British Telecommunications PLC conditional upon disclosure of relevant insurance cover documentation

- b) To award the Contract for five (5) years with the option (at the discretion of the Council) to extend for up to twelve months on two separate occasions. The commencement date is anticipated to be 8th December 2017 with the contract duration running until 7th December 2022 with an option to extend up to 7th December 2024 if all extension periods are utilised. The exact dates will be confirmed in the Council's letter of award.
 - 2.2 It is recommended that the Finance, resources and Customer Services Policy Board authorise both:
 - a) The contract value for five years of £4,633,230.00, excluding VAT; and
 - b) The total contract value should the extension options be taken of £6,486,522.00, excluding VAT.
-

3. **Background**

- 3.1 The budget allocation for telephony is currently held collectively across all council services. This project (Telephony as a Service (TaaS)) will involve the centralisation of these budgets and future management of this budget and project requirements will fall within the remit of ICT, this includes: all financial aspects, the installation, maintenance, repairs and service delivery of all telephony requirements at various locations throughout the Renfrewshire Council corporate and educational estate.
- 3.2 A contract notice advertising the opportunity was published on the Official Journal of the European Union (OJEU) on 3rd August 2017. Tender documentation was available for immediate download through the Public Contracts Scotland – Tender system.
- 3.3 During the tender period, fifty two (52) companies expressed an interest in the contract. By the closing date set for return of electronic tenders of 5pm on the 15th September 2017, six (6) companies had submitted a response.
- 3.4 The six (6) tender submissions were initially evaluated against a set of predefined bid selection criteria in the form of the European Single Procurement Document (ESPD) by representatives from Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.5 All six (6) tenderers met the minimum selection criteria were then evaluated against a set of award criteria which was based on 70% Technical and 30% Commercial. Two priced options could be submitted by tenderers. Tenderers could respond to one or both options, as noted below:

Option A - Provision of cloud based telephony to the entire telephony estate and a cloud based contact centre.

Option B - Provision of the most cost-effective proposal to update the current corporate service provision to a cloud delivery for telephony with an as is non cloud delivery for the educational telephony estate.

Given the options and responses ICT services and Corporate Procurement Unit agreed (based on requirements and tender offerings) that to offer best service support moving forward and in line with ICT strategy that Option A be evaluated and progressed for award. Rejection of Option B eliminated 1 bidder as they could not provide for Option A

- 3.6 The scores relative to the award criteria of the five (5) remaining tenderers are noted below:

	Quality (70%)	Price (30%)	Total (100%)
British Telecommunications plc	50.94	25.74	76.67
Capita IT Services Limited (Trading as Capita IT Enterprise Services)	46.33	29.34	75.67
Virgin Media Business Ltd	46.29	25.99	72.28
Freedom Communications (UK) Ltd	33.42	23.21	56.62
Esteem Systems Ltd	24.08	30.00	54.08

- 3.7 The evaluation of tenders received for Option A identified that the tender submitted by British Telecommunications Plc is the most economically advantageous.
- 3.8 Community benefits were sought as part of this Contract and British Telecommunications Plc advised within their tender submission that the following Community Benefits would be delivered:

Area of Community Benefit	No of Community Benefits to be delivered
Further Education Visits	6
Work Experience Placements (14-16 years of age)	3
School Visits	10
Careers Event	2
Non-financial support for a Community Project	5

Implications of the Report

1. **Financial** - The financial status of British Telecommunications Plc 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 Planning** – The community benefits submitted under this contract are listed within section 3.8 of this report
4. **Legal** – The procurement of this contract has been conducted in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts using the above EU tender procedure for Services.
5. **Property/Assets** – All property and assets utilised within this contract will be leased from the awarded supplier as part of a fully managed service.
6. **Information Technology** – The outcome and delivery of this contract will ensure alignment with the Council's ICT strategy.
7. **Equality & Human Right** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – There are no health and safety implications associated with the award of the Contract
9. **Procurement** - The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk** – The Contract is conditional upon British Telecommunications Plc providing all Insurance documentation and insurances requirements as stated in the tender
11. **Privacy Impact** - No Privacy Impact Assessment requirements were identified within this procurement.
12. **Cosla Policy Position** – N/A

List of Background Papers

- (a) None

Author: Craig Laughlan, Strategic Commercial Category Manager – ICT, 0141 618 7047



To: The Finance, Resources and Customer Services Policy Board.

On: Wednesday 8th November 2017

Report by: The Chief Executive and the Acting Director of Development and Housing Services

Heading: Contract Authorisation Report for a Measured Term Contract for a Timber Preservation and Dampness Control Contractor.

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 to provide Timber Preservation and Dampness Control Works.
 - 1.2 This procurement exercise has been conducted in accordance with the Council's Standing Orders Relating to Contracts for a Regulated Works Contract.
 - 1.3 A Contract Strategy was prepared by the Corporate Procurement Unit and approved by the Head of Planning and Housing Services and the Corporate Procurement Manager in August 2017.
-

2. **Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board;
 - 2.1.1 Authorise the Head of Corporate Governance to enter into a Contract for a Timber Preservation and Dampness Control Contractor, RC/RC/265/17, with City Gate Construction (Scotland) Limited;
 - 2.1.2 Authorise a ceiling value of £3,000,000.00 excluding VAT for this Contract;
 - 2.1.3 Note that the Contract will be for a period of 3 years with the Council having options to extend for up to an additional 24 months dependent on contractor performance during the initial period of contract and where the spend threshold has not been reached.
-

3. **Background**

- 3.1 The Council has a portfolio of domestic properties which it requires to maintain to an acceptable standard. The management of these properties is within the remit of the Development and Housing Services Directorate.
- 3.2 The works required by this contract are classified as specialist and require appropriately trained, experienced and qualified personnel to successfully undertake such works.
- 3.3 Although the Council employs its own in house trades people through the Facilities Management section of the Environment & Communities Directorate (formerly known as Community Resources) the Council has no suitably trained operatives within this resource to allow this work to be carried out in house.
- 3.4 The Contract was tendered as a Regulated works contract in accordance with the Council's Standing Orders Relating to Contracts.
- 3.5 A contract notice was published on the Public Contracts Scotland advertising portal on the 30th August 2017. During the tendering period 4 Suppliers expressed an interest in the tender. By the deadline set for the return of tenders, 12 noon on the 20th September 2017, 2 suppliers had submitted a response and 2 did not respond.
- 3.6 The 2 tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document

(ESPD). Both tenders passed all the mandatory requirements as set out within the ESPD.

- 3.7 The tenderers were then evaluated against a set of award criteria, which was based on a price / quality ratio of 65% / 35%, by the Corporate Procurement Unit and Development and Housing Services. The relative Scores awarded to the Tenderers are as set out below.

Tenderer	Price	Quality	Total
City Gate Construction (Scotland) Limited	65.00	28.50	93.50
Richardson and Starling (Northern) Limited	46.77	28.13	74.90

- 3.8 City Gate Construction (Scotland) Limited have committed to providing the following community benefits during the course of this contract:
- ~ 2 new apprenticeships.
 - ~ 1 new entrant employment for a minimum of 12 weeks.
 - ~ 6 work experience placements for 14-16 year olds.
 - ~ Manufacture, supply and installation of 2 public benches similar to those supplied on a previous contract.

Implications of the Report

1. **Financial**
The cost of all work issued under this Term Contract will be met from existing budgets held by the Council Services who will utilise this Contract
2. **HR & Organisational Development**
None.
3. **Community Planning –**
Children and Young People
City Gate Construction (Scotland) Limited are an accredited living wage employer. They have also committed to providing work experience placements for 14-16 year olds.

Community Care, Health & Well-being

This contract will allow the Council to eradicate dampness and infestation from its properties and provide healthy homes for its tenants.

Greener

City Gate Construction (Scotland) Limited have an Environmental Management Policy in place to reduce the environmental impact of their business on the environment. This Company is also committed to achieving environmental management accreditation through BS EN ISO14001.

Jobs and the Economy

City Gate Construction (Scotland) Limited have committed to taking on 2 new apprentices and providing a new entrant with employment for a minimum of 12 weeks.

Safer and Stronger

City Gate Construction (Scotland) Limited have appropriate policies and procedures in place to promote equality and diversity.

4. **Legal**

The tendering procedure used for the establishment of this Contract was in accordance with the Councils Standing Orders Relating to Contracts for a Regulated works contract.

5. **Property/Assets**

This contract will ensure that the Council has access to an appropriately experienced and qualified contractor to ensure that the Council held domestic properties are free from dampness and infestation.

6. **Information Technology**

Not applicable

7. **Equality & Human Rights**

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.

8. **Health & Safety**

City Gate Construction (Scotland) Limited have appropriate Health and Safety policies, procedures and accreditations in place relative to the works required through this contract.

9. **Procurement**
The procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.
10. **Risk**
City Gate Construction (Scotland) Limited have appropriate Insurance policies in place relative to the works required through this contract.
11. **Privacy Impact**
The contractor is required, under the terms of the contract, to comply with the provisions of the Data Protection Act 1998 and, upon completion of the contract, to return to the Council, or securely destroy, all information provided and obtained during the course of the contract.
12. **Cosla Policy Position**
Not applicable.

List of Background Papers

- (a) Background Papers
None

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To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Chief Executive and the Director of Environment & Communities

Heading: Contract Authorisation Report: treatment & disposal of food waste, garden waste and comingled food & garden waste

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 contracts for the treatment & disposal of food waste, treatment & disposal of garden waste and treatment & disposal of comingled food & garden waste to the suppliers noted within section 2 of this report.
- 1.2 The contracts will be awarded as Direct Awards under the following Lots within the Scotland Excel Framework Agreement for the Treatment of Organic Waste (Contract Schedule Number 8-16).
 - Lot 1, Model B:- Treatment of Food Waste
 - Lot 2, Model B:- Treatment of Garden Waste
 - Lot 3, Model B:- Treatment of Comingled Food & Garden Waste
- 1.3 A contract strategy document for the treatment & disposal of food waste, treatment & disposal of garden waste and treatment & disposal of comingled food & garden waste was signed in October 2017 by the Corporate Procurement Manager and Director of Environment & Communities.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to award contracts to up to the following values with the Suppliers as noted below:-
- 2.1.1 William Tracey Limited for the Treatment of Food Waste under Lot 1, Model B of the Scotland Excel Framework Agreement for Treatment of Organic Waste for the period 1 April 2018 until 31 March 2022 with an option to extend for up to four additional one year periods until 31 March 2026. The price per tonne is fixed for the contract period irrespective of the length of contract. Spend on this contract will not exceed £220,000 excluding VAT over the maximum eight year contract duration.
- 2.1.2 GP Plantscape Limited for the Treatment of Garden Waste under Lot 2, Model B of the Scotland Excel Framework Agreement for Treatment of Organic Waste for the period 1 June 2018 until 31 March 2022 with an option to extend for up to four additional one year periods until 31 March 2026. The price per tonne is fixed for the contract period irrespective of the length of contract. Spend on this contract will not exceed £500,000 excluding VAT over the maximum eight year contract duration.
- 2.1.3 GP Plantscape Limited for the Treatment of Comingled Food & Garden Waste under Lot 3, Model B of the Scotland Excel Framework Agreement for Treatment of Organic Waste for the period 1 April 2018 until 31 March 2022 with an option to extend for up to four additional one year periods until 31 March 2026. The price per tonne is fixed for the contract period irrespective of the length of contract. Spend on this contract will not exceed £5,000,000 excluding VAT over the maximum eight year contract duration.
- 2.2 To benefit from these fixed tonne prices the Council requires to enter into contracts prior to 31 December 2017.
-

3. Background

- 3.1 Scotland Excel established a Framework Agreement for the Treatment of Organic Waste following an open tender procedure which was conducted in compliance with the EU Procurement Legislation. All 32 Local Authorities in Scotland have the opportunity to participate in this Framework Agreement. Eleven suppliers have been awarded onto the Framework Agreement which consists of three lots: - Treatment of Food Waste (Lot 1), Treatment of Segregated Garden Waste (Lot 2) and Treatment of Comingled Food and Garden Waste (Lot 3).
- 3.2 In accordance with Standing Order relating to Contracts 29.5, The HOPAC has identified that the Scotland Excel Framework Agreement for Treatment of Organic Waste 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 Agreement rates and subsequent desk top analysis carried out by the Council demonstrated that best value could be achieved by entering into three separate long term contract arrangements at a fixed price per tonne as identified

within paragraph 2.1 and ensuring that the Council mitigates against future price increases and secures capacity for the treatment of these waste streams.

3.3 GP Plantscape Limited has agreed to these fixed price arrangements at below market rates subject to the contracts pertaining to garden waste and comingled food and garden waste being awarded prior to 31 December 2017.

3.4 The following community benefits has been offered to the Council by the William Tracey Limited and GP Plantscape Limited.

3.4.1 William Tracey Limited has committed to delivery of the following community benefits:

- Support educational visits to view the state of the art processing plant located in Linwood
- Careers Event to promote recycling and/or employment opportunities in the waste industry.
- Retain local employment

3.4.2 GP Plantscape Limited has committed to delivery of the following community benefits:

- Support Renfrewshire Council by supplying free compost for an agreed project.
- Support educational visits to view the state of the art processing plant located in Blantyre.
- Retain local employment by sub contracting the handling and transportation of the Comingled Food & Garden Waste to a local Renfrewshire company.

Implications of the Report

1 **Financial** – The costs under each of these Contracts will be met by the Waste Disposal Revenue Budget budget's as and when required.

2. **HR & Organisational Development**

No TUPE implications have arisen or are anticipated.

3 **Community Planning** – William Tracey Limited and GP Plantscape Limited has committed to delivery of community benefits as outlined in Section 3.4 of this report.

4. **Legal** – The procurement exercise has been carried out in compliance with Council Standing Orders relating to Contracts.

5. **Property Assets - None**

6. **Information Technology**

No Information Technology implications have arisen or are anticipated.

7. **Equality and Human Rights**

William Tracey Limited and GP Plantscape Limited Equality & Human Rights has been assessed under the Scotland Excel Framework Agreement for the Treatment of Organic Waste and have confirmed their compliance with their statutory obligations in respect of Equality and Human Rights.

8. **Health & Safety** – William Tracey Limited and GP Plantscape Limited Health & Safety has been assessed under the Scotland Excel Framework Agreement for the Treatment of Organic Waste to ensure that they met the minimum requirements regarding Health & Safety.

9. **Procurement**

The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures, efficiency and modern Government.

10. **Risk - None**

11. **Privacy Impact**

No Privacy Impact Assessment requirements were identified within this procurement.

12. **Cosla Policy Position**

No Cosla Policy Position implications have arisen or are anticipated.

List of background papers - None

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To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Joint Report by The Chief Executive and the Director of Finance and Resources

Heading: Purchase of IT Desktops

1. Summary

1.1 The purpose of this paper is to seek the approval of the Finance, Resources and Customer Services Policy Board to enter into a direct award for the purchase of IT Desktop devices, reference RC/FA/324/17 made under the Scottish Government National Framework for Desktop Client Devices (SP-15-011-4) for the purchase of up to £298,000 to HP Inc. UK Ltd.

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 direct award for the purchase of IT Desktop devices to HP Inc. Ltd from 1 January 2016 to 31 December 2017. There is an option to extend the Framework Agreement for a period of 24 months which is at the sole discretion of the Scottish Government. If the option to extend is approved, Renfrewshire Council will continue to utilise this contract under the framewor extension period.

2.1.2 All desktop spend under the direct award will be approximately £298,000 should the extension be approved.

3. **Background**

- 3.1 The Scottish Government has established a Framework Agreement for Desktop Client Devices. The Council has the opportunity to utilise this Framework Agreement to ensure a consistent and direct supply of desktop client devices. This direct award will be conducted in accordance with Renfrewshire Council's Standing Orders Relating to Contracts 2017, clause 29.5.
- 3.2 The procurement process undertaken to establish the Scottish Government Framework Agreement was the open tender procedure conducted in compliance with Public Contracts (Scotland) Regulations 2012. The Framework Agreement was advertised as a single operator and was awarded to HP Inc. UK Ltd.
- 3.3 It is anticipated that spend on the contract will be approximately of £298,000. This information is based on information provided by service areas in line with purchasing patterns.
- 3.4 Analysis of the Framework Agreement was undertaken and the Council will achieve best value by utilising the Framework Agreement with HP Inc. UK Ltd.
- 3.5 The costs for devices will be met from the individual service revenue budgets.

Implications of the Report

1. **Financial**

Financial costs in respect of this Contract will be met from the individual Services revenue budget for their ICT support.

2. **HR & Organisational Development**

None.

3. **Community Planning –**

None.

4. **Legal**

The purchase of Desktop Client Devices is carried out in accordance with Renfrewshire Council's Standing Orders Relating to Contracts for direct awards under an existing framework, Contract Standing Order 29.5 and in accordance with the requirements under the Scottish Government National Framework for Desktop Client Devices.

5. **Property/Assets**

Each device bought under this direct award will become an asset of Renfrewshire Council.

6. **Information Technology**
The procedure undertaken will ensure ongoing support for the Council's requirements in relation to the Councils ICT Strategy.
7. **Equality & Human Rights**
The suppliers' tender submissions in relation to equality and human rights were evaluated by the Scottish Government at the time of awarding the Framework Agreement and were deemed to meet the minimum requirements.
8. **Health & Safety**
The suppliers' health and safety tender submissions were evaluated by the Scottish Government at the time of awarding places to the Framework Agreement and were deemed to meet the minimum requirements.
9. **Procurement**
The procurement procedures outlined within this report shall ensure that the Council meets its statutory requirements in respect of procurement procedures.
10. **Risk**
None
11. **Privacy Impact**
None
12. **Cosla Policy Position**
Not applicable.

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To: Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: Chief Executive and the Director of Environment & Communities

Heading: Contract Authorisation Report: Framework Contract for Maintenance & Improvements of Carriageways and Footways

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 Framework Contract to the suitably qualified and experienced contractors recommended in this report for Maintenance and Improvements of Carriageways and Footways which was tendered in the form of a NEC3 Engineering and Construction Short Contract (April 2013 edition) for Lot 1 and 2 and NEC3 Term Service Short Contract (April 2013 edition) with bespoke amendments & additional Z Clauses for lots 3, 4 and 5.
- 1.2 The procurement exercise was conducted as a Regulated Procurement in accordance with the Council's Standing Orders Relating to Contracts and above EU Threshold Open Procedure for works.
- 1.3 A contract strategy document was prepared by the Corporate Procurement Unit and was approved by the Corporate Procurement Manager and Director of Community Resources on 29 March 2017.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board authorise the Head of Corporate Governance to:-
 - 2.1.1 Award a multi supplier Framework Contract for Maintenance & Improvements of Carriageways and Footways and any subsequent call-off (package orders) contracts per specific Lot as per Appendix 1.

- 2.1.2 To note the cumulative spend made under this Framework Contract and any related package orders will be up to the maximum value of £20,000,000 excluding VAT.
 - 2.1.3 The Framework Contract is intended to commence on 11 December 2017 or alternatively, the date confirmed in the Letter of Acceptance and will be for a period of three calendar years with an option to extend for one additional year at Council discretion.
 - 2.1.4 It is envisaged that the majority of individual package orders raised under this Framework Contract will not exceed £160,000 excluding VAT. Where best value cannot be determined for spend exceeding £160,000 excluding VAT using the framework ranking system, a mini competition will be conducted with the most economically advantageous tenderer awarded the contract.
-

3. Background

- 3.1 Community Resources are responsible for the management and maintenance of all roads, excluding trunk roads, within the Council's boundaries.
- 3.2 Capital investment was announced at the Council budget meeting on 16 February 2017, announcing the largest single investment for maintenance of Renfrewshire's road network with £6.7million for key routes to keep Renfrewshire's economy moving freeing up extra resource for residential roads for 2017/2018.
- 3.3 This Framework Contract includes Maintenance & Improvements of Carriageways and Footways for the Council's Road Resurfacing Programme.
- 3.4 A contract notice was published on the Public Contracts Scotland advertising portal on the 17th August 2017 and in the Official Journal of the European Union (OJEU) on the 19th August 2017. During the tendering period 35 suppliers expressed an interest in the tender. By the deadline set for the return of tenders, 12 noon on the 26th September 2017, 15 suppliers had submitted a response, 5 declined to tender and 15 did not respond.
- 3.5 All 15 tender submissions were evaluated against a pre-determined set of criteria in the form of the European Single Procurement Document (ESPD) by representatives from Corporate Procurement Unit, Corporate Risk and Corporate Health & Safety.
- 3.6 All 15 submissions confirmed compliance with the minimum criteria of the ESPD and were evaluated against a set of award criteria which were based on 30% Technical (Quality) and 70% Commercial (Price).
- 3.7 Following the outcome of this evaluation, it was determined that one tenderer had failed to submit a technical and commercial envelope and therefore their offer was deemed not compliant.

3.8 The scores relative to the Award Criteria for each tenderer in respect of each of the aforementioned lots are as follows:

Lot 1:- Carriageway Resurfacing			
Supplier	Commercial Score	Technical Score	Total Score
Finco Contracts Ltd	70.00%	29.70%	99.70%
Mac Asphalt Limited	61.12%	29.55%	90.67%
MacLay (Civil Engineering) Limited	46.40%	29.80%	76.20%
Newlay Civil Engineering Ltd	41.83%	26.00%	67.83%
Hillhouse Quarry Group Limited	38.89%	24.95%	63.84%
Luddon Construction Limited	46.90%	15.30%	62.20%
Aggregate Industries UK Limited	36.80%	23.75%	60.55%
Tarmac Trading Limited	36.95%	22.50%	59.45%
Enviroclean (Scotland) Ltd	26.85%	26.20%	53.05%
Complete Paving Requirement (Scotland) Ltd	26.12%	25.00%	51.12%
John McGeady Limited	17.49%	28.10%	45.59%

Lot 2:- Footway Resurfacing			
Supplier	Commercial Score	Technical Score	Total Score
Finco Contracts Ltd	70.00%	29.70%	99.70%
Mac Asphalt Limited	55.90%	29.55%	85.45%
MacLay (Civil Engineering) Limited	55.07%	29.80%	84.87%
J.H. Civil Engineering Limited	53.32%	26.50%	79.82%
Enviroclean (Scotland) Ltd	51.95%	26.20%	78.15%
Newlay Civil Engineering Ltd	46.37%	26.00%	72.37%
Luddon Construction Limited	43.34%	15.30%	58.64%
John McGeady Limited	28.10%	28.10%	56.20%
Complete Paving Requirement (Scotland) Ltd	28.86%	25.00%	53.86%

Lot 3:- Environment Network Improvement			
Supplier	Commercial Score	Technical Score	Total Score
Finco Contracts Ltd	70.00%	29.70%	99.70%
J.H. Civil Engineering Limited	69.97%	26.50%	96.47%
MacLay (Civil Engineering) Limited	62.56%	29.80%	92.36%
Mac Asphalt Limited	58.49%	29.55%	88.04%
Newlay Civil Engineering Ltd	48.66%	26.00%	74.66%
Luddon Construction Limited	54.07%	15.30%	69.37%
Mackenzie Construction Limited	25.83%	29.70%	55.53%
Complete Paving Requirement (Scotland) Ltd	28.86%	20.00%	48.86%
Enviroclean (Scotland) Ltd	23.82%	23.70%	47.52%
John McGeady Limited	16.28%	28.10%	44.38%

Lot 4:- Carriageway Defect Patching			
Supplier	Commercial Score	Technical Score	Total Score
Finco Contracts Ltd	70.00%	29.70%	99.70%
Mac Asphalt Limited	61.32%	29.55%	90.87%
MacLay (Civil Engineering) Limited	61.06%	29.80%	90.86%
J.H. Civil Engineering Limited	63.04%	26.50%	89.54%
Newlay Civil Engineering Ltd	48.88%	26.00%	74.88%
Luddon Construction Limited	51.31%	15.30%	66.61%
Complete Paving Requirement (Scotland) Ltd	32.12%	25.00%	57.12%
Enviroclean (Scotland) Ltd	23.46%	26.20%	49.66%
John McGeady Limited	12.56%	28.10%	40.66%

Lot 5:- Pothole Maintenance			
Supplier	Commercial Score	Technical Score	Total Score
Finco Contracts Ltd	70.00%	29.70%	99.70%
Mac Asphalt Limited	70.00%	29.55%	99.55%
John McGeady Limited	68.65%	28.10%	96.75%
Newmac Asphalt Services Limited	61.82%	27.95%	89.77%
MacLay (Civil Engineering) Limited	49.79%	29.80%	79.59%
Luddon Construction Limited	63.81%	15.30%	79.11%
Enviroclean (Scotland) Ltd	51.74%	26.20%	77.94%
J.H. Civil Engineering Limited	49.58%	26.50%	76.08%
Complete Paving Requirement (Scotland) Ltd	31.78%	25.00%	56.78%
Newlay Civil Engineering Ltd	34.00%	26.00%	60.00%

- 3.9 The invitation to tender stipulated that a maximum of six suppliers be approved for inclusion on each lot. Environment and Communities and Corporate Purchasing Unit make the recommendation to reduce the number of suppliers as follows:
- Lot 1 to the top three (3) Suppliers;
 - Lot 2 to the top three (3) Suppliers;
 - Lot 3 to the top four (4) Suppliers;
 - Lot 4 to the top four (4) Suppliers;
 - Lot 5 to the top four (4) Suppliers;
- 3.10 Award of package orders less than £160,000 under the Framework Contract will be made by Direct Award, where the supplier ranked 1st will be offered the package order. Should the 1st ranked supplier reject the offer, the 2nd ranked supplier will be offered the package order and so on until the package order has been awarded.
- 3.11 As explained and recommended within paragraph 2.1.4 of this report, where best value cannot be determined for spend exceeding £160,000 using the framework ranking system, a mini competition will be conducted with the most economically advantageous tenderer awarded the contract.
- 3.12 The ranking is detailed in paragraph 2.1.1 will be fixed for year one of the Framework Contract. From the end of year one and no later than 2 months prior to each

anniversary of the award of the Framework Contract, suppliers may submit an application for price increase / decrease in accordance with the Framework Contract for the purpose of re-evaluating the suppliers' competitiveness. This annual re-evaluation will only be in respect of prices and rates. Where the revised prices and rates are accepted by the Council these will replace any earlier prices and rates quoted by the supplier. The Council shall re-rank the suppliers by scoring the new prices and rates and adding these scores to the quality scores achieved by the suppliers in the original evaluation of tenders for the Framework Contract. Where ranking positions are amended, the Council will notify all suppliers awarded under this Framework Contract of their new ranking position prior to the commencement of the next year of the Framework Contract. The Council may subsequently award package orders to the highest ranked supplier capable of undertaking work packages based on these new combined scores.

- 3.13 All Tenderers accepted onto this Framework Contract have committed to providing Community Benefits. The level of Community Benefits provided will be based on the value of any contractual spend through each supplier. The level of spend will be monitored on a 3 monthly basis and the types of Community Benefits achieved will be in line with the Councils Community Benefits Outcome Menu.

Implications of the Report

1 Financial

The cost of all work issued under this Framework Contract will be met by the individual Service budget's as and when required.

2. HR & Organisational Development

No TUPE implications have arisen or are anticipated.

3 Community Planning

Community Care, Health & Well-being

Supporting independent living by being able to call upon appropriately experienced contractors to carry out adaptation works

Empowering our Communities

Potential to assist communities in charitable and voluntary work through Community Benefits linked to the Framework.

Greener

All Suppliers accepted onto this Framework will require to be accredited to BS14001 or have an Environmental Policy in place.

Jobs and the Economy

Potential to offer work experience placements to local unemployed people to assist them in gaining full time work through Community Benefits linked to the Framework.

Safer and Stronger

All Suppliers accepted onto this Framework will require to have appropriate policies and procedures in place to promote equality and diversity.

4. Legal

The procurement of this Framework Contract has been conducted as an open tender procedure in accordance with the Public Contracts (Scotland) Regulations 2015 and the Council's Standing Orders relating to Contracts for above EU threshold for works.

5. Property Assets

In carrying out the work under package orders from the Framework Contract, it shall prepare the road network for surface treatment works that will ultimately improve council maintained roads and transport infrastructure.

6. Information Technology

No Information Technology implications have arisen or are anticipated.

7. Equality and 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

All tenderers being awarded a place on the Framework Contract have had their health and safety submissions evaluated by 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

All tenderers being awarded a place on the Framework Contract have had their insurances assessed and evaluated to confirm that they meet the minimum requirement 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.

List of background papers

Non Housing Capital Investment Programme 2017/18 – 2019/20 – Agenda Item 2

Author: *Graeme Beattie, Senior Procurement Specialist, Corporate Procurement Unit,
Tel. 0141 618 4710.*

Appendix 1

NOTE: The ranking reflects the first year only and the process for reviewing the ranking is detailed in paragraph 3.12 of this report.

Maintenance & Improvements of Carriageways and Footways	Recommended Tenderer	Ranking
Lot 1 – Carriageway Resurfacing	1. Finco Contracts Ltd 2. Mac Asphalt Limited 3. MacLay (Civil Engineering) Limited	1 2 3
Lot 2 – Footway Resurfacing	1. Finco Contracts Ltd 2. Mac Asphalt Limited 3. MacLay (Civil Engineering) Limited	1 2 3
Lot 3 - Environment Network Improvement	1. Finco Contracts Ltd 2. J.H. Civil Engineering Limited 3. MacLay (Civil Engineering) Limited 4. Mac Asphalt Limited	1 2 3 4
Lot 4 - Carriageway Defect Patching	1. Finco Contracts Ltd 2. Mac Asphalt Limited 3. MacLay (Civil Engineering) Limited 4. J.H. Civil Engineering Limited	1 2 3 4
Lot 5 - Pothole Maintenance	1. Finco Contracts Ltd 2. Mac Asphalt Limited 3. John McGeady Ltd 4. Newmac Asphalt Services Limited	1 2 3 4



To: The Finance, Resources and Customer Services Policy Board

On: 8 November 2017

Report by: The Chief Executive and The Acting Director of Development & Housing Services

Heading: Contract Authorisation Report: Redevelopment of Paisley Town Hall, Stage 0, Stage 1 and Design Development Stage of Stage 2

1. Summary

- 1.1 One of the key ambitions of the Paisley Town Centre Asset Strategy and Action Plan is the external and internal refurbishment of Paisley Town Hall. This Category A listed building provides an important venue for a broad range of social, cultural and business related functions in the heart of Paisley. Due to the importance of the Town Hall as an asset for the people of Renfrewshire, the programme for redevelopment is tight with a scheduled completion date of August 2020. This report sets out the recommendation to proceed with Hub West Scotland for initial design, appointment of design team and assessment of affordability to allow early progression of the Town Hall Redevelopment within the scheduled timescale.
-

2. Recommendations

- 2.1 The Finance, Resources and Customer Services Policy Board are asked to approve the request to appoint Hub West Scotland to deliver Stages 0 and 1, and the Design Development stage of Stage 2 of their

proposal dated 1 October 2017, “Renfrewshire Council – Paisley Town Hall, Project Delivery Approach.”

- 2.2 The Finance, Resources and Customer Services Policy Board are asked to note the approximate cost for the project up to completion of Stage 1 which will be in the region of £800,000 excluding VAT.

3. **Background**

- 3.1 Paisley Town Hall is one of Paisley’s most striking buildings. The Town Hall, which is owned by the Council and operated by Renfrewshire Leisure Limited, is an important cultural and civic asset for the town and the people of Renfrewshire.
- 3.2 Comprehensive surveys have identified a need for significant repairs to the external and internal fabric of the building, to include asbestos removal, renovation, upgrading of the existing services and improvements to internal spaces.
- 3.3 The works may be phased to minimise disruption to the public, however even with phasing the Town Hall may be closed from late summer 2018 to August 2020. As the Town Hall is a key cultural Hub, it is essential that the works are managed as efficiently as possible and that all potential delays are mitigated.
- 3.4 Corporate Procurement prepared a Contract Strategy for the Town Hall project which considered potential routes to market, this strategy considered the relative risks and benefits associated with each approach and following consideration, recommended the appointment of Hub West Scotland as the preferred delivery mechanism for the project.
- 3.5 Utilisation of Hub West Scotland will provide a range of benefits including:
- Access to development expertise;
 - Rapid availability of competent resources;
 - Minimal time to market utilising Hub West Scotland’s established and pre-qualified supply chain;
 - Early engagement and involvement of the contractor will provide access to main contractor input on working methods, buildability and sequencing of works, which will be essential in a refurbishment project of this nature to inform the design at an early stage and reduce construction risk;

- The Hub West Scotland commercial model offers an affordability cap which limits the council's financial risk during the construction period.
- 3.6 The Council will appoint a dedicated Project Manager from Property Services who will be responsible for the daily management of the project. The project manager will have a direct input into and influence on the procurement of the Design Team and the procurement of a main contractor.
- 3.7 The Corporate Procurement Unit will work closely with Hub to ensure that the Council's Community Benefits approach is followed and appropriate Community Benefits are sought.
- 3.8 This initial recommendation relates to Stage 0 and Stage 1 of the project, up to completion of a finalised brief, concept design and detailed cost plan.
- 3.9 The costs for Stage 0 – Stage 1 will include the following:
- Hub West Scotland (HWS) to competitively tender for design team and main contractor;
 - HWS to undertake all remaining surveys to inform scope, cost and programme;
 - Completion of RIBA Stage 2 concept design by the appointed Design Team based on confirmation from the Council of the preferred option;
 - Validation by the appointed main contractor of the Quantity Surveyor's cost plan and Affordability Cap for the project to ensure full team buy-in to the Stage 1 report to the Council;
 - Issue of Stage 1 report to the Council, to include finalised brief, concept design, project affordability and programme.
- 3.10 Costs can be broken down approximately as follows:
- Design Team Fees: £500,000
 - Survey cost: £200,000
 - Hub West Scotland (fee 1.53% + 0.75% of total project cost, to be paid in stages throughout the life of the contract)
- 3.11 The initial stages are anticipated to take up to six months from date of approval to proceed.
- 3.12 On completion of stages 0 and 1 a further Contract Authorisation Report will be submitted to the appropriate Board, requesting approval to proceed with the remainder of Stage 2 of the project.
- 3.13 The total affordability cap for the whole project from inception to completion is £22 million.

Implications of the Report

1. **Financial** – The Council approved the investment in Paisley Town Hall on 27 September 2017, at which time it was agreed that the project would proceed to procurement.
2. **HR & Organisational Development** - None.
3. **Community Planning** –

Relevant community benefits will be sought in accordance with the Council's own Community Benefits at appropriate stages throughout the contract.
4. **Legal** – The procurement exercise to establish the hubco and the ability of the Council to enter into contract with hubco has been conducted in accordance with the EU Procurement Regulations.
5. **Property/Assets** – The redevelopment of Paisley Town Hall is a key project within the Heritage Asset Strategy and will improve the quality and fabric of the building, preserving the Town Hall for future generations.
6. **Information Technology** – None
7. **Equality & Human Rights** –

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report
8. **Health & Safety** - None
9. **Procurement:** Hub West Scotland is a joint-venture organisation which is owned by both the public and private sectors. The procurement process to establish the hubco for the hub West Territory was conducted in accordance with the above EU Threshold Competitive Dialogue Procedure for Services. On 5 March 2012 the Finance and Policy Board agreed that Renfrewshire Council could

participate in the Hub West Territory Partnering Agreements. This means that when developing the procurement strategy for infrastructure projects which encompass an element of design and build, partnership with Hub West can be considered as an option if it satisfies the requirement to achieve Value for Money, including adding social value through the project.

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

List of Background Papers

None

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To: FINANCE, RESOURCES AND CUSTOMER SERVICES POLICY BOARD

On: 8 NOVEMBER 2017

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 over the first 6 periods of 2017/2018 (1 April 2017 to 15 September 2017).
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2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Board notes the operational performance update contained within this report.
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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. These are programmed, mainly for rewire upgrades at two per week, with kitchen bathroom or heating, identified at the site visit. The main aspects of the Council's SHQS works are now complete, however we continue to carry out this work as and when identified at void process.

- 3.1.2 The type of works carried out can include the complete rewire of a house, installation of a new kitchen, installation of a bathroom and upgrade or renewal of the central heating system. In the period August and September we continue to programme two tenanted properties per week.

Housing Repairs & Maintenance

- 3.1.3 When a tenant leaves a Council property, the property is returned to Development & Housing Services and is deemed void. In order to re-let the property to another tenant works requires to be carried out. The level of works carried out can vary from basic electrical and gas checks to installation of new kitchen, bathroom and doors. The volume of work is determined by the overall condition of the house against the letting standard.
- 3.1.4 The Council's target time for 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 the additional time 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 issued.

Month	Returns	Completion within timescale
July	76	76%
August	116	55%High Volume of composite doors
September	32	69%(High volume of annual leave)
Totals	224	67% average

Compliance Update

- 3.1.5 The Repairs and Maintenance section within Hard Services, is now developing its compliance management strategy. This has involved engagement with all contractors currently undertaking compliance workstreams. The supporting certification is now being uploaded into the CAMIS system and is visible to property users and occupiers.
- 3.1.6 Site training is currently being undertaken to assist CAMIS users get maximum value from the system information available. This has been provided to approx. 40% of our properties with a target completion by March 2018.
- 3.1.7 Work is being undertaken within the section to prepare the contracts in the final three compliance categories, to allow them to be awarded and commenced by March 2018.

Street Lighting Repairs

- 3.1.8 The Council's street lighting maintenance and repair service was brought in-house in February, 2016. Building Services undertake the repairs and maintenance of the existing street lighting network within Renfrewshire area. Since then there has been significant improvement in performance in responding to dark lamps and effecting repairs.

3.1.9 Street Lighting maintenance figures April to September 2017 are detailed below:

BUILDING SERVICES Street Lighting Summary April - September 2017	Qty	Comments
Jobs completed in period total this financial year.	629	525 Reactive Repairs & Emergencies 71 Backlog Repairs
Jobs programmed within the next 2 months	10	Underway
Jobs to be planned and programmed.	58	Currently being surveyed, priced and PU's applied for
Planned maintenance carried out in last 2 months.	2,526	

3.2 Facilities Management - Soft Services

Tackling Poverty

3.2.1 **Morning Clubs**

Morning clubs continue to be delivered in 9 primary schools and 1 secondary school, providing pupils with a healthy breakfast and a programme of activities. Over 70,000 breakfasts were served over the school year 2016/17. These 10 clubs continued into the new school year, from August 2017, with around 2,000 breakfasts being served each week. The University of West of Scotland is currently carrying out a formal evaluation of the morning clubs to ensure that the outcomes and objectives of the project are being delivered. The full report, including both Early Morning Clubs and Street Stuff, will be reported to a future meeting of this Policy Board.

Families First Clubs

3.2.2 Families First Clubs operate in 12 locations throughout Renfrewshire during the school summer and October holiday periods, providing activities and healthy meals to pupils in P1-P4 who are eligible for a free school meal, children who attend additional support needs schools and also to children under five who attend Council pre-five centres during school holidays.

Street Stuff, Provision of Hot Meals

3.2.3 Healthy hot food continues to be provided during school holiday periods in 6 locations across Renfrewshire, as part of the wider Street Stuff programme of activities. During the summer holiday period around 4,000 healthy hot meals were served at St Mirren Football Club, McMaster Centre, Glenburn Community Centre, Bargarran Community Centre, Hunterhill Community Centre and Knockhill Park.

3.2.4 The University of the West of Scotland also undertook an independent evaluation of the Street Stuff programme over two weeks in June 2017. The full report, including both Early Morning Clubs and Street Stuff, will be reported to a future meeting of this Policy Board.

4. Service Specific Projects Update

4.1 Facilities Management - Hard Services

Community Halls & Centres Programme

- 4.1.1 Currently, Building Services is delivering the capital upgrade and refurbishment works within 6 Renfrewshire Community Halls & Centres, at a total project cost of £2.75m. The works mainly consist of external render repairs, roof upgrades and full internal rewiring. Five of the 6 centres are now complete with Foxbar Community Centre due for completion in mid to late November 2017.

General Capital Programme, Update

- 4.1.2 Building Services carryout capital programme works as requested by both Property Services and Housing. The list below shows the current capital project works that are being undertaken.

Project	Type of Work	Site Progress	Contract Value
Foxbar Community Centre	Refurbishment	Works Ongoing	£500K
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

- 4.1.3 Repairs and maintenance results, for Building Services, for quarter 2, 2017 detail 11,714 individual responsive repairs requested across all trades, Building Services attended to 94% within the time category allowed.

Category	Monthly			
	Q1 2017	Q2 2017	2016/17	Target
	Value	Value	Value	
Total Repairs Completed	12304	11714	54162	n/a
% Overall Repairs Completed Within Target	95.4%	94%	93%	94%
% Emergency Repairs completed within target	98.8%	98%	98%	97%
% Routine repairs completed within target	91.3%	89%	89%	97%
% Programmed repairs completed within target	100%	100%	100%	97%
% Right to Repair Qualifying repairs completed within target	99.6%	98%	97%	97%

4.2 Facilities Management - Soft Services

Partnership Working with the Soil Association

Food for Life Served Here

- 4.2.1 Soft Services are working with The Soil Association to extend our Food for Life Served here (Bronze Award) in Primary Schools into Care Homes and Extra Care Homes. The Soil Association Food for Life Served here provides an independent endorsement that food providers are taking steps to improve the food they serve, using fresh ingredients which are free from trans fats and harmful additives and better for animal welfare. Soft Services are regularly audited to ensure we meet high standards of provenance and traceability and meals are freshly prepared using environmentally-sustainable and seasonal ingredients.

Sustainable Food Cities

- 4.2.2 The Sustainable Food Cities (SFC) Network is a growing movement of 44 towns, cities, boroughs and counties who share a belief in the power of food as a vehicle for driving positive change. The Network helps people and places to share challenges, explore practical solutions and develop best practice in all aspects of sustainable food.
- 4.2.3 The SFC model and key food issues outlined above fit very well with Renfrewshire's Sustainable Food Strategy. The Soil Association have been very positive in this regard and believe Renfrewshire is already some way toward becoming a Sustainable Food City.

5. Workforce Development

5.1 Facilities Management - Hard Services

- 5.1.1 There are currently 11 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. 4 apprentices completed their training in August 2017 and had an offer of temporary employment extended to them.
- 5.1.2 Within building services 8 employees have completed a National Certificate course in preparation for future continued education. A further 8 employees have completed a 2-year course Higher National Certificate in Construction Management.
- 5.1.3 Building Services provided the opportunity for pupils from local schools to visit the depot for the day to learn about different apprenticeships within the construction industry. The pupils also participated in practical exercises in electrical, joinery, painting and decorating, led by the assistance and guidance from existing Building Services apprentices.

5.2 Facilities Management - Soft Services

- 5.2.1 Soft Services has worked with the British Institute of Cleaning Sciences (BICS) on the delivery of a Cleaning Skills Train the Trainer course for eight cleaning staff. These internal trainers will now roll-out the BICS training modules to cleaning staff on a site-by-site basis in the new school term.
- 5.2.2 Four members of the Soft Services management team have started the new Leadership Development programme delivered by the Council. These programmes aim to develop our leaders by focusing on enhancing skills, knowledge and competency in key leadership areas and strengthening capacity to lead and deliver change effectively.
- 5.2.3 Soft Services continues to support employability programmes through the Project Search and Traineeship programmes participating in workplace opportunities across the catering and janitorial service. As part of our partnership with Project Search, nine young people with learning difficulties or autism have gained invaluable work experience during the first half of 2017 in schools, care homes and Renfrewshire House.
- 5.2.4 The students gained experience in a kitchen environment, working with older people in Care Homes, supporting janitors, serving in The Atrium Cafe and assisting our Facilities Team in Renfrewshire House. One Project Search placement has gained permanent employment within the Soft Services team and another has secured a six-month traineeship in Renfrewshire House assisting in the mailroom.
- 5.2.5 Soft Services has continued to work in partnership with West College Scotland on the provision of a bespoke Cooking Skills Development Course for catering staff. A third 10-week programme was completed in October 2017 providing a further 14 catering employees with the opportunity to obtain a college qualification on a day release basis. This course is now sought after by our catering staff with a fourth programme planned from November 2017. This training will allow for succession planning within the service.
- 5.2.6 As part of the partnership with West College Scotland, eight work experience placements were provided in school kitchens to catering students from the Paisley Campus. The students gained invaluable experience in a real kitchen environment enabling them to achieve completion of their module on Industrial Experience in the Hospitality Industry. Work experience placements with West College Scotland are planned to continue in 2018.
- 5.2.7 Partnership working with Invest in Renfrewshire, as part of the Employability Fund, has provided opportunities for work experience for 10 candidates within the school catering service. These candidates received food hygiene and first aid training from Invest in Renfrewshire and were given 4-week placements, providing them with relevant experience to assist them in their search for employment.

6. Performance Update – Indicators and Targets

- 6.1 The table below summarises target and actual performance for key performance indicators for both Environment & Communities and Facilities Management (Hard & Soft Services) and benchmarking targets under each of the key change themes for 2017/18.

Target for 2017/18	Target to Period 6	Actual to Period 6	Comments
A Better Future – People			
1. % uptake of free school meals in primary and secondary schools			
75%	75%	72.2%	<p>School meal uptake at the end of Period 6 was 72.2%. This is slightly below the target of 75%.</p> <p>For the first-time pupil absence is now taken into account when calculating school meal uptake. This provides a more accurate record of actual meal uptake. However, comparisons with historic uptake is now not possible as the data is not like for like.</p>
A Better Council			
2. % of front line resolutions dealt with within timescale			
i) Environment & Communities			
100%	100%	84%	Environment & Communities has received 2,626 front line resolutions in the first 6 periods of 2017/18, of which 2,196 (84%) were responded to within timescale.
ii) Facilities Management (Hard & Soft Services)			
100%	100%	91%	Over the same period Facilities Management received 59 front line resolutions of which 65 (91%) were responded to within timescale.
3. % of complaint investigations dealt with within timescale			
i) Environment & Communities			
100%	100%	85%	Environment & Communities has dealt with 13 complaint investigations in the first 6 periods of 2017/18, 11 (85%) of which were dealt with within the agreed timescale.

Target for 2017/18	Target to Period 6	Actual to Period 6	Comments
ii) Facilities Management (Hard & Soft Services)			
N/A	N/A	N/A	There were no complaint investigations for Facilities Management in the first 6 periods of 2017/18.
4. % of Freedom of Information requests completed within timescale			
Environment & Communities			
100%	100%	100%	All FOIs were responded to on time, achieving the annual target. 215 FOI requests were received, 168 of which were departmental specific and the other 47 were cross-departmental.
5. % of reported street lighting faults which were attended within the 7-day timescale			
95%	95%	99%	99% of reported street lighting repairs were attended to within the 7-day timescale at the end of period 6. 95% of these were fixed on first visit. The operational performance has improved continuously since the service was brought in house in February 2016.
6. Overtime as a % of total employee costs			
i) Environment & Communities			

6%	6%	6.6%	The level of overtime across Environment & Communities , in the first 6 periods of 2017/18, was slightly above target.
ii) Facilities Management (Hard & Soft Services – excluding trading services)			
6%	6%	10.5%	The level of overtime for Facilities Management (Soft Services) was 10.5% at the end of period 6, above 6% target. Additional overtime was used to deliver two elections in the reporting period with all cost recoverable. FM (Hard Services) overtime is reported within the Building Services Trading Report.

7. Sickness Absence Figures:			
i) Environment & Communities			
4%	4%	6.8%	<p>The absence level at the end of period 6 was 6.8% compared to the target of 4%</p> <p>The absence level of 6.8% is due to a number of long term absences, with the overall absence rate consisting of:</p> <ul style="list-style-type: none"> - 76.5% long-term absences - 23.5% short-term absences. <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
ii) Building Services			
4%	4%	4.7%	<p>The absence level at the end of period 6 for Building Services was 4.7% This was made up of: -</p> <ul style="list-style-type: none"> - 72% long term absences - 28% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
iii) School Catering			
4%	4%	6%	<p>Absence levels for School Catering employees was 6% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 73.3% long term absences - 26.7% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>

iv) Building Cleaning			
4%	4%	8.5%	<p>Absence levels for Building Cleaning employees was 8.5% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 82.4% long term absences - 17.6% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
v) Housekeeping			
4%	4%	11.9%	<p>Absence levels for Housekeeping employees was 11.9% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 87% long term absences - 13% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
vi) School Janitorial			
4%	4%	5.2%	<p>Absence levels for School Janitorial employees was 5.2% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 87.3% long term absences - 8.7% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>

vii) School Crossing Patrol			
4%	4%	5.2%	<p>Absence levels for School Crossing Patrol employees was 5.2% at the end of period 6. This was made up of:</p> <ul style="list-style-type: none"> - 91.3% long term absences - 8.7% short term absences <p>Absence continues to be addressed through the Council's supporting attendance procedures and the utilisation of occupational health.</p>
8. Building Services - % of overall repairs completed within target			
95%	95%	93%	<p>The overall performance for quarter 2 was 93% which was below the target at 95%. The majority of failures relate to the reallocation of resources to cover works undertaken for Children's Services during the school holiday period.</p>

6.2 Hard Services Customer Satisfaction Performance results for Q2 2017/18

Appointments

- 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 second quarter of 2017/18, 1,112 surveys were carried out with 99.2% of tenants satisfied with overall housing repair service including customer contact centre and housing repairs services.

Appointments	Yes	No
If you were given an appointment for your repair, was the appointment kept?	99% (1,094)	1% (11)
When the operative(s) arrived, did he/she show you their identification?	99.2% (1,085)	0.8% (9)
Was your repair completed on the day of your appointment?	98.5% (1,078)	1.5% (16)
If your repair was not completed on the day of appointment, were you advised of the reasons and/or when your repair would be completed?	77.8% (21)	22.2% (6)

* Of the 27 repairs not completed on the day of appointment, 21 (77.8%) customers were advised of the reasons why it was not completed or advised when it would be.

Repair Experience

- 6.2.2 This question is designed to ascertain the care that the tradesmen are taking when carrying out work.

Repair Experience	Yes	No
Did the tradesperson leave your home clean and tidy?	99.9% (1,054)	0.1% (1)

Repair Satisfaction – Quarter 2

- 6.2.3 This measures how satisfied tenants were with the workmanship and attitude of the tradesmen that attended their repair.

Repair Satisfaction	Satisfied or V Satisfied	Neither/ Nor	Dissatisfied or V Dissatisfied
How satisfied were you with the overall quality of the workmanship in your home?	99.2% (1,047)	0.4% (4)	0.4% (4)
How satisfied were you with the attitude of the tradesperson whilst in your home?	99.3% (1,048)	0.4% (4)	0.3% (3)

Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning** – the report details a range of activities which reflect local community planning themes.
4. **Legal** – None.
5. **Property/Assets** – None.
6. **Information Technology** – IT implications are contained within the report.
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – None.
 9. **Procurement** – None.
 10. **Risk** – None.
 11. **Privacy Impact** – None.
 12. **CoSLA Policy Position** - None
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List of Background Papers: None

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